

SOCDA | ORGANIZATIONAL POLICY & PROCEDURES



SOMALI COMMUNITY DEVELOPMENT ASSOCIATION (SOCDA)

Empower • Engage • Develop

MONITORING, EVALUATION, ACCOUNTABILITY & LEARNING (MEAL) POLICY

Evidence, accountability, learning and organizational performance

SOCDA-MEAL-POL-001

1. EXECUTIVE SUMMARY

The SOCDA MEAL Framework establishes the organisation's institutional approach to measuring performance, demonstrating results, ensuring accountability to communities and partners, generating evidence, and using learning to improve programme quality.

The framework moves SOCDA from simply reporting **what activities were conducted** toward demonstrating:

What changed, for whom, by how much, why, and whether the change is likely to last.

The framework applies across SOCDA's programmes, projects, partnerships and institutional operations.

2. PURPOSE

The purpose of the MEAL Framework is to ensure that SOCDA:

- Measures programme performance.
 - Tracks progress against targets.
 - Maintains reliable data.
 - Demonstrates results.
 - Listens to communities.
 - Responds to feedback and complaints.
 - Identifies underperformance early.
 - Generates organisational learning.
 - Supports evidence-based decisions.
 - Meets donor reporting requirements.
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3. SOCDA MEAL PRINCIPLES

SOCDA's MEAL system shall be based on:

1. Results orientation

Focus on outcomes and meaningful change.

2. Accountability

Communities have the right to information, participation and feedback.

3. Participation

Affected communities should contribute to monitoring and learning.

4. Data quality

Information must be accurate, timely, relevant and verifiable.

5. Independence

Monitoring and evaluation should provide credible evidence.

6. Learning

Evidence should influence programme decisions.

7. Do No Harm

Data collection must not expose people to unnecessary risk.

8. Inclusion

MEAL processes should consider gender, age, disability and other relevant factors.

9. Confidentiality

Sensitive information must be protected.

10. Adaptive management

Evidence should trigger programme adjustments where necessary.

4. MEAL THEORY OF CHANGE

SOCDA's institutional MEAL cycle is:

Plan → Measure → Analyse → Reflect → Decide → Adapt → Learn → Improve

This creates a continuous organisational learning loop.

5. MEAL GOVERNANCE

Governing Board

Provides oversight of organisational performance.

Executive Director

Ensures MEAL findings inform management decisions.

MEAL Manager/Officer

Responsible for:

- MEAL systems.
- Indicator tracking.
- Data quality.
- Monitoring.
- Evaluation.
- Learning.
- Accountability mechanisms.

Programme Managers

Responsible for using MEAL findings in programme management.

Finance

Provides financial information for value-for-money analysis.

Field Teams

Collect and validate programme data.

PART I — RESULTS MANAGEMENT

6. RESULTS CHAIN

SOCDA shall distinguish between:

Inputs → Activities → Outputs → Outcomes → Impact

Inputs

Resources invested.

Activities

What SOCDA does.

Outputs

Immediate deliverables.

Outcomes

Changes resulting from programme interventions.

Impact

Longer-term significant change.

7. RESULTS FRAMEWORK

Each significant project should maintain a Results Framework.

Level	Result	Indicator	Baseline	Target	Source	Frequency
Impact						
Outcome						
Output						

8. INDICATOR DEVELOPMENT

Indicators should be:

- Specific.
- Measurable.
- Relevant.
- Time-bound.
- Feasible.
- Clearly defined.

Each indicator should have a standard definition.

9. INDICATOR REFERENCE SHEET

Field	Description
Indicator	
Definition	
Unit	
Calculation	
Baseline	
Target	
Data Source	
Collection Method	
Frequency	
Responsible	
Disaggregation	

10. INDICATOR TYPES

SOCDA may use:

Quantitative indicators

Numbers, percentages, ratios.

Qualitative indicators

Perceptions, experiences, quality and behavioural change.

Process indicators

Track implementation.

Output indicators

Measure immediate deliverables.

Outcome indicators

Measure change.

Impact indicators

Measure longer-term effects.

