MEAL for VOLUNTEERS Staff

Monitoring, Evaluation, Accountability and Learning

OUR VISION

Communities welfare and peace promotion to help the affected Communities leading coexistance life with complete collabration and sustainable community livelihoods, to abale leading them to learn, lead and decide and thrive in their lives and communities.

- تعزيز رفاهية المجتمعات وبناء السلام لمساعدة المجتمعات المتضررة على قيادة حياة التعايش السلمي مع التعاون الكامل وسبل كسب العيش المستدامة ، لحثهم على التعلم والقيادة واتخاذ القرار والازدهار في حياتهم ومجتمعاتهم

Our Commitment to Monitoring, Evaluation, Accountability and Learning (MEAL)

VOLUNTEERS commitment to operational and programmatic excellence demands continuous improvement in our ability to document, analyze and apply learning at the project, sector and agency levels, and to share our reflections with stakeholders, practitioners and policymakers.

VOLUNTEERS invests in an agency-wide approach to monitoring, evaluation, accountability and learning for overseas programming to improve our ability to:

- Utilize effective feedback mechanisms to ensure greater accountability to program beneficiaries
- Systematically measure results, incorporate and document experiential learning
- Optimize use of technology to improve the accuracy, timeliness and accessibility of monitoring and evaluation data
- Facilitate decisions based on evidence and learning
- Share our learning with the broader development community and policymakers

Policies and Procedures

Quality MEAL is fundamental to placing data in the hands of decision-makers and providing information to meet stakeholder needs as we continue to improve program quality and deliver even greater results to those we serve. Our approach is articulated in a series of MEAL Policies and Procedures. The policies and procedures support each stage of the project cycle and are applicable to all programming, from the simple to the complex, and in development and emergency settings. See the brief orientation video below for more information!

Accountability

VOLUNTEERS continues to demonstrate accountability to donors and other stakeholders, to partners and to the communities we serve through a variety of practices. Our work gives greater voice to different perspectives while also balancing and addressing a range of needs in decision-making processes. The agency's policies and procedures standardize our strong accountability work related to feedback and

response mechanisms among other practices. They also provide a framework for holding ourselves accountable to our internal standards of program quality.

This orientation module is intended for both MEAL and program staff. The orientation covers key principles and practices which increase accountability to beneficiaries, donors, partner organizations, other stakeholders and to ourselves.

Learning

As a learning organization, VOLUNTEERS draws on the rich and varied experiences of staff and partners. VOLUNTEERS seeks to ensure that learning activities provide a link between the past and the future, while integrating theory and action. Staff and partners are required to look for meaning in their activities to generate good-fit solutions to many complex development challenges.

The learning orientation module is intended for both MEAL and program staff. The orientation presents key knowledge management and learning concepts and practices.

MEAL for Development Professionals (MEAL DPro)

Introducing MEAL DPro

MEAL DPro is a collection of learning resources intended to build basic monitoring, evaluation, accountability and learning skills for staff.

Evaluative Thinking

There is a paradigm shift taking place in the aid sector away from a predominantly linear-based model of change to one that is more dynamic, reflective and responsive. The evaluative thinking (ET) workshop series is designed to promote ET across an organization and, in turn, increase the quality and efficiency of program planning and MEAL work generally.

Evaluative thinking is critical thinking applied in the context of evaluation (or MEAL), motivated by an attitude of inquisitiveness and a belief in the value of evidence, that involves: identifying

> assumptions, posing thoughtful questions, pursuing deeper understanding through reflection and perspective taking, and making informed decisions in preparation for action."

—"Defining and Teaching Evaluative Thinking: Insights from Research on Critical Thinking."

EVALUATIVE THINKING WORKSHOP SERIES

Evaluative Thinking for Field Staff

Round One: Identifying Assumptions

Round Two: Seeking Evidence

Round Three: Taking Action

Evaluative Thinking for Senior Program Staff

Round One: Identifying Assumptions

Round Two: Seeking Evidence

Round Three: Taking Action

Evaluative Thinking for Country Program Leadership

Round One: Identifying Assumptions

Round Two: Seeking Evidence

Round Three: Taking Action

E-Valuate

At VOLUNTEERS we continually monitor our programs, adjusting our activities along the way to ensure the greatest positive impact. To help our staff and partners collect data about our programs, we created a MIS data collection platform:-

Enables timelier and more accurate data collection

- Delivers better efficiency for data collecting and reporting in many contexts
- Facilitates the use of analytical tools for decision making and service delivery

At VOLUNTEERS we continually monitor our programs, adjusting our activities along the way to ensure the greatest positive impact. To help our staff and partners evaluate our programs, for better efficiency, data

collecting and reporting, more transparency and accountability, better tools for decision making and service delivery, and easier performance tracking across projects.

