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## **Monitoring and Evaluation Strategy**

## **Introduction**

Monitoring and evaluation is an integral part of each performance in Tadbeer. It is run as integral part of coaching, training and consulting programs. Generally Tadbeer's research unit with the involvement of relevant organization body handles the monitoring and evaluation. Research unit is responsible to conduct surveys, evaluation, assessment and various researches, though.

But in fact, it is run as parallel strengthening process to training, capacity building, and consulting projects and as overall controlling layer of organizational bodies' performances and programs, accomplished by Tadbeer.

Hence it is an overview and highlights of some major parts of Tadbeer's monitoring and evaluation strategy which is organized into three sections. The first section, presents Tadbeer's institutional background. The second section is focusing on Goal and Objectives of Monitoring and Evaluation Strategy. Third section highlights an overall image of the Tadbeer's monitoring and evaluation process and the way it is functioning.

## **Institutional Background**

### *Overview:*

Tadbeer is an Afghan consulting firm, active in three major division; research, consultancy and capacity building. Its rich infrastructure and strong linkage in local, regional and international level and existed proficiency marks it as exceptional institution.

### *Vision*

A unique combination of local wisdom and international knowledge for a thriving and prosperous Afghanistan.

### *Goal*

To adapt, apply, and spread indigenous insight for improved policy making and sustainable development in Afghanistan.

### *Principle*

TADBEER seeks to accomplish its mission by adherence to these principles. Afghan leadership of development, Human development focus, Gender equity, Demand driven approach, Sustainability of intervention.

## **Goal and Objectives of Monitoring and Evaluation Strategy**

### *Goal:*

The overarching goal is to enhance the generation of good quality monitoring and evaluation evidence, which will be integrated into departmental decision making, and to deliver this within a robust governance framework. This is to provide greater accountability and a strong evidence base for future decision making. The following factors will be critical to the success of any Strategy:

Adopting a **needs-driven and proportionate approach** to establishing monitoring and evaluation priorities which is applied systematically across the Department's portfolio.

Being **outward facing** and recognizing that delivering the required outcomes will often entail successful collaboration with other organizations. An initial step will be to implement a clear and transparent process for articulating the organization priorities for monitoring and evaluation.

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<sup>1</sup> [www.nationalarchives.gov.uk/doc/open-government-licence/](http://www.nationalarchives.gov.uk/doc/open-government-licence/)

## *Objectives:*

### **Monitoring and Evaluation is seriously considered to;**

- provide the only consolidated source of information showcasing project Progress, Failures and Successes;
- Allow actors to learn from each other's experiences, building on expertise and knowledge;
- Provides awareness on unintended outcomes
- Contribute to transparency and accountability, and allows for lessons to be learned and shared with relevant stakeholders;
- Reveals mistakes and offers paths for learning and improvements;
- Provide a basis for questioning and testing assumptions;
- Provide a mean for agencies seeking to learn from their experiences and to incorporate them into policy and practice;
- Provide a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers;
- Provide a more robust basis for raising funds and influencing policies; and...
- Help build organizational resilience
- Ensure that valid, reliable and useful measures of performance are available and used to support organizational and stakeholder learning, management of strategy, improvement of programmes, mitigation of risk and reporting of performance.
- Fulfill accountability expectation.
- Monitor the projects outcomes
- Contribute to learning adaptive management
- Overall evaluate the effectiveness, efficiency, impact, relevancy, appropriateness and sustainability of the programs.

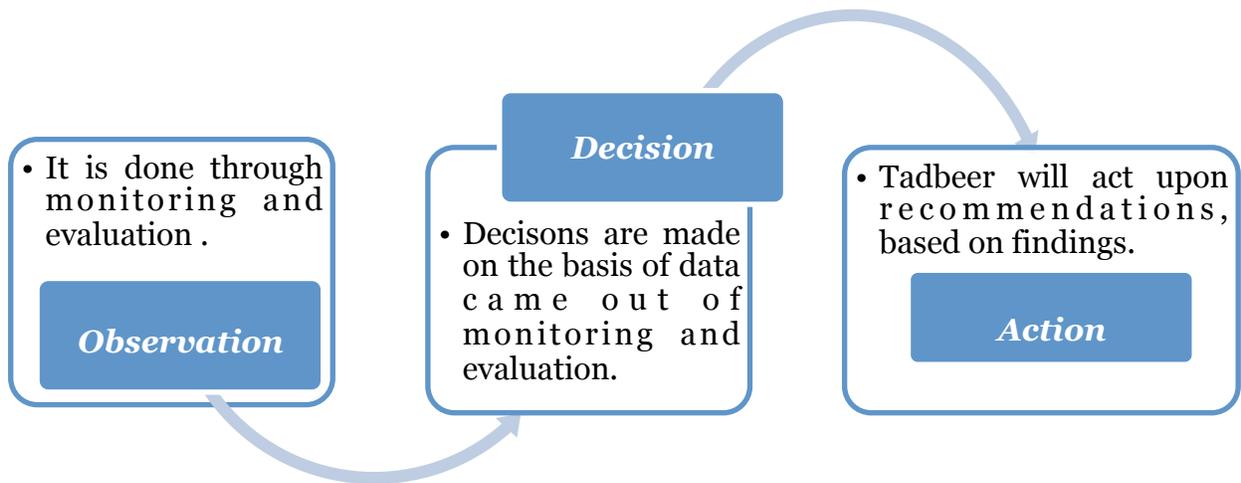
## **Monitoring and Evaluation Explained**

**To highlight the** monitoring and evaluation concept in a practical sense; they are important management tools to track the organization progress and facilitate decision making. While some funders require some type of evaluative process, the greatest beneficiaries of an evaluation can be the community of people with whom organization works. By closely examining organization's work, which enable the organization to design programs and activities that are effective, efficient, and give way powerful results for the community.<sup>2</sup> Monitoring and Evaluation as two major concepts are explicitly defined as below;

*Monitoring* can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, program or other kind of support to an outcome. Monitoring helps organizations track achievements by a regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation and learning. It is in fact a component of observation, decision and action, represented at Figure I.