PART II — BASELINES & TARGETS

11. BASELINE

Where appropriate, a baseline should establish the situation before intervention.

Examples:

- Knowledge level.
- Income.
- Access to services.
- Participation.
- Community perceptions.

12. TARGET SETTING

Targets should be:

- Realistic.

- Evidence-based.
- Time-bound.
- Consistent with available resources.

13. TARGET TRACKER

Indicator Baseline Annual Target Current Achievement % RAG

PART III — MONITORING

14. MONITORING PURPOSE

Monitoring provides continuous information about:

- Implementation.
- Results.
- Quality.
- Risks.
- Beneficiary reach.
- Budget.
- Context.

15. MONITORING LEVELS

SOCDA shall monitor:

Activity level

Are activities happening?

Output level

Are deliverables being produced?

Outcome level

Is change occurring?

Context level

Has the operating environment changed?

Risk level

Are risks increasing?

16. MONITORING METHODS

Methods include:

- Field visits.
 - Surveys.
 - Interviews.
 - Focus groups.
 - Observation.
 - Document review.
 - Administrative data.
 - Digital data collection.
 - Partner reports.
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17. FIELD MONITORING

Field visits should assess:

- Activity progress.
 - Quality.
 - Beneficiary participation.
 - Inclusion.
 - Safeguarding.
 - Challenges.
 - Community feedback.
 - Evidence of results.
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18. FIELD MONITORING REPORT

Project: _____

Location: _____

Date: _____

Monitor: _____

Key findings

Good practices

Challenges

Recommended actions

PART IV — DATA COLLECTION

19. DATA COLLECTION PLAN

Indicator	Data Source	Method	Frequency	Responsible	Tool
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20. DIGITAL DATA COLLECTION

Where appropriate, SOCDA may use platforms such as:

- KoboToolbox.
- ODK.
- Excel.

- Other secure digital systems.

Digital data collection should include appropriate access controls and quality checks.

21. DATA COLLECTION PROTOCOL

Enumerators/field teams should receive:

- Training.
 - Data collection instructions.
 - Ethical guidance.
 - Tool testing.
 - Sampling instructions.
 - Safeguarding guidance.
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22. DATA QUALITY

SOCDA shall apply the five core data-quality dimensions:

Accuracy

Is the information correct?

Completeness

Is required information captured?

Timeliness

Is information available when needed?

Consistency

Does information remain internally coherent?

Integrity

Has the data been protected from manipulation?

23. DATA QUALITY ASSESSMENT

Indicator Accuracy Completeness Timeliness Consistency Overall

PART V — DATA MANAGEMENT

24. DATA MANAGEMENT

SOCDA shall establish procedures for:

- Collection.
 - Validation.
 - Storage.
 - Analysis.
 - Reporting.
 - Archiving.
 - Disposal.
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25. DATA ACCESS

Access should be based on role and need.

Sensitive data should have restricted access.

26. DATA PROTECTION

MEAL teams must comply with SOCDA's Data Protection Policy.

Personally identifiable information should not be collected unless necessary for a legitimate programme purpose.

PART VI — BENEFICIARY DISAGGREGATION

27. DISAGGREGATED DATA

Where relevant and safe, data should be disaggregated by:

- Sex.
 - Age.
 - Location.
 - Disability.
 - Other programme-relevant categories.
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28. INCLUSION ANALYSIS

MEAL should assess whether programme benefits are reaching intended groups equitably.

PART VII — ACCOUNTABILITY

29. ACCOUNTABILITY TO AFFECTED POPULATIONS

SOCDA shall ensure communities:

- Know what the programme is intended to achieve.
 - Understand eligibility criteria.
 - Know how to provide feedback.
 - Can raise complaints.
 - Receive appropriate responses.
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30. COMMUNITY FEEDBACK MECHANISM

SOCDA may establish:

- Hotline.
- Community focal points.
- Help desks.
- Suggestion boxes.
- Community meetings.
- SMS/WhatsApp where appropriate.
- Digital channels.

Mechanisms should be safe, accessible and confidential where necessary.

