



MEAL POLICY

JDF

JIREH DOO FOUNDATION

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DETAILS	REVIEWED BY	APPROVED BY
Name	Board Members	Rosemary Hua. N.
Title	Yongy, Paul yongy	BOT CHAIRPERSON
Signature/Date	Grace Magaji Josephine Haba	 10/2021

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LIST OF ACRONYMS

AFP - Accountability Focal Person

CRM - Complaint Response Mechanism

DQA - Data Quality Assessment

JDF - Jireh Doo Foundation

M&E - Monitoring and Evaluation

MEAL – Monitoring, Evaluation, Accountability and Learning

PDM – Post Distribution Monitoring

FGDs – Focus Group Discussions

KIIs – Key Informant Interviews

IPTT – Indicator Performance Tracking Table

About JDF

Jireh Doo Foundation is committed to ensure transparency, accountability and effectiveness in all its development efforts, projects and programs. will ensure transparency, accountability and effectiveness, Jireh Doo Foundation requires its management to establish and strengthen an M&E function at organizational level, endorse allocating necessary human and capital resources required for establishment and proper functioning of its M&E function. Furthermore, the organization Firmly believes that our program management practices should be guided by Monitoring and Evaluation principles and Jireh Doo Foundation Accountability Focal Person (AFP) will require 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.

Jireh Doo Foundation 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.

ROLES AND RESPONSIBILITIES OF CRM/ACCOUNTABILITY FOCAL PERSON

The CRM/accountability focal person has the following duties and responsibilities:

- Ensure a proper filing system for all the complaints and feedback received through the helplines
- Support in aggregating CRM data from the field to a summary CRM database
- Support in providing detailed summaries of complaints issues for operational meetings and forums.
- Support in identifying complaint and other feedback trends which indicate where the Programs can improve.
- Support in providing ad hoc reports as requested concerning complaints and other Beneficiary feedback.
- Receive and respond to beneficiary complaints under the direction and supervision of MEAL officer.
- Support in following up on complaints and feedback internal referrals with appropriate offices and sectors and respond to raised pending issues
- Support in running / managing helpdesks and community notice boards.
- Support on-going monitoring and evaluation (M&E) of projects in reporting routine monitoring data against performance monitoring plans and frameworks
- support field teams to collect information on potential case studies and success stories

ROLES AND RESPONSIBILITIES OF M&E OFFICER

The roles and responsibilities of the MEAL officer include;

- Coordinate the collection, compilation, consolidation and analysis of data to track programs/ projects activities, monitor progress and support impact measurement.
- Responsible for establishing and ensuring better data management systems for the core program.
- Provide technical support and training to the field staff.
- Participate in the roll out of the accountability framework and contribute to internal knowledge building.
- Provide a framework through which M&E data are fed back to those involved in the running of the various component of the project and ensure that the information can support and guide the decisions of the management team to improve the quality and impact the program operations.
- Liaise with the MEAL Coordinator for the development and implementation of an M&E Plan for the various projects and provide MEAL related support.
- Develop data capture tools for beneficiary identification and registration and distribution register.
- Provide staff with clear and simple instructional sheets for each data collection tool reg and the use of the data collection tools.
- Support in the design and development program database, IPTT and regularly update database.
- Update M&E plan timely and provide feedback to program staff on status and quality of implementation.

- Contribute to the revision of monitoring and evaluation tools and train program team on design and proper use of it.
- Conduct regular field visits to track progress against indicators and put in place systems for routine data quality checks and validations
- Provide project related figures and conduct regular data verification exercises to ensure reporting and collection of quality data.
- Verify entered data for completeness, correctness, and consistency and follow up on any data quality issues.
- Lead the coordination of field data collection and the flow of reports from the field to the management team and provide regular feedbacks to field workers and key stakeholders of progress in program implementations.
- Actively participate in M&E meetings with key stakeholders.
- Take part in diagnostic studies, evaluations and surveys;
- Report back any problems and constraints encountered during the course of the activities and suggest operational solutions.
- Prepare monthly/quarterly progress reports and statistics as well as mid-/final reports.
- Conduct Post Distribution Monitoring, needs assessments, FGDs and KIIs for the projects.
- Data analysis and writing of monitoring and evaluation reports e.g. analyse PDM data and produce reports.
- Take part in the recruitment and training of enumerators.
- Perform other tasks as assigned by the supervisor.

