



pranian

‘MEAL’ Policy

Approved : June 06, 2021

Participatory Research Action Network- PRAAN
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www.pranbd.org

About Participatory Research Action Network- PRAAN

Evolution: Participatory Research Action network- PRAAN is a non-profit and non-political organization that has been working for strengthening people's initiative to promote and ensure human rights, economic rights, gender equality, promotion of a culture of peace and non-violence, climate resilience, governance, trade justice, rural livelihood global citizenship, and appreciation of cultural diversity for sustainable development in the local level.

Legal Entity: PRAAN registered under the Registrar of Joint Stock Companies and Firms (RJSC) and Ministry of Social Welfare of the Government of Bangladesh.

Beneficiaries: The organization works intensively with youth, women, poor and marginal community, marginal, and underprivileged biodiversity dependent people i.e. forest people, indigenous communities, marginal farmers, fisher communities, and climate-vulnerable people.

Vision: PRAAN envisions a poverty-free pluralist society based on knowledge and technology where everyone's basic needs, rights, and information are ensured.

Mission: Work to fight poverty through participatory action research activities followed by social actions to eradicate poverty, lack of knowledge, and injustice.

General Committee: The General Committee of 21 members is the supreme authority of PRAAN. This Committee elects the Executive Committee.

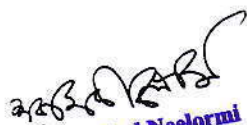
Executive Committee: PRAAN Executive Committee consists of 7 members who are elected by the General Committee. The Executive Committee members meet at a regular interval to oversee organizational performance.

Working Area: PRAAN works in Noakhali and Laksmipur for piloting projects and laboratory works, and the whole of the country for advocacy and campaign activities.

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Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neelormi
Chairperson, PRAN

Section 02 : Introduction to the 'MEAL' Policy

2.1 Title of the Policy : This Policy shall be named as "'MEAL' Policy of PRAAN".

2.2 Objectives of the policy

- Track and reduce the information gap about program activities, ensure quality performance and put expected output in order through exercising of MEAL.
- Assess performance of ongoing activities and enhance the quality standard of monitoring
- Develop manager or leaders' skill on off-site monitoring in order to improve their performance dealing with programs, policies and practices with a minimal cost.
- Ensure beneficiary and stakeholder's participation in MEAL system, allow them to share their views and ideas, hold accountable to them and document learning and knowledge management for future initiatives.

2.3 Development Process of MEAL Policy

PRAAN reviewed different organizations' MEAL policy, practice and procedure; and drafted this policy. It received feedback from beneficiaries and staff and included them later on into this policy.

2.4 Review and alteration of MEAL Policy

- This policy can be reviewed with the changes of relevant policies of PRAAN.
- The Executive Committee and the Competent Authority of PRAAN is the only authority who reserves the right to change, modify, suspend, interpret or cancel its policy clause.
- Proper justification must be required for modification and alteration of any word, section & subsection stated in this policy manual.

2.5 Effective Date of MEAL Policy

This Policy shall be effective from the day following the day of approval given on it by the Executive Committee of PRAAN and the employees of PRAAN shall be notified of the exact effective date of this policy.



