



## Monitoring & Evaluation (M&E) Policy

### Health Education and Development Society (HEADS)

# Monitoring and Evaluation



#### Abstract

*The Monitoring & Evaluation (M&E) Policy of HEADS ensures evidence-based decision-making, accountability, and transparency across programs. It uses results-based management, digital MIS, and participatory methods to track progress, measure impact, and promote learning. The policy emphasizes inclusivity, gender sensitivity, and sustainability, with key elements like structured data collection, stakeholder feedback, capacity building, and adaptive learning to improve performance and resource use.*

*This policy has been revised in January 2025 for a period of one year and will be revised in January 2026. However, changes or amendments will be incorporated earlier if required due to any revisions in relevant government policies, global standards, or donor requirements.*



[www.headsnp.org](http://www.headsnp.org)

**Background:**

Health, Education and Development Society (HEADS), is a non-profit, non-political and non-governmental organization registered in Pakistan under the Societies Act 1860. Since its establishment in 2013, HEADS has been actively engaged in the developmental and humanitarian sectors. The organization is led by a dedicated Board of Governors (BoG), consisting of professionals with diverse educational backgrounds and capabilities. HEADS operate under a comprehensive set of policies designed to ensure transparency, accountability and efficiency in its systems and operations. HEADS Currently registered in the Islamic Republic of Afghanistan, and established an office in the capital city, Kabul.

Throughout its history, HEADS has worked closely with communities and various stakeholders, addressing a wide range of issues, including but not limited to Education, Health, Protection, Livelihoods, Community Infrastructure (CPIs), Shelter and Settlement, Community Development, Institutional Capacity Building, Research, Gender Equality, Legal Counselling, Referral Mechanisms, Social Accountability, Right to Information, and Governance.

In addition to these programmatic areas, HEADS place a strong emphasis on cross-cutting themes, including social mobilization, gender mainstreaming, inclusion, and resilience in all its core programs. These themes reflect the organization's commitment to addressing the holistic needs of communities and promoting sustainable development.

**Vision:** Every Individual regardless of background or circumstances enjoy equal opportunities and rights with dignity.

**Mission:** Empowering Communities through strategic investment in human capital and institutional capacity development, raising sustainable development at the grassroot level.

**Objectives:**

- Support and develop replicable models and strategies for sustainable human resource development through skills development initiatives.
- Network and collaborate with the Govt. Departments, NGO's, CBO's, WOs and international agencies/donors for sustainable development.
- Support initiatives for sustainable community-based gender sensitive development with particular focus on; Human and institutional Development, Natural Resource Management, Drinking Water Supply, Environmental Sanitation, Education, Agriculture, Health & Nutrition, Disaster Management and Micro Credit & Enterprise.
- Create economic and recreational opportunities for youth through skill enhancement programs for peace promotion.
- Enable equitable access to quality education and healthcare, raising holistic community development and well-being.
- Promoting Social Inclusion and Empowerment;
- Strengthen Resilience to Climate Change and Environmental Degradation.
- Advocacy for Peace, Human Rights, and Social Justice.
- Building Disaster Resilience and Preparedness





## **Introduction**

Health Education and Development Society (HEADS) is committed to evidence-based decision-making and impact measurement. The Monitoring & Evaluation (M&E) Policy ensures the integration of structured, data-driven, and results-based management (RBM) practices into all HEADS programs.

## **Purpose of the Policy**

This policy aims to Strengthen M&E frameworks by aligning them with national and international best practices. Ensure accountability, transparency, and efficiency in program implementation. Enhance staff capacity through systematic training in M&E methodologies and digital tools and Implement a digital Monitoring & Information System (MIS) to support data collection and analysis.

## **Scope of the Policy**

This policy applies to all HEADS staff, partners, and stakeholders involved in project design, implementation, monitoring, and reporting. It covers data collection, impact assessment, real-time tracking, and adaptive learning mechanisms to improve project outcomes.

## **Understanding M&E**

Monitoring and Evaluation (M&E) is essential for tracking project progress, assessing effectiveness, and ensuring continuous improvement. This section defines the core components of M&E, their significance, and how they contribute to decision-making.

### ***Monitoring***

- **Means:** To check progress, track, and identify relative position.
- **Key Questions:** What progress has been made? Where are the problems? How far have we gone? How much more to go?
- **Frequency:** Ongoing, conducted at regular intervals.
- **Consumers:** Project staff, internal stakeholders, external partners, primarily internal to project implementation.