BUDGET

5% - 10% of total budget will be allocated to the MEAL unit for proper monitoring of project activities and conduct of assessments. The budget will be tied to the global detailed implementation plan for the project. Activities that will be tied to the MEAL budget includes; baseline assessment, needs assessments, beneficiary registrations, activity monitoring, spot check monitoring, Post Distribution Monitoring, End line evaluation, Accountability activities (Hotline subscription, feedback meetings) and training of MEAL staff.

TRAINING PLAN

Learning is an essential part of a MEAL system, and training is one of the ways through which knowledge is shared within an organization and among implementing teams. As an essential for success, every MEAL plan should have a learning process through which members of the MEAL team will reflect on the implementation processes and share knowledge of success, failure and ways to improve the implementation process. Accountability Focal Person (AFP) Projects as an organization has an environment enabled for on the job learning and cross-sectoral learning; thus, encouraging a culture of learning. As a medium of creating and sharing knowledge, and reflecting on available

knowledge, Accountability Focal Person (AFP) Projects MEAL team will hold a quarterly training schedule yearly. This will help to continually build capacity of MEAL team and provide opportunity for intra-sectoral and cross-sectorial knowledge share. With this;

- Each donor will support in the MEAL staff capacity development.
- Staff are expected to come up with a comprehensive training reports and attendance (attendance if training is conducted internally), after attending a training, which will be properly documented and filed for future reference.
- Staff will conduct a stepdown training for MEAL staff and other staff who are interested after attending a training not later than one week after the training.
- Staff are expected to come up with individual capacity building plan, at the beginning of every year
- Staff are expected to come up with a comprehensive training reports and attendance (attendance if training is conducted internally), after attending a training, which will be be properly documented and filed for future reference.

DATA QUALITY

Program management requires good quality data to facilitate evidence-based decision-making and to ensure efficient and effective program implementation, since poor-quality data could affect conclusions about performance and lead to incorrect decisions, there is the need to conduct regular and routine data validation and/or data quality assessments.

DATA QUALITY ASSESSMENT (DQA)

- The purpose of Data Quality Assessment/Data validation is to determine the quality of the data collected and reported at program level, examine Accountability Focal Person (AFP) project data collection system/process.
- The DQA exercise helps to review if the data collected met the data quality elements: validity, reliability, completeness, precision, timeliness, integrity and accuracy; and the extent to which data can be trusted in making management decisions.
- It helps to identify and document all data quality issues and develop corrective action plans (when necessary), that will address any identified challenges to data quality in subsequent reporting cycles and hence lead to improvement and strengthening of the data management system.
- The Accountability Focal Person (AFP) participatory data verification and improvement tool will be used for this purpose at different times.
- Data quality assessment (DQA) reports will be filled in during data quality assessments every month.

- The summary report will be shared on a quarterly basis at all levels for reference and follow up action. The documentation and recording of the data quality assessment scores and findings are of paramount importance and the responsibility of the M&E officers.
- Annual data assessment will be led by the HQ M&E team and involves all members of the M&E team from the field offices.
- This will be conducted in the first quarter of each fiscal year. It will entail the administration of all sections of the Data Quality Assessment checklist including the data verification template.

MONTHLY VALIDATION OF DATA

- This will be carried out by the program officers and M&E officer on a monthly basis for all the data reported for the reporting period.
- The M&E officer verifies that all data reported in the monthly reports corresponds with the data on the data collection tools.
- The senior M&E officer supervises and ensures this process is carried out as expected. Feedback on identified data quality issues are channeled to the program officers during the monthly validation exercise.
- The M&E officer is expected to do a gap analysis of all data collected during the reporting period.
- Furthermore, he/she should also arrange to visit the locations where the data are generated to double-check the validity of the information.
- He/she should visit randomly selected locations to review their documentation process- preferably all locations should be visited.
- The senior M&E officer will provide oversight and technical support during the data quality assessments.

