Jireh Doo Foundation (JDF) MEAL Policy

MONITORING AND EVALUATION POLICY

A. Jireh Doo Foundation (JDF) is committed to ensure transparency, accountability and effectiveness in all its development efforts, projects and programs.
B. To ensure transparency, accountability and effectiveness, Jireh Doo Foundation (JDF) requires its management to establish and strengthen an M&E function at organizational level.
C. Jireh Doo Foundation (JDF) endorses allocating necessary human and capital resources required for establishment and proper functioning of its M&E function.
D. Jireh Doo Foundation (JDF) firmly believes that our program management practices should be guided by certain M&E Principles. Jireh Doo Foundation (JDF) requires its management to adhere to these principles.

These M&E Principles are;

Relevance:

- The projects have clearly identified their target beneficiaries
- The projects are meeting the real needs of target beneficiaries
- The projects ensure that the real needs are met in required magnitude

Effectiveness:

- The project results represent the most desirable changes in the lives of the target beneficiaries
- The intervention logic is defined correctly
- The project outputs are significantly contributing towards the project purpose
- The project inputs are identified correctly

Efficiency:

- The project inputs are organized and utilized efficiently to ensure best value for money (the project benefits reach to the maximum beneficiaries by utilizing the available resources)
- The project inputs are the best available resources to achieve the desired results
- The project targets are achieved on planned timelines

Impact:

- The project is contributing towards the solution of the subject problem
- The project is contributing towards the long-term goals
- The changes caused or influenced by the project sustain after the life of the projects

Sustainability:

- The project beneficiaries and partners are enabled to sustain and augment the changes caused or influenced by the project

- The reforms pursued by the project in policies, administrative structures, systems, processes and practices are institutionalized within respective entities.
- The project is not producing any changes (intentionally or un-intentionally), which are harmful for the target beneficiaries and the society at large.

Learning & Sharing:

- The key learning points are recorded and used for programmatic decisions for adequate alterations/ adjustments in the design and implementation of intended efforts
- The stakeholders especially beneficiaries are kept informed about relevant achievements, failures, changes and decisions.

Inclusion and participation:

- The stakeholders especially beneficiaries are included in designing, planning and implementation processes.
- No team member is excluded from management processes on the basis of religious, ethnic, sectarian or any other identity.
- No potential beneficiary is excluded from availing the benefits on the basis of religious, ethnic, sectarian or any other identity.

Accountability:

- The stakeholders especially beneficiaries are made part of the monitoring processes.
- A feedback/ complaint system is established and activated for the beneficiaries.
- Responsibilities of stakeholders and staff are clearly identified in ways that cater to conflict of interest between implementation and monitoring roles.
- Reporting mechanisms are clearly established specifying the timelines and nature of required information.
- All programmatic decisions/ approvals are recorded adequately.

E. Jireh Doo Foundation (JDF) believes that achieving results is the central thrust of our development efforts. Jireh Doo Foundation (JDF) hence requires its M&E function to ensure continuous information gathering, assessment, analysis, learning and reporting around results.

F. Jireh Doo Foundation (JDF) requires its management to constitute a Monitoring and Evaluation Committee (MEC). The Monitoring and Evaluation Committee will be custodian of Jireh Doo Foundation (JDF) M&E function. The following Terms of References (ToRs) spell out the composition and responsibilities of Jireh Doo Foundation (JDF) Monitoring and Evaluation Committee.

STANDARD PROCEDURES AND METHODOLOGY

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Jireh Doo Foundation (JDF) M&E system strives to attain procedures, which ensure effectiveness, transparency and accountability in to the program management practices at various stages of program cycle. The table below outlines a set of M&E procedures and identifies the type of information required to perform these procedures. Tentative timelines and responsibilities to perform these M&E procedures are also proposed, which may be appropriated as required.