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<sup>2</sup> Monitoring & Evaluation, 2007, Sera, Yumi and Beaudry , p 1.



*Figure 1*

In Tadbeer generally, the project manager is responsible for the progress of the project. To review progress of the project, he/ she will use a set of project management indicators and monitoring checklist. These indicators are chosen from different aspects of the project to give a view of the schedule and budget and various aspects of the project. The results of the project monitoring will be used to inform Management Team and project leading staff.

*Evaluation* is the systematic and objective assessment of an on-going or completed project, program, or policy, and its design, implementation and results. The aim is to determine the relevancy, appropriateness and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of recipients, involved stakeholders and donors.<sup>3</sup>

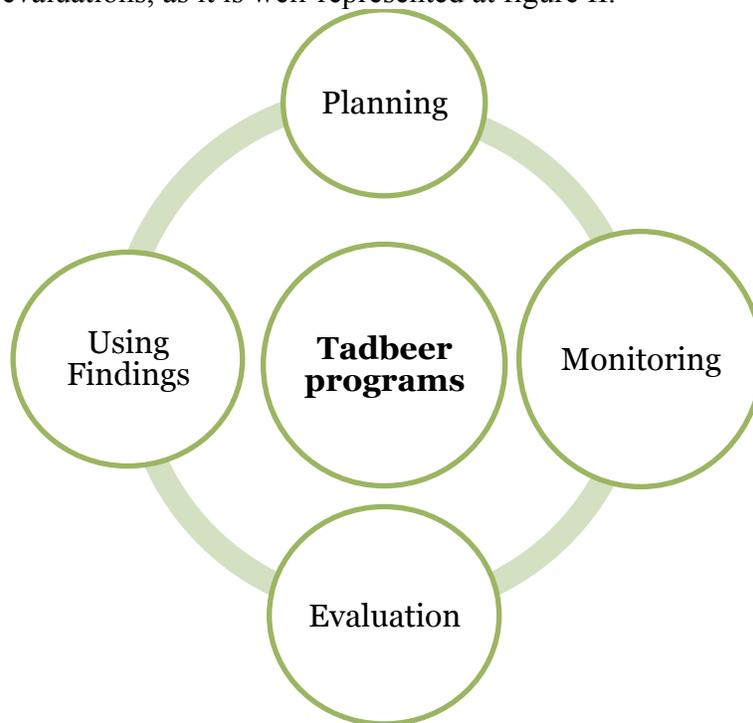
It gives a chance to examine the functionality and non- functionality of the whole work elements in a program which is very important to improve the organization services to its clients, meet the funder's needs and helps enhance the tranquility and effectiveness of the programs. In the meanwhile, Tadbeer highly emphasizes on the importance of understanding what changes have resulted from its interventions and learn about the models/approaches which have been used to achieve these changes. It helps Tadbeer to gain a clear picture of the works, accomplished and the challenges, weaknesses and strengths have been simultaneous with the project.

Evaluation has to answer several questions which enable Tadbeer to look at the different aspects of the program accomplishment.

*Over all*, Tadbeer considers Monitoring and Evaluation as a manifold supervision of the programs. Tadbeer always assigns a professional team, at the context of each program to handle

<sup>3</sup> Monitoring & Evaluation, 2007, Sera, Yumi and Beaudry , p 1.

the task with the involvement of respective department and respective project Manager . This type of integrated monitoring and evaluation is like a reformative process putting the programs at the safe site and leading to sound performance. Plans will be taken based on findings, coming out of monitoring and evaluations, as it is well-represented at figure II.



*Figure II*

But this does not mean that monitoring and evaluation activity can, or should, only take place post implementation. On the contrary, the need is to establish monitoring and evaluation approaches as part of the overall planning of what is to be taken forward. That increases the likelihood of generating timely and helpful information to assist driving forward the organization business successfully.

In the meanwhile Tadbeer prefers, manifold monitoring and evaluation, emphasizing on two different internal and external level.

*Internally*- The leadership and senior management of Tadbeer will monitor the projects and strategy implementation with the support of the monitoring and evaluation department M&E. The department would provide the data-base for measuring Tadbeer achievements but will be supplemented with independent external performance assessment.

*Externally* - The effectiveness of Tadbeer in implementing the strategy will be continually monitored and evaluated by all those to whom Tadbeer is accountable. This includes communities; government, donors and affiliated partners. Tadbeer will seek, listen and respond to critical feedbacks. Monitoring and evaluation is run in an interlinked cooperation between respective project leading staff and relevant unit (Research, Capacity Building and Administrative body) and respective partner.

In delivering the Strategy, Tadbeer ensures the work quality for its partners and stakeholders.