### ***Evaluation***

- **Means:** To assess what the project has achieved against planned objectives.
- **Key Questions:** Have we delivered what we set out to achieve? How well have we delivered? Where could we have improved?
- **Frequency:** Usually conducted at the end of the project, sometimes mid-term, or during specific milestone periods.
- **Consumers:** Primarily external stakeholders such as donors, regulatory bodies, and independent evaluators.



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### ***Why Monitor?***

Monitoring is essential for:

- Understanding project progress.
- Identifying emerging impacts and outcomes.
- Fine-tuning strategies and approaches.
- Feeding into planning and decision-making for remedial actions.
- Ensuring value for money and resource optimization.
- Promoting learning as a key objective.

### ***What to Monitor?***

- **Inputs:** Money, material, human (resources).
- **Activities:** What has been done, when, how much.
- **Processes:** How activities are executed, quality of services/products.
- **Outcomes/Effects:** Results of activities.
- **Capacities:** Individual and institutional growth.
- **Outputs:** Progress towards achieving stated log frame outputs.
- **Impact:** Community well-being, project cost-effectiveness, targeting, and long-term sustainability.
- **Assumptions:** Have project assumptions changed over time?

### ***Key Cross-Cutting Issues***

M&E must integrate the following cross-cutting issues to enhance equity and sustainability:

- **Equity:** Ensuring fairness in service delivery.
- **Sustainability:** Long-term viability of interventions.
- **Poverty Reduction:** Addressing economic disparities.
- **Gender Inclusion:** Mainstreaming gender considerations in all aspects of M&E.

### ***Monitoring Visits***

Monitoring visits play a critical role in ensuring projects are on track, identifying challenges, and fostering continuous improvement. They help verify data accuracy, enhance transparency, and ensure accountability in project implementation.

### ***Accountability***

Accountability in M&E ensures that programs adhere to their intended objectives, effectively utilize resources, and maintain transparency with stakeholders. It strengthens trust among beneficiaries, donors, and partners by ensuring evidence-based decision-making and reporting.

### ***Guiding Principles***

The HEADS M&E framework follows the comprehensive criteria, which ensure comprehensive evaluation and assessment of program effectiveness:



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- A. **Objectivity:** Ensuring unbiased, data-driven assessments.
- B. **Relevance:** Evaluating whether the program aligns with the needs and priorities of beneficiaries and stakeholders.
- C. **Effectiveness:** Measuring the extent to which project objectives have been achieved as planned and Evaluating how well interventions meet their objectives.
- D. **Efficiency:** Assessing the optimal use of resources (time, cost, personnel) to achieve the intended outcomes.
- E. **Impact:** Examining both the intended and unintended long-term effects of the intervention on the target population.
- F. **Documentation:** Keeping detailed records to support conclusions.
- G. **Consistency:** Standardizing M&E approaches across projects for comparability.
- H. **Sustainability:** Determining whether the positive effects of the project can be maintained and continued after project completion.

### **Learning & Sharing**

Learning from M&E findings enables adaptive management and improved program outcomes. HEADS encourages knowledge sharing through regular debriefing sessions, case studies, and knowledge exchange forums with stakeholders.

### **Inclusion & Participation**

M&E at HEADS is designed to be inclusive and participatory, ensuring that diverse voices, including marginalized groups, are represented in decision-making. This involves engaging communities, stakeholders, and beneficiaries in M&E processes.

### **Digital Monitoring & Information System (MIS)**

Digital solutions enhance M&E efficiency by automating data collection, real-time monitoring, and reporting. This section details HEADS' transition to a digitalized M&E framework.

### **Deployment of M&E MIS**

- Integration of a centralized digital M&E platform for streamlined data tracking.
- Real-time dashboards to visualize project performance and key impact indicators.
- Mobile-based data collection tools to enable remote monitoring and minimize manual errors.
- Automated reporting and analytics for improved decision-making.

### **Implementation Strategy**

- **Pilot phase (0-6 months):** Testing digital M&E tools in selected projects.
- **Full deployment (7-12 months):** Expansion of MIS across all projects and training staff in system utilization.
- **Sustainability plan:** Ensuring ongoing system maintenance, updates, and integration with donor reporting frameworks.

### **Data Collection, Validation & Impact Measurement**



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Reliable data is critical to ensuring that HEADS' programs achieve measurable results. This section outlines data collection, verification, and evaluation strategies.

### **Data Collection & Validation**

- Use of standardized data collection tools across all projects.
- Regular data validation exercises to maintain accuracy and prevent inconsistencies.
- Community engagement in data collection to ensure inclusivity and relevance.