Nurul Alam Masud
Chief Executive, PRAAN



Sharmistha Neelam
Chairperson, PRAAN

Section 03 : The Policy

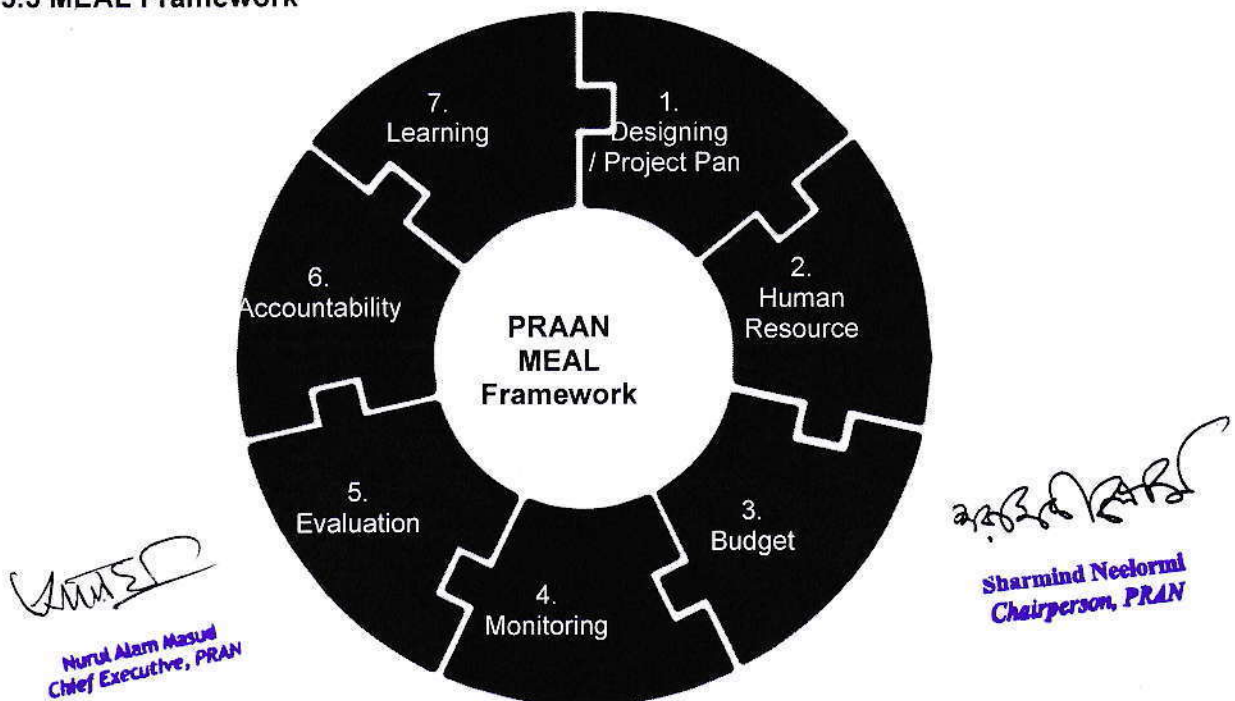
3.1 Definition of MEAL

Monitoring, evaluation, accountability, and learning (MEAL) are part of everyday program management and are critical to the success of all programs. It enables organizations to track progress, make adjustments, discover planned or unplanned effects of programs on the lives, involve beneficiaries and make accountable to the stakeholders through information sharing and developing a complaint or feedback mechanism which can help to guide better implementation.

3.2 Understanding Monitoring, Evaluation, Accountability and Learning (MEAL)

- Monitoring :** Regular collection of information to assess progress in the implementation of the work plan.
- Evaluation:** Periodic collection of information to assess progress in changing the behavior and well-being of the target Population.
- Accountability:** Involves giving beneficiaries and stakeholders the opportunity, voice, and power to hold us to account in ways that influence project/organization's policies, priorities, and actions through information sharing, feedback, and complaint mechanism and participation.
- Learning:** It refers to the systematic incorporation of lessons, recommendations and observations into program design, including the findings that emerge from accountability and feedback mechanisms.

3.3 MEAL Framework



Learning and knowledge management from MEAL system will help improve designing the further program, this time more wisely. And, will allocate necessary skills human resources, and budgets to get out the most from the reviewed project or program.

4. Exercise of MEAL Policy

Project Coordinator/Manager (PC/PM), M&E officer, Manager-MEAL along with Primary Stakeholders, throughout their direct participation, meeting, discussion and field visit, will ensure regular monitoring by using some specific formats. Respective persons will compile the findings and share the findings and learning to their monthly PMC meeting and bimonthly Program Progress Monitoring Meeting (PPMM) for further decision.

On behalf of Chief Executive and Manager-MEAL along with other focal persons are responsible for monitoring. They will prepare monitoring formats along with a monitoring plan. They will monitor and evaluate programs or projects mainly in two ways, i.e. (a) off-site monitoring through receiving M&E report, newsletters, meeting minutes and teleconference with staff, and (b) on-site monitoring while they visit programs/projects.

5. Tools and Techniques

5.1 Tools for off-site Monitoring

Off-site monitoring can be defined as the viewing of closed-circuit television (CCTV). Monitoring formats, reports, pictures, virtual meetings with staff, stakeholder feedback, etc. tools can be used for off-site monitoring. This type of monitoring controls programs from principal offices to field offices and ensures quality implementation of programs.