QUALITY CONTROL

- M&E officer will provide supportive supervision visits to implementing locations to provide mentoring and on the job training for field based staff on quality data collection.
- Checklists will be filled during this visit and action plans developed on how to correct the gaps identified during the visit.
- The feedback will be given to the senior M&E officer and program officers and a follow up visit will be scheduled to ensure the identified gaps are bridged.

DATA PROTECTION

- Data storage and back up must occur at all levels and this must be carried out with clear schedules and designated persons using loss-proof devices and appropriate monitoring systems.
- Data collection tools should be safely kept and stored in a clean and dry space.

- Completed data collection forms and tools should be neatly stored and well arranged for ease of retrieval in locked cabinets and/or rooms with restricted access at all reporting and aggregation levels.
- Source documents, data collection tools and reporting forms should be retained and archived according to FUNDER guidelines which is at least five years after project close-out.
- This should be neatly and well arranged for ease of retrieval in locked cabinets and/or rooms with restricted access as well.
- Data can be retrieved for storage using external hard drives, through email exchange, as excels sheets or directly on databases hosted on Accountability Focal Person (AFP) server.
- All data are to be encrypted and backed-up using external hard disk on monthly basis.
- Prior to backing up and storage data must be reviewed and verified to ensure that it meets data quality standards and comply with relevant policies, privacy guidelines and best practices.
- Appropriate feedbacks must be provided in cases of quality issues prior to final back-up and storage.

DATA SAFETY AND CONFIDENTIALITY

Every ACCOUNTABILITY FOCAL PERSON (AFP) staff and everyone working for or on behalf of ACCOUNTABILITY FOCAL PERSON (AFP) is required as a matter of organizational/ professional ethics to keep information about beneficiaries/ clients confidential, and to protect the privacy of information about such individuals. To achieve this, it becomes mandatory for everyone to sign an annual confidentiality agreement. The intention is to protect the safety of project recipients and clients (beneficiaries) and ensure the integrity of the data. Data protection for all ACCOUNTABILITY FOCAL PERSON (AFP) projects shall be guided by a number of principles adapted from NHS Foundation Trust including that:

- Personal data shall be processed fairly and lawfully
- Personal data shall be obtained only for one or more specified and lawful purposes and shall not be further processed in a manner incompatible with that purpose
- Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they were processed
- Personal data shall be accurate and where necessary, kept up to date
- Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or purposes
- Personal Data shall be processed in accordance with the rights of the data subjects

ACCOUNTABILITY FOCAL PERSON (AFP) holds data confidentiality as a vital aspect of trust building between the beneficiaries/clients and the organization such that they are confident of their anonymity unless with their consent, as regards display of personal data that can identify them in the course of project information dissemination.

GUIDELINES FOR DATA USE

- M&E officers will on a monthly basis demonstrate use of their data by developing and displaying graphs of their data. This will help to monitor trends in data i.e. level of implementation and target reached.
- Organizational data will be used for decision in the organization.
- One of the ways service delivery level data can be used for decision making is by discussing data trends during community meetings with important stakeholders which can in turn initiate outreach activities within the community.

DATA FLOW AND REPORTING TIMELINES

Data flow describes the sequence of related phases in M&E from when data is documented to when it is eventually used for decision making and loop as feedback to improve processes. The logic of data flow across all Accountability Focal Person (AFP) projects is from the lowest level of service provision otherwise known as the source data entry point through to the highest level of reporting. This is in line with the Nigerian National data flow path and global best practices. However, slight variation may occur across projects in response to donor needs.

All data capture tools having the required contents as regards minimum data fields for the program including computers and computer accessories (as applicable), and storage facilities for safe-guarding paper-based documentation tools and electronic back-ups will be available for use.