### **Impact Measurement & Adaptive Learning**

- Baseline, midline, and endline surveys to track progress.
- Case studies and best practices documentation to inform future program design.
- Adaptive learning sessions where teams analyze findings and refine interventions in real-time.

### **Stakeholder Feedback Mechanisms**

Active stakeholder engagement enhances the credibility and impact of M&E practices. HEADS will establish structured mechanisms for gathering feedback from beneficiaries, community leaders, and field teams.

### **Feedback Collection Methods**

- **Community Consultations:** Quarterly feedback meetings with local stakeholders.
- **Survey Mechanisms:** Digital and paper-based surveys to capture beneficiary perspectives.
- **Participatory Monitoring:** Inclusion of community representatives in M&E processes.
- **Annual Stakeholder Workshops:** Sessions for reviewing findings and gathering improvement suggestions.

### **Integration of Feedback into M&E**

- All feedback will be documented, analyzed, and incorporated into project design improvements.
- Key insights will be presented in quarterly M&E reports.
- Field staff will be trained in effective communication and community engagement techniques to enhance responsiveness.

### **Integration of Real-World Case Examples**

To demonstrate the impact of improved M&E practices, real-world case examples will be integrated into reporting and knowledge-sharing activities.

### **Documentation & Knowledge Sharing**

- Case studies will be included in annual M&E reports.
- Findings will be shared through internal learning sessions and external donor presentations.
- A digital knowledge repository will be developed to store best practices and lessons learned.



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## **Results-Based Management (RBM) & Capacity Building**

Results-Based Management (RBM) ensures that M&E activities are aligned with organizational goals and deliver measurable impact. This section defines the capacity-building framework for M&E staff and stakeholders of HEADS.

### **M&E Staff Training & Development**

- Mandatory training programs on RBM & M&E tools for all program staff.
- Quarterly refresher courses to update knowledge on digital M&E platforms.
- Workshops and coaching sessions on impact assessment, data visualization, and evidence-based reporting.
- Certification programs in M&E for key personnel to ensure expertise in data-driven decision-making.

### **M&E Training Roadmap**

- **Phase 1 (0-3 months):** Basic orientation for staff on M&E fundamentals and RBM principles.
- **Phase 2 (4-6 months):** Hands-on training in data collection, validation, and ethical considerations.
- **Phase 3 (7-12 months):** Advanced courses on digital M&E systems, impact measurement, and adaptive learning.

### **Reporting & Compliance**

Transparent and timely reporting ensures accountability to donors, stakeholders, and beneficiaries. This section outlines compliance mechanisms and reporting structures.

### **M&E Reporting Mechanism**

- Monthly progress reports generated through the digital M&E system.
- Quarterly performance reviews to assess project impact and recommend improvements.
- Annual impact reports shared with donors and stakeholders.
- Integration with national and international compliance standards.

### **External Audits & Compliance Monitoring**

- Independent third-party M&E audits conducted annually.
- Alignment with donor M&E frameworks to ensure consistency in reporting.
- Regular review of M&E policies to reflect evolving best practices.

### **Policy Review & Updates**

The M&E policy must remain dynamic to adapt to changing technologies and donor requirements. This section outlines policy review and update mechanisms.

- Annual policy reviews to integrate lessons learned and technological advancements.
- Stakeholder feedback mechanisms to incorporate field-level insights into policy revisions.



- o Continuous capacity-building initiatives to ensure M&E staff stay updated on best practices.

### Standard Procedures and Methodology

HEADS M&E system strives to establish structured procedures that ensure efficiency, transparency, and accountability at all stages of the program cycle. The table below outlines key M&E procedures, the type of data required, responsible personnel, and timelines.

M&E Procedure	Key Tasks & Guidelines	Frequency/Timeline	Responsibility
Developing organizational long-term Results Framework	Establish long-term objectives and indicators	Annually	Management
Updating M&E Policy	Reviewing and improving policy as needed	Annual	M&E Function
Approving M&E Manual	Ensuring alignment with organizational goals	Annual	Board of Directors
Routine sharing of M&E manual	Providing accessibility to relevant staff	As needed	Management/M&E Function
Establishing program objectives	Setting short- and long-term goals	3 to 5 years	Board & Management
Identifying quantitative & qualitative indicators	Ensuring measurable program performance	3 to 5 years	Board & M&E Function
Conducting monitoring visits	Field verification and stakeholder engagement	Regularly	M&E Function
Compiling and consolidating progress data	Evaluating against set targets	Quarterly	M&E Function
Reporting key lessons learned	Refining project design and execution	Quarterly	M&E Function
Conducting internal evaluations	Assessing project efficiency and effectiveness	Annual	M&E Function
External evaluations	Independent assessment for accountability	Mid-term/End of project	Management/M&E Function
Institutional M&E assessment	Reviewing overall organizational capacity	Annual	M&E Function & Program Teams