S/No	MEAL Procedure	Key Tasks and Guidelines	Frequency /Timeline	Responsibility
1.	Preparing and updating M&E policy manual	**Step Preparing to set up an M&E System** Develop organization's long term (i.e. 5 years) LFM/ Results Framework ascertaining long term objectives and indicators.	Annual	Management through M&E Function
2	Approval of M&E Manual	Develop Performance Monitoring Framework supplementing organization's LFM/RF. This will require reviewing indicators, identifying baseline data, setting targets, identifying data sources, data collection methods, frequency of data collection and responsibilities for data collection.	Annual	BoD
3	Routine sharing of M&E manual with relevant staff		As and when required	Management through M&E Function
4	Resourcing M&E function with dedicated staff and finances	Constitute project monitoring teams. This may require hiring of new staff. In case of non-availability of monitoring staff (for example due to budgetary constraint), designate Monitoring Focal Person/s (MFP) from within the available team/ staff. It is important to ensure that the staff/ team members having a background in monitoring are designated as MFPs. Please note that;	As and when required	Management through BoD
5	Establishing program objectives (long and short term objectives)	Reporting line of the monitoring staff is separately drawn from the project supervision/ management line to avoid conflict of interest element. the work-load of the designated MFPs is considered and appropriated accordingly.	3 to 5 years	BoD and Management
6	Identification of quantitative and qualitative indicators to measure achievement of program objectives	Terms of References for monitoring positions/ staff are clearly identified. Conduct orientation session/s to help the monitoring staff clearly understand Jireh Doo Foundation (JDF) M&E policy and standard M&E procedures. Facilitate the inducted/ designated monitoring	3 to 5 years for program/ Project based	BoD and Management M&E Function
7	Identification of program interventions and activities	staff in clearly understanding their role to ensure an efficient implementation of Jireh Doo Foundation (JDF) M&E policies and procedures, thereto.	3 to 5 years for program/ Project based	BoD and Management M&E Function
8	Development of Results Framework based on its objectives, indicators and activities	Facilitate monitoring team in understanding the intervention logic of project/s. It is very important to ensure that the monitoring team acquires an in-depth understanding of the results promised by the project/s. Develop/ review project based Performance Monitoring Frameworks. Developing Performance Monitoring Framework may also require development of data collection instruments specific to	3 to 5 years for program/ Project based	BoD and Management M&E Function
9	Annual work planning based on results framework	the needs of a particular project. The monitoring team is required to grasp the project specific monitoring requirements. The monitoring team is also required to identify and outline project	Annually	Project Team
10	Updating annual work plans on quarterly basis Note: It is advised that process and quality standards of activities are also identified.	specific M&E tasks and instruments as may be proposed or required by the project. Identify (project) specific reporting requirements. Discuss, understand and practice the reporting templates. Specify timelines and responsibilities to complete reporting requirements. Please note the following; The monitoring team is required to ensure that project specific monitoring tasks and instruments have interface with [Name of Org] performance monitoring framework.	Quarterly	Project Team
11	Development of annual monitoring and evaluation plan	A set of sample monitoring instruments/ TEMPLATES is also attached with this manual. However, this may require addition, deletion or adaptation as per the project specific requirements.	Annually	M&E Function
12	Updating annual monitoring plan on quarterly basis		Quarterly	M&E Function