DATA COLLECTION PROCESS

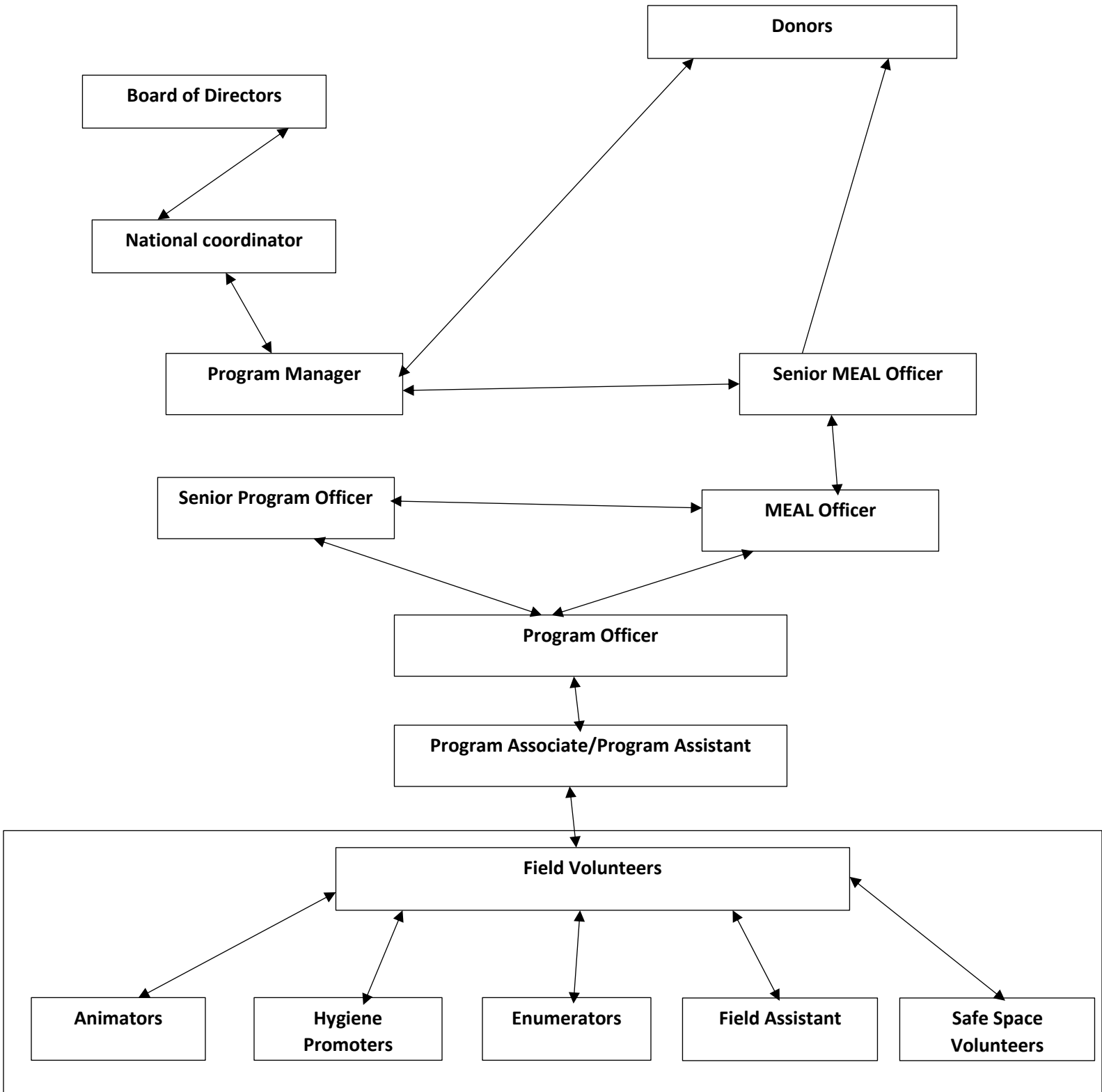
- The process of data collection at all project locations will involve the use of approved paper-based and electronic data collection tools.
- Data collection can only occur when data collectors/enumerators have taken steps to ensure that all information concerning services offered and received by clients have been properly captured on relevant documentation tools.

It is important also at this point to ensure highest level of standard in documentation by:

- Examining all relevant fields in the paper-based forms/registers are properly filled
- Prescribed patterns for completing documentation tools are adhered to.
- Crosschecking the different service tools for consistency.