5.2 PRAAN off-site Monitoring tools

SI	Monitoring Tools	Objective	Progress			Frequency	Follow-up
			Source	Compilation & Analysis	Preservation and Dissemination		
1	Quarterly Project Planning report	- To know the project planning	Report receive	Project Coordinator/ Manager/ M&E officer/ Manager-MEAL	Project Coordinator/ Manager, M&E officer, Manager-MEAL disseminate to CEO	Monthly	PC/ M&E officer/ Manager-MEAL
2	Activity progress review report	- To know the last month achievement performance	Report receive	Project Coordinator/ Manager/ M&E officer/ Manager-MEAL	Project Coordinator/ Manager, M&E officer, Manager-MEAL disseminate to CEO	Monthly	PC/ M&E officer/ Manager-MEAL
3	Finance review report	- To know the activity progress and expenditure	Burn Rate Report receive	Project Coordinator/ Manager Coordinator-Finance	Project Coordinator/ Manager, Coordinator-Finance disseminate to CEO	Monthly	Coordinator-Finance
4	Statutory requirement format of project	- To ensure timely submission, quality control and follow-up	Printed Statutory requirement	Focal persons, PC	PC, Focal person	During the project	Focal Person, PC, Manager-MEAL
5	Plan of Operation (PoP) review	- To keep PoP updated (need base)	Existing format of PoP	Focal persons & PC	PC & Manager-MEAL	Quarterly/ Yearly	Manager-MEAL
6	Complaint Response	-To know the situation and	Complaint register	Project Coordinator/	Coordinator-program,	Monthly / Need	Coordinator-Finance &

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Chairperson, PRAN*

*Murali Alam Masud
Chief Executive, PRAN*

	Mechanism (CRM)	progress of submitted complaints		Manager	Coordinator-Finance disseminate to CEO	base	Admin
7	Focal persons review at PPM	- To know the situation and progress of submitted complaints	PPM Meeting	Coordinator-program,	Coordinator-program, Manager- MEAL disseminate to CEO	Quarterly	Coordinator-program
8	Meeting minutes review	- To know the progress and decisions to be addressed	Meeting minutes receive	Project Coordinator/ Manager / Coordinator-program	Coordinator-program, disseminate to CEO	Monthly	Coordinator-program
9	Weekly review with PCs	- To know last week progress to share the next week plan	Telephone/ Teleconference/ weekly plan	Project Coordinator/ Manager / Coordinator-program	Project Coordinator/ Manager / Coordinator-program and disseminate to the focal person, CEO	Weekly	Project Coordinator/ Manager / Coordinator-program

5.3 Tools for on-site Monitoring

On-site monitoring is carried out by an individual who visits the program site at a regular basis and ensure activities are on track, based on plan. The person uses tools like formats, discussion with program participants and check out documents and photos for data verification. Manager- MAEL, focal persons, PCs and monitoring officers will carry out the on-site monitoring.

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5.4 PRAAN on-site Monitoring & Evaluation tools

Sl.	Monitoring Tools	Objective	Progress			Frequency	Follow-up
			Source	Compilation & Analysis	Preservation and Dissemination		
1	Project Performance Review (PPR) report	To assess the performance of project and its impact	Beneficiary, project documents and reports	Manager- MEAL	Project Coordinator/ Manager / Coordinator-program, Manager- MEAL disseminate to the CEO	Quarterly/ need base	Coordinator-program,
2	Beneficiary feedback report	To know satisfaction level beneficiary and unintended negative effect of project, if any	Interview/ Focus Group Discussion, FG D report, photograph	Project Coordinator/ Manager/ M&E officer/ Manager- MEAL	Coordinator-program, Manager- MEAL disseminate to the CEO disseminate to the CEO	Quarterly	Coordinator-program, Manager- MEAL
3	Risk assessment report	- To know and address, if there is any ongoing risk, e.g. SEA, safety, security, financial, management, etc.	Monitoring audit, review reports and interview	Project Coordinator/ Manager/ Accounts & Finance officer/ Coordinator-program, Coordinator-	Coordinator-Finance	Quarterly/ regularly	Coordinator-program, Coordinator-Finance