13	Establishing baseline in the beginning of program/ project	Keep stakeholders on board and seek their feedback while planning for implementation of M&E tasks/ procedures. Discuss M&E procedures and adopt/ adapt accordingly.		
14	Establishing Progress tracking system (manual/ automated) which produces measurable data	Develop a monitoring plan which lists all the monitoring activities, timelines and the responsibilities to conduct these activities. Prepare/ review Annual Project Work-plan with quarterly break-down of targets and Annual Project Budget with quarterly break-down of amounts. Identify arrangements to carryout M&E activities. This will have cost implications. Align the cost of M&E activities with the project budget.	Monthly / Quarterly	M&E Function
15	Development of Performance Measurement Framework	**Step: Implementing an M&E system (Gathering data/ information and analyzing)** Implement monitoring activities as per the plan. Start gathering required information using monitoring instruments.	Project Based	M&E Function
16	Reviewing and updating Performance Measurement Framework	Make system to gather and consolidate information. The information which is gathered must be answering the following questions. To what extent the activities have taken place?	Regurlarly / Quarterly	M&E Function
17	Data collection	To what extent the outputs have been produced and counted?		M&E Function
18	Monitoring visits for verification of collected data	What are the tangible outputs/ products produced by completing the activities? How much output targets have been achieved during the reporting period?		M&E Function
19	Compiling/ consolidating/ collating progress against all plans	Who are the beneficiaries of these outputs/ products? If the outputs are benefitting the identified beneficiaries? How many people benefited from these outputs/ products (if the outputs are benefitting the desired number of people)? If the benefits are distributed equitably among women, men, minority, children etc?	Required reporting intervals	M&E Function
20	Reporting key lessons to further improve program design and delivery	To what extent the outputs produced and counted satisfy inclusion and participation (of the genders, minorities, stakeholders, beneficiaries etc)	Quarterly	M&E Function
21	Periodic internal evaluations	What are the changes created/ contributed by the outputs (if the outputs are causing desirable change in behaviors, attitudes, practices, skills, capacities etc)?	Annually	M&E Function
22	External evaluations	What extent these changes are likely to contribute towards the project purpose/ intended outcome?	Mid – Term / Project End	Management and M&E Function
23	M&E Institutional Assessment of the organization	To what extent, the outputs produced and counted seem contributing towards the change in the perceptions, attitudes, practices, skills etc? To what extent, the indicators have moved from baseline towards the target? To what extent, the outputs produced seem contributing towards the outcome at large? Lessons about partnerships, successes and failures; what worked and what went wrong? Conduct any other monitoring activity deemed necessary such as special monitoring missions, case studies etc. **Step: Analyzing, Learning and Integrating lessons** Summarize the collected information and analyze the findings. Ensure that the information meets the needs of the management. Conduct reflection sessions and/ or review workshops for validation of collected information as well as collective learning. Generate recommendations for adoption of required changes/ alterations/ modifications. (this is very essential task since this helps in re-aligning our efforts for achievement of desirable/ intended results) Seek approval of the required changes/ modifications. Implement the changes/ modifications. **Step: Reporting of results**	Annually	M&E Function with program team/s

		Plan for reporting results. This will require embedding the reporting requirements, timelines and responsibilities in to the project monitoring plans. Identify and know your audience. It is important to know the requirements and interests of the target audience, which will determine the purpose of reporting results. In general, results are mainly reported for accountability, advocacy (including awareness raising) and/ or participatory decision making purpose/s to seek financial support, commitment for action, cooperation and/ or improved coordination. The identification of the right purpose further guides us in knowing; What type of information (e.g. numeric or subjective) is required for desired reporting? How much information is required? (It is very important to limit our wish list. Since the information gathering involves time, efforts and resources, it should therefore be determined that how much information would suffice our reporting requirements) What writing style should be adopted or how to narrate the results? Form a team for reporting/ communicating results. Reporting/ communicating results in ways preferred by the target audience can earn back huge support/ response. This is recommended to pool multiple professional experts in to the reporting team. Involve people with skills in presenting statistical data, writing catchy narratives, formatting and most importantly people with ability to interpret results by drawing conclusions from M&E findings. (In case the organization does not have in-house capacity to pool the abovementioned skills, involve volunteer students, teachers and social workers). Raise consensus on M&E findings. Discuss the M&E findings with the stakeholders and reach to the agreed conclusions. This will help in enhancing the accuracy of the M&E findings. Draft narrative on performance against results. The narrative should be based on the agreed M&E findings. The narrative on results' performance may include the following elements. What was the main idea/ crux behind the output and how the output is linked with the project outcome/s progress on the output delivered (quantity, spatial coverage, beneficiaries etc) immediate effect of the output (how the output has contributed towards achieving the desired change e.g. change in behavior, practices, knowledge, skills, capacities etc) What are the examples to qualify reporting the change, if the outputs delivered took in to consideration the inclusion, gender balance, participation of and accountability to the beneficiaries and stakeholders? What are the activities performed to deliver these outputs, implementation methodology/ process User's perception on the quality and contribution of the output. Efficiency of resources invested Major learning outcomes **Note**: it is important to understand that these are the generic elements of reporting results. The emphasis and order of these elements may vary in different reporting environments. Share narrative with the concerned team members and seek feedback. Incorporate the feedbacks, which enhance clarity of the narrative and presentation of the information to capture the interest of the target audience as well as serve the intended purpose. Finalize the narrative and share with the target audience		