DATA COLLATION, REPORTING AND TRANSMISSION PROCESS

- Copies of paper-based data collated or aggregated on summary forms must be stored and properly filed in arch-files in fire-proof cabinets.
- Electronic forms must be stored in designated laptops, with external drive backup/email backup or server backup.
- Data is required routinely for decision making, the periodicity of sharing largely depends on the project/donor requirement and the demand by program staff.
- However, to encourage demand and use especially by program staff, data should be shared on a bi-weekly, monthly and quarterly basis.



COMPLAINTS/FEEDBACK RESPONSE MECHANISM/ACCOUNTABILITY

Feedback is a reaction or view of the affected population to help understand the difference being made during the course of the response, and not just at the end of a project. Beneficiaries have a right to judge performance.

A complaint is a grievance made by an individual who believes that a humanitarian agency has failed to meet a stated commitment. This commitment can relate to a programme or project plan, beneficiary selection, an activity schedule, a standard of technical performance, an organisational value, a legal requirement, or any other point. Less serious complaint may relate to poor quality or performance, more serious complaint to fraud, abusive behaviour or sexual exploitation. Whilst a complaint in itself is negative (a grievance), making and complaint and seeking redress can be a positive process.

Accountability is the means through which power is used responsibly. It is a process of taking to account the views of, and being held accountable by people affected by the exercise of this power. It is about recognizing our power, the responsible use of that power and handing over some of the power to the beneficiaries of our work.

According to One World Trust in the United Kingdom, which assesses the accountability of large global organizations — multinational corporations, international NGOs, and intergovernmental agencies, accountability is defined as “*the processes through which an organization makes a commitment to respond to and balance the needs of stakeholders in its decision-making processes and activities, and delivers against this commitment*”.

The intention of the proposed accountability mechanism is to improve the quality of all JDF Projects design and implementation, increase participation of beneficiaries and stakeholders in all stages of project cycle and improve our relationship with and acceptance by the communities, helping us move towards working in true partnership.

The accountability mechanism is aimed at reducing the risk of fraud or of funds being used inefficiently, reducing the risk of harm to beneficiaries that might be caused by the conduct of project staff or by the design of the intervention itself and demonstrating to our donors that we can deliver on quality processes.

Brief Background on Accountability on the Projects.

The proposed accountability framework and process put forward in this note consolidates and formalizes in greater detail prior efforts made on the Project to successfully implement a feasible accountability framework and process. It is important to note that the proposed CRM will not replace the ongoing and continuous feedback, monitoring, review and communication mechanisms as well as other crosscutting methods on the project used for program implementation and

partnership management. However, it would serve as a tool for managing power imbalance and detailing the process to do so.

Accountability Methodology for Jireh Doo Foundation Projects.

The main focus for accountability on all Projects being implemented in the North East is the Complaint Response Mechanism (CRM).

Complaint Response Mechanism (CRM):

- CRM is the operational medium for handling complaints. It is a clear and transparent procedure that provide beneficiaries, staff, partners and other stakeholders with access to a safe, confidential means of voicing complaints on issues within the control of the organization
- It is the main focus of accountability, through which project beneficiaries can hold us to account on all that we do as relating to them on the Project and its intervention. The handling of complaints or feedback gives project beneficiaries a voice and enhances a sense of ownership which is key for sustainability.
- The participatory nature of engaging multiple stakeholders in delivering our various project interventions positions us to be appropriately and responsibly accountable.