We also use robust financial mechanisms to ensure accountability and transparency with our donors and the people we serve. To help our staff and partner organizations keep up with the latest advances in monitoring, evaluation, accountability and learning (what we call "MEAL").

Catalyzing Transformational Change at Scale

OUR VISION FOR INTEGRAL HUMAN DEVELOPMENT

All people - with a preferential option for the poor, vulnerable and marginalized - reach their full, God-given, human potential in just and peaceful societies that respect the dignity of every person and the integrity of creation.

رؤيتنا للتنمية البشرية المتكاملة

جميع الناس - مع خيار تفضيلي للفقراء والضعفاء والمهمشين - يصلون إلى إمكاناتهم البشرية الكاملة التي وهبها الله في مجتمعات عادلة ومسالمة تحترم كرامة كل شخص وسلامته.



Our Aspirations



Crosscutting aspects

- **Social equity and inclusion** along the lines of sex, age, ability, ethnicity, race and religion.

E-MAIL vnodhs@volunteersno.org
nvodhs.2021@gmail.com

Phone: 0924287569

- **Civic engagement**, from the local to the global level, promoting social change based on justice for all and shared values for humanity.
- **Care for creation**, considering in all that we do the integral relationship between human development and the natural world.
- **Local leadership** empowering local communities and the institutions that support their development to be effective and impactful leaders.

OUR Goals:-

Contribute to human welfare & gender equality, we strengthen the ability of 5 million (5,000,000) women, children and youth to empowerment (economic & social), learn, lead and decide and thrive in their lives and communities.

- المساهمة في رفاهية الإنسان والمساواة بين الجنسين، فنحن نعزز قدرة 5 ملايين من النساء والأطفال والشباب على التمكين (الاقتصادي والاجتماعي) والتعلم والقيادة واتخاذ القرار والازدهار في حياتهم ومجتمعاتهم.

Strategic approaches

Catalyze Humanitarian and Development Outcomes at Scale

Expand and Diversify Resource Mobilization

Mobilize VOLUNTEERS Action to Combat Global Poverty, Violence and Injustice

Build a More Agile, Innovative and Impactful Organization

Program Expertise



E-MAIL vnodhs@volunteersno.org
nvodhs.2021@gmail.com

Phone: 0924287569

Core Competencies

- Partnership/ Capacity Strengthening
- Justice & Peacebuilding Integration
- Safeguarding of Vulnerable People

Monitoring, Evaluation, Accountability & Learning: Consistently high-quality MEAL contributes to superior program performance and quality assurance that over time enriches IHD. We invest accordingly to actively and openly document and share our successes, failures and learning to both internal and external audiences for the ultimate betterment of the lives of the people we serve

- Digital Technologies
- Operational Excellence
- Storytelling & Brand Building

MEAL Policies and Procedures: Overview

MEAL helps us to design and implement high quality and high impact adaptive programming

Procedures are required and accompanied by audit trail requirements

Recommended practices, Reflect important aspects of quality MEAL systems but are not required, given variation in operating contexts, a need to build internal experience and capacity, or challenges in identifying meaningful audit trail requirements

VOLUNTEERS MPPs: Overview

- The purpose of the MPPs is to establish systematic and consistently applied set of requirements for the development, conduct, management and utilization of high quality MEAL results
- They apply to all VOLUNTEERS programming (though it is slightly different for):
    - *Project and non-immediate emergency response*
    - *Immediate emergency response (activities responding to emergency event.*

MPPs Compliance

How to handle complaint

1. Listen to the complaint. Thank the customer for bringing the matter to your attention. ...
2. Record details of the complaint. ...
3. Get all the facts. ...
4. Discuss options for fixing the problem. ...
5. Act quickly. ...
6. Keep your promises. ...
7. Follow up.

Listen to the complaint

- Thank the caller for bringing the matter to your attention. Apologise and accept ownership, don't blame others and remain courteous.

2- Record details of the complaint

- Go through the complaint in detail so you can understand exactly what the problem is. Keep records of all complaints in one central place

or register. This will help you identify any trends or issues.

3- Get all the facts

- Check that you have understood and recorded the details of the complaint correctly. Ask questions if necessary.