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## BOD Meeting Minutes

Date: January 06, 2025

Participated by:

Raza Ullah Jan	Executive Director
Uzma Amin	Chairperson Board
Samina Khanam	Board Member
Nawaz Ali Shah	Board Member
Amabareen Banori	Board Member
Muhammad Jidran	Board Member
Abid Ali	Board Member
Tahira Nasreen	Board Member
Sayed Ali Shah	Director Program
Asif Ali	Director Finance
Ramsha Khan	HR Officer

### Agenda Items:

- Change in Leadership position
- Formation of the Annual Report, Annual Budget, and Strategic Plan.
- Completion of the NDRMF Capacity Improvement Action Plan.
- Processing for Charity Commission in Balochistan and Khyber Pakhtunkhwa.
- Revision of HEADS policies.
- Renewal of Society Act Registration for 2025.

### Proceedings & Outcomes:

The meeting commenced with the recitation of the Holy Quran, followed by a formal welcome note delivered by the Chairperson, Ms. Uzma Amin, and the Executive Director, Mr. Raza Ullah Jan. The discussions focused on the agenda items and organizational improvements.

- The Board decided to shift Mr. Raza Ullah Jan from the position of Chairperson of the Board of Directors (BOD) to Executive Director of HEADS, following the resignation of Ms. Samina Khanam from the role of Executive Director. Ms. Khanam has now joined the Board as a Board Member. Additionally, Dr. Uzma Amin has been appointed as Chairperson of the Board, effective immediately.
- The Board emphasized the importance of preparing Annual Report/ Annual Budget and Strategic Plan to assess the organization's current standing and plan strategically for the upcoming year.
- As HEADS has been conditionally accredited by the National Disaster Risk Management Fund (NDRMF) for six months, the Board reviewed the shared Capacity Improvement Action Plan. It was decided to prioritize its completion within the stipulated timeframe, recognizing this as a crucial opportunity for the organization.

- The Board agreed to initiate the process for Charity Commission registration in Balochistan. Police verification for the Charity Commission in Khyber Pakhtunkhwa will be expedited to obtain the certification promptly.
- A comprehensive review of organizational policies was conducted. The Board proposed and approved necessary amendments to align with current needs and best practices.
- It was noted that the Society Act Registration expired in December 2024. The Board resolved to apply for its renewal for 2025 without delay.

The meeting concluded with a thorough review of the agenda items, ensuring they aligned with the organization's strategic objectives. The Board expressed optimism about the successful execution of the discussed initiatives. The Chairperson concluded the meeting with a vote of thanks.

Signed on this Monday January 06, 2025 by authorized signatory.



Dr. Uzma Amin  
Chairperson Board



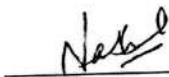
Mr. Raza Ullah Jan  
Executive Director



Ms. Samina Khanam  
BOG Member



Mr. Muhammad Jidran  
BOG Member



Mr. Nawaz Ali Shah  
BOG Member



Miss. Ambareen Banori  
BOG Member



Mr. Abid Ali  
BOG Member



Miss. Tahira Nasreen  
BOG Member



Mr. Sayed Ali Shah  
Program Director HEADS



Mr. Asif Ali  
Director Operations HEADS



Miss. Ramsha Khan  
HR Officer





## Policy Review & Update Record

A Board meeting was held on January 6, 2025, with the key agenda of reviewing and updating all organizational policies of HEADS. The Board advised the management to undertake a comprehensive policy review to ensure relevance, compliance, and alignment with organizational goals and evolving operational needs.

In line with this directive, all organizational policies were reviewed and amended on January 31, 2025, under the leadership of the Executive Director and with the involvement of the Finance & Audit Committee and relevant departments.

The review process included:

- A thorough evaluation of existing policies.
- Revisions based on internal assessments, audit findings, regulatory requirements, and best practices.
- Incorporation of feedback from staff and stakeholders.
- Updates to enhance clarity, accountability, and operational effectiveness.

### Means of Verification:

Revised policy documents, review reports, and documented feedback and approval records.



( H E A D S )

Raza Ullah Jan  
Executive Director