Objectives of the Complaint Response Mechanism (CRM)

- To support/enable beneficiaries, partners and stakeholders to share their complaints, suggestion and need of information about the project
- To identify weaknesses and strengths about our work, organization and staff in order to support enhanced quality programming
- To have a common channel of complaining and responding to dissatisfactions about our work, organization and staff behaviors or conduct
- To enable the Project to capture and respond to the views and concerns of beneficiaries, communities and partners working with and for the Project. It will increase trust and communication between the project and the partners and communities where the Project is engaged; enabling the Project to correct its mistakes, better target its aid and quality of support, while using resources more effectively.
- To improve the quality, relevance and effectiveness of programs and partnerships, via increased partner and community ownership of programs which would also help deter fraud.
- To ensure that partners using the CRM to channel their complaints ensure that they are laying valid complaints. This ensures that the Project does not overburden the CRM with complaints/ feedback that are not within the scope of the project and organization's control

- To serve as a tool for managing power imbalance between beneficiaries and the Project

Human Resource for Accountability

- The JDF Head Office is central with a central person, while at the states level, The Accountability Focal Person (AFP) and officer serve as State Accountability Focal Persons (AFP) and will conduct training on CRM to project staff, partners and volunteers.
- The Accountability Focal Person (AFP) team will be responsible for collection and collation of feedback from implementing communities for entries by data entrants.
- Data Entry Clerks will be identified by the Project in each implementing State, and trained to transcribe and enter feedback collected into the CRM Log sheet. They will have a term of reference which will include obligations in terms of confidentiality and discretion.
- All Partners will receive training on the CRM and how to use it.

Receiving Complaints/ Feedback on the Feed the Future Project

- **Receive Complaint:** The Accountability Focal Person (AFP) will collect complaints sent via mail and/or through the Complaint and Feedback box placed in all project communities which he/she will empty on a monthly basis.
- **Registering Complaint:** The Data Entry Clerks will log the complaint into the complaint log database for tracking and trend analysis, as well as complete the feedback registration forms with valid complaint received that are specific to the Project

Responding to Feedback on the Jireh Doo Foundation Projects

Feedback requiring response would be handled based on their nature.

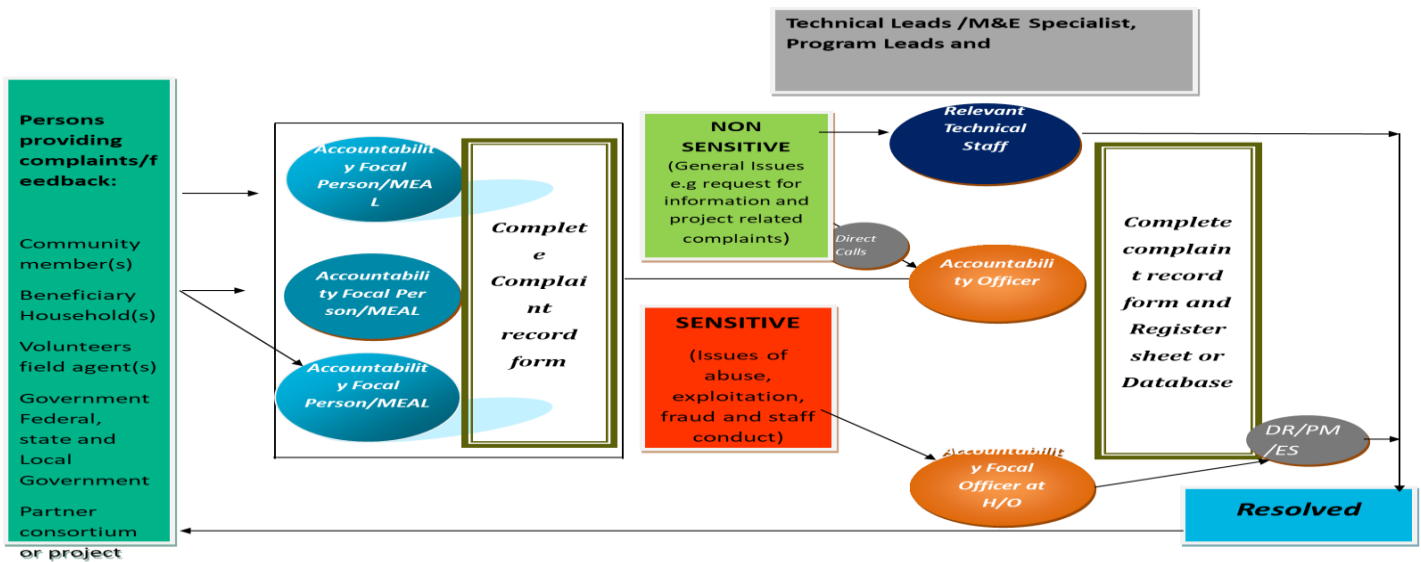
- Feedback or complaints of a sensitive nature, for example those that allege abuse, fraud or staff misconduct, cannot be resolved quickly or easily. Misconduct includes behavior that is NOT in line with JDF code of conduct and protection policy would be directed to the National Coordinator directly and would not be logged into the general feedback registration form and database. The National Coordinator will appoint an investigation team that will ensure full confidentiality and come out with a written report from the investigation
- Non-sensitive feedback that are classified as information needed (of a general nature about the project), would be directed to the Accountability Focal Person (AFP) and officers, to be responded to via town hall meetings