31. FEEDBACK CATEGORIES

Feedback may include:

1. Question
 2. Request for information
 3. Suggestion
 4. Complaint
 5. Safeguarding concern
 6. Fraud concern
 7. Service-quality concern
 8. Other
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32. COMPLAINT HANDLING PROCESS

Receive → Register → Categorise → Assess Risk → Refer → Investigate where appropriate → Respond → Close → Analyse Trends

33. FEEDBACK REGISTER

34. CONFIDENTIAL COMPLAINTS

Sensitive complaints should be handled through restricted procedures.

Examples include:

- Sexual exploitation and abuse.
- Sexual harassment.
- Child safeguarding.
- Fraud.
- Serious misconduct.

Such cases must be referred through the appropriate SOCDA reporting mechanism rather than treated as ordinary programme feedback.

PART VIII — EVALUATION

35. EVALUATION PURPOSE

Evaluation should determine:

- Relevance.
 - Effectiveness.
 - Efficiency.
 - Impact.
 - Sustainability.
 - Coherence where appropriate.
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36. EVALUATION TYPES

SOCDA may conduct:

Baseline

Establish starting conditions.

Mid-term

Assess progress and adaptation.

End-line

Measure change at completion.

Process evaluation

Assess implementation quality.

Outcome evaluation

Assess changes resulting from intervention.

Impact evaluation

Assess longer-term effects where feasible.

37. EVALUATION PLAN

Evaluation	Project	Timing	Method	Budget	Responsible
	Baseline				
	Mid-term				
	End-line				

PART IX — LEARNING

38. LEARNING PRINCIPLE

SOCDA should not collect data merely to satisfy donors.

The purpose is to answer:

What does the evidence tell us, and what should we do differently?

39. LESSONS LEARNED

Each major project should document:

- What worked?
 - What did not?
 - Why?
 - What should be replicated?
 - What should be changed?
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40. LEARNING SESSION

At project review meetings, teams should discuss:

START — STOP — CONTINUE — CHANGE

Start Stop Continue Change

41. KNOWLEDGE MANAGEMENT

SOCDA should maintain an organisational knowledge repository containing:

- Assessments.
 - Reports.
 - Evaluations.
 - Lessons.
 - Case studies.
 - Research.
 - Good practices.
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PART X — ADAPTIVE MANAGEMENT

42. EVIDENCE-BASED DECISION MAKING

EVIDENCE-BASED DECISION MAKING

MEAL findings should directly inform programme planning, implementation, adaptation, and management decisions.

Decision-Making Cycle:

Data Shows Low Participation



Analyse Barriers & Causes



Consult Communities & Stakeholders



Adapt Programme Activity



Implement Changes



Monitor Results



Use Findings for Further Decisions

Example:

Low participation is identified through MEAL data → barriers are analysed → communities are consulted → the activity is adapted → participation is monitored → results inform the next programme decision.

Key Principle:

“Collect data → Analyse evidence → Make decisions → Adapt action → Measure results.”

43. ADAPTATION TRACKER

Finding Decision Change Owner Date Result

PART XI — PROGRAMME REVIEW

44. MONTHLY PERFORMANCE REVIEW

Programme management should review:

- Activities.
 - Outputs.
 - KPIs.
 - Budget.
 - Risks.
 - Feedback.
 - Safeguarding.
 - Context.
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45. QUARTERLY PERFORMANCE REVIEW

Quarterly reviews should examine:

Programme performance

Are results on track?

Financial performance

Are resources being used according to plan?

Context

Has the operating environment changed?

Risk

What new risks have emerged?

Accountability

What are communities telling us?

Learning

What should change?

46. SOCDA ORGANISATIONAL PERFORMANCE DASHBOARD

Dimension	KPI	Target	Actual	RAG
Programme	Activities on track	90%		
Results	Outputs achieved	90%		
Finance	Budget variance	≤10%		
Reporting	Reports on time	100%		
Accountability	Feedback resolved	≥90%		
MEAL	Data quality	≥95%		
Safeguarding	Mandatory compliance	100%		

PART XII — RAG PERFORMANCE SYSTEM

47. GREEN

On track

Achievement is generally ≥90% of target or within agreed tolerance.