4- Discuss options for fixing the problem

Ask the customer what response they are seeking; it could be a repair, replacement, refund or apology. Decide if the request is reasonable.

5- Act quickly

Aim to resolve the complaint quickly. If you take a long time they tend to escalate.

6- Keep your promises

Keep the caller informed if there are any delays in resolving their request. Don't promise things that you can't deliver.

7- Follow up

Contact the beneficiary to find out if they were satisfied with how their complaint was handled. Let them know what you are doing to avoid the problem in the future.

Make sure your staff are trained to follow your procedure when handling complaints and that they have the power to resolve issues as quickly as possible.

Encourage beneficiaries to provide feedback and complaints so that they let you know when there is a problem and give you the opportunity to resolve it.

- Complaints — even angry ones — can contain insights, and it's your job to seek out the point of friction. Socratic questioning can help you get to the source of the issue.
- Ask questions like:
- What do you mean by...?

- Could you provide an example?
- Could you expand on that point further?
- And ask yourself questions like:
- What other information do I need?
- What am I assuming here?
- Why is this complaint important?

MEAL Policies and Procedures

Policy	Procedures
1. Project MEAL system design	
2. Project Monitoring	
3. Project Evaluation	
4. Project MEAL budget	
5. MEAL Human Resources	

6. Accountability to the people we serve	
7. Accountability to donors and other stakeholders	
8. Learning for improving program quality	
9. Responsible and open data	
10. Research	

MEAL Policies and Procedures (Detailed)

Project MEAL system design

staff engage with our partners to design and develop a MEAL system for each project or emergency response that optimizes male and female beneficiary participation and reflects ,

management, donor and other stakeholder information needs

Procedure Statement	Audit Trail Documents
Develop a theory of change, results framework and Proframe as part of project design to provide a foundation for a quality MEAL system	Projects and emergency responses produce … (or donor-specified equivalents) within 3 months of start date: Projects and non-immediate emergency responses: • Theory of Change; • Results Framework; and • Proframe (or donor-specified equivalent). Immediate emergency responses: • Results Framework; and • Proframe (or donor-specified equivalent).

Create a MEAL system that meets a range of stakeholder information needs and will inform ongoing project decision making and learning.	Projects and emergency responses provide … (or donor-specified equivalents) **within 6 months of start date**: • Data flow map(s); • MEAL content in DIP; • Learning plan (or equivalent); • Feedback and Response flowchart (must be developed within 30 days of immediate emergency response start); • Stakeholder Communication Plan; and • MEAL Plan, PIRS or Performance Management Plan.

Policy 1 Recommended Practices

1a	**Utilize needs assessment results and prior evaluation findings and learning** to inform project design.
1b	Include **standard agency indicators and community defined indicators of success** in the Proframe in order to reflect industry good practice, contribute to agency learning and reporting, and enhance beneficiary accountability.
1c	**Hold SMILER+ workshops with key project staff, including partners,** to ensure the MEAL system reflects a range of stakeholder information needs. **(SMILER+ workshop report)**
1d	**Create a single MEAL system reflecting all activities** during immediate (and multi-sectoral) emergency responses in order **to support consistency and reduce duplication in MEAL activities.**
1e	Seek support via the **ICT Services Support Form** in order to benefit from agency learning about ICT in MEAL as needed.
1f	**Orient and train staff, volunteers and community members on the MEAL system** so they are aware of their roles and responsibilities, and have appropriate expectations of the MEAL system. **(MEAL system orientation tracking list)**
1g	**Update the MEAL system**, as needed, to improve effectiveness and data use during implementation.

OUR Vision رؤيتنا:

- Communities welfare and peace promotion to help the affected Communities leading coexistance life with complete collabration and sustainable community livelihoods , to abale leading them to learn, lead and decide and thrive in their lives and communities.
- تعزيز رفاهية المجتمعات وبناء السلام لمساعدة المجتمعات المتضررة على قيادة حياة التعايش السلمي مع التعاون الكامل وسبل كسب العيش المستدامة ، لحثهم على التعلم والقيادة واتخاذ القرار والازدهار في حياتهم ومجتمعاتهم

OUR VALUS قيمنا

- Transparency & work well together **الشفافية والعمل معًا بشكل جيد**
- Equality, inclusive and empowering **المساواة والشمول والتمكين**
- Trustworthy **الثقة**
- Quality and lasting impact **الجودة والتأثير الدائم**
- Open and Accountable **مفتوحين وخاضعين للمساءلة**

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