organized directly by the AFPs or the project field volunteer staff as directed with continuous follow up from the Accountability Focal Person (AFP) and program Managers and Officers. The Accountability Focal Person (AFP) and officers will be required to turn in a summary report on response delivered via the Town Hall meetings two (2) weeks after receiving the complaint.

- Non-sensitive feedback that are classified as complaints specific to the Project would be directed via feedback forms emailed to Project Staff deemed most appropriate to respond to such feedback or complaint (this may be the Team leads, PMs, Accountability Focal Person (AFP), and other program staff as the case may be) for action to be taken. There are several channels of directly or indirectly (through the Community Volunteers, Stakeholders disseminating responses to such complainant(s) on the Project, depending on the level of detail on the feedback form sent. Acceptable channels are: Technical Working Group (TWG) meetings, Review meetings with the field agents and Town Hall meetings with community members. However, in the instance that complainant’s contact information is provided, responses should be communicated directly to the complainant.

It is accepted that Project Staff to whom feedback forms are sent for necessary action to be taken to respond to feedback received may depend on other Project Staff to convey the response to communities or beneficiaries, as the case may be. In such cases, it is the responsibility of the feedback form recipient to follow-up with the said emissary to ensure the response is delivered appropriately. Once the response has reached the complainant(s), the feedback loop is said to be closed. The project staff to whom the feedback form was sent is then required to complete the feedback form and return it to the Accountability Focal Person for their region – (NE). Deadline for returning completed feedback forms is two weeks after receiving the feedback form.

Proposed CRM Flowchart for Jireh Doo Foundation Emergency Response Project.



Analysis for Organizational Learning

- The project accountability focal person will run a general trend analysis of all complaints received for organizational learning and improvement. This will be shared with the National coordinator and board members and focal person at the Head office and the project management to decide how to use the analysis for further improvement of Programs.
- The analysis is also intended to measure the strength and weakness of the CRM. Indicators to be measured through the analysis include:
 - a. Number of feedbacks received
 - b. Number and percentage of feedback responded to within the specified time
 - c. Number and percentage of feedbacks responded to
 - d. Number and percentages of types and categories of feedbacks received disaggregated by location of the project intervention and project type.

Proposed Complaints and Response Mechanism (CRM) Tools

State	Type of CRM	Accountability Focal Person	Remark/Comment
Borno	Suggestion boxes, Hotline/Toll free lines, town hall meetings and Beneficiary reference group	Project Accountability Focal Person (AFPs)	The feedback will be retrieved by the Accountability Officer, and data clerks will be engaged to enter the feedback for confidentiality between 3-5days of collection of feedbacks
Yobe			

Complaint and Response Mechanism (CRM) Summary

Title of activity	Complaint/Feedback Mechanism
Expected output/outcome:	<ul style="list-style-type: none"> • Availability of complaint/feedback mechanism across project communities. • Utilization of complaint/feedback mechanism across project communities. • Consistency of feedback data from the Accountability Focal Persons (AFPs) to a registration form on a monthly basis • Logging of feedback into the complaint log database • Resolution of complaints/feedback from the communities
Location of activity\	Nigeria

Methodology (Process)	Complaint and Feedback Response Mechanism using suggestion boxes, beneficiary reference groups, town hall meetings and hotlines.
Persons responsible	Accountability Focal Person (AFPs)/ Officers
Proposed Date	2020