Shamim Neeral Chairperson, PRAN

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Chief Executive, PRAAN

				Finance			
4	Leadership Performance Review	To assess managerial skill, performance & knowledge of PRAAN policies	Staff and beneficiary interview	Manager- MEAL , Coordinator-program, CEO	Manager- MEAL , Coordinator-program, CEO	Quarterly/ need base	Manager- MEAL
5	Financial (Burn Rate) Monitoring and Audit	To assess financial progress and performance of project	Budget line, cash book, ledger & reports	Coordinator-Finance	Coordinator-Finance disseminate to the CEO	Monthly/ Quarterly	Coordinator-Finance
6	Midterm review	To assess the midterm progress of project	Beneficiary, project documents, reports, staff interview	Coordinator-Finance/ Manager- MEAL / Coordinator-program,	Coordinator-program disseminate to the CEO	Mid of the project	Coordinator-program
7	Project ending review	To assess the impacts of the project	Beneficiary, project documents, reports. Staff interview	Project Coordinator/ Manager/ Coordinator-program/ Manager- MEAL / Focal Person	Project Coordinator/ Manager/ Coordinator-program/ Manager- MEAL / Focal Person disseminate to the CEO	Ending of project	Coordinator-program/ Manager- MEAL

6. PRAAN Accountability Mechanism

PRAAN ensures accountability in its programs and each intervention. It ensures display "Your Right to Know" policy on boards of office. It also publishes Information Discloser Policy, Communications Policy, Complaint Response Mechanism policy, etc. available on the website. It clearly declares mechanism for responding to complaints, if anyone sought. PRAAN ensures proper solution of complaints within the stipulated time, it declared.

7. Beneficiary feedback

7.1 PRAAN ensures beneficiary feedback mechanisms in its programs. It regularly organizes Focus group discussions (FGD) and/or direct interviews with beneficiaries and collects feedback to know their level of satisfaction over services, they receive. It considers beneficiary feedback as a learning tool and improves services when requires.

7.2 PRAAN also organizes FGD and/or direct interview with beneficiaries and collects feedback on actual or potential unintended negative effects, if there is any, e.g. gender discrimination, sexual exploitation and abuse, livelihood, safety-security, environment, etc. which is affected negatively by the implementation of its projects/programs. It also seeks beneficiary opinion to prevent that unintended negative effects and takes necessary action in consultation with the management.

7. Shared Learning:

As learning refers to the systematic incorporation of lessons, recommendations and observations, including the findings that emerge from accountability and feedback mechanisms, PRAAN will document that, share and publish to get meaningful, evidence-based learning from them to practice.

Sharmid Neelam
Chairperson, PRAN

8. Theory of Change (ToC)

Theory of Change defines long-term goals and then maps backward to identify necessary preconditions to reach its outcome. PRAAN in consultation with staff outlined its process to get out the most by practicing MEAL.

9. MEAL Theory of Change (ToC)

Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> MEAL Policy Monitoring formats M&E personnel 		<ul style="list-style-type: none"> MEAL orientation Off-site & on-site monitoring Meeting Feedback 	<ul style="list-style-type: none"> MEAL system within the org. Capable staff Learning management Quality Implementation 	<ul style="list-style-type: none"> Quality Program Upward and downward Accountability Better decisions

10. Sample of PRAAN Project Monitoring Format

1. Name of the Project:

1.1 Impact Review at beneficiary's level

Sl	Impact Indicator	Achievement up to the month (Reported)	Assessment
1			
2			

1.2 Objective Review

Sl	Objective Indicator	Achievement up to the month (Reported)	Assessment
	Objective- 01.		
	Objective- 02.		

1.3 Activities and Output Review

Sl	Name of Activities	Target up to the month (Reported)	Achievement	Causes for deviation	Revised plan

1.4 Financial performance Review

Sl	Head of Expenditure	Target up to the month (Reported)	Achievement	Causes for deviation	Revised plan

Sharmistha Neekamal
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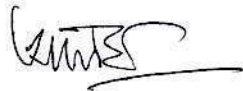
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A. Administrative Cost					
B. Programmatic Cost					

1.5 Management Performance Review

Sl	Particulars/Event/Issues	Target up to the month (Reported)	Achievement / Performance	Causes for deviation	Revised plan

Approved by : This policy has been approved unanimously in the Executive Committee meeting held June 06, 2021.



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Chief Executive, PRAN



Sharmind Neelam
Chairperson, PRAN