48. AMBER

Attention required

Achievement approximately 70–89% or emerging risk requires management action.

49. RED

Critical

Achievement below approximately 70%, or a major issue requires immediate intervention.

Thresholds should be adapted to the specific indicator.

PART XIII — MEAL RISK MANAGEMENT

50. MEAL RISKS

Risk	Probability	Impact	Mitigation
Poor data quality			
Enumerator error			
Data loss			
Manipulation			
Low participation			
Inaccessible locations			
Confidentiality breach			

PART XIV — MEAL QUALITY ASSURANCE

51. DATA VERIFICATION

MEAL should conduct periodic verification through:

- Source-document review.
- Field verification.
- Spot checks.
- Recalculation.

- Beneficiary confirmation.
- Database checks.

52. DATA QUALITY ASSESSMENT PROCESS



PART XV — MEAL STAFF RESPONSIBILITIES

Role	Responsibility
Executive Director	Institutional oversight
MEAL Manager	MEAL system
Programme Manager	Use evidence
MEAL Officer	Data collection/analysis
Field Officer	Primary monitoring
Enumerators	Data collection
Finance	Financial data
Partners	Programme data
Senior Management	Decision-making

PART XVI — MEAL CAPACITY BUILDING

SOCDA should train relevant staff on:

- Results-based management.
 - Indicator development.
 - Data collection.
 - Kobo/ODK.
 - Data analysis.
 - Data quality.
 - Accountability.
 - Safeguarding.
 - Evaluation.
 - Learning.
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PART XVII — MEAL REPORTING CALENDAR

Product	Frequency	Owner	Audience
Activity monitoring	Monthly	Programme	Management
KPI dashboard	Monthly	MEAL	Management
Feedback analysis	Monthly	MEAL	Management
Data quality review	Quarterly	MEAL	ED
Programme review	Quarterly	Programme/MEAL	Management
Evaluation	As required	MEAL	Management/Donor
Annual performance report	Annual	MEAL	Board

PART XVIII — MEAL TOOLS

SOCDA should maintain the following operational tools:

Tool 01 — Results Framework

Tool 02 — Indicator Performance Tracker

Tool 03 — Indicator Reference Sheet

Tool 04 — Baseline Template

Tool 05 — Target Tracker

Tool 06 — Data Collection Plan

Tool 07 — Kobo/ODK Data Collection Template

Tool 08 — Data Quality Assessment

Tool 09 — Field Monitoring Checklist

Tool 10 — Beneficiary Feedback Register

Tool 11 — Complaints Tracker

Tool 12 — Evaluation Plan

Tool 13 — Learning Register

Tool 14 — Adaptation Tracker

Tool 15 — Project KPI Dashboard

Tool 16 — Organisational Performance Dashboard

PART XIX — MINIMUM MEAL REQUIREMENTS FOR EVERY SOCDA PROJECT

Every significant SOCDA project should have, at minimum:

- Results framework.
 - Indicators.
 - Baselines where applicable.
 - Targets.
 - Data sources.
 - Data collection plan.
 - MEAL responsibilities.
 - Monitoring schedule.
 - Risk monitoring.
 - Accountability mechanism.
 - Reporting calendar.
 - Learning process.
 - Project closure assessment.
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PART XX — MEAL MATURITY MODEL

SOCDA can assess its institutional maturity using four levels:

LEVEL 1 — BASIC

Data is primarily collected for donor reporting.

LEVEL 2 — SYSTEMATIC

Indicators and monitoring tools are consistently used.

LEVEL 3 — RESULTS-DRIVEN

Management regularly uses evidence to make decisions.

LEVEL 4 — LEARNING ORGANISATION

Evidence, community feedback and learning continuously influence strategy and programme design.

SOCDA TARGET

SOCDA should progressively move toward Level 4.

PART XXI — APPROVAL

Approved by: SOCDA Governing Board

Board Resolution No.: _____

Chairperson: _____

Signature: _____

Date: _____

Effective Date: _____

Next Review Date: _____
