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Nazhoen Lamtoen
Transforming Children & Youth through reintegration



Monotoring, Evaluation, & Learning

(MEAL-2023)

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At Nazhoen Lamtoen, our commitment to supporting children in difficult circumstances, families in crisis, and vulnerable communities is deeply rooted in our belief that every individual deserves dignity, care, and opportunity. Over the years, we have grown into an organization that not only provides critical services but also learns, adapts, and improves continually to meet the evolving needs of those we serve.

This Monitoring, Evaluation, Accountability, and Learning (MEAL) Guidelines is a vital step forward in our journey toward greater effectiveness, transparency, and impact. MEAL is not just about collecting data or writing reports it is about understanding what works, recognizing where we can do better, and ensuring that the voices of our beneficiaries are at the heart of everything we do.

These guidelines offer a practical and structured approach for all staff to monitor progress, evaluate outcomes, gather and respond to feedback, and apply learning to strengthen our interventions. Whether you are a caseworker supporting children in our shelter, a field officer empowering families, or a program coordinator managing advocacy events, MEAL is your companion in delivering results with integrity and accountability.

I urge each of you to use this document actively not just as a compliance tool, but as a daily reference to inform your decisions, improve your programs, and deepen our collective impact. Let us commit to building a culture of learning and reflection where every piece of information is a step toward positive change.

Together, let us uphold our mission with evidence, compassion, and purpose.

Thinley Tobgyel

Executive Director

Nazhoen Lamtoen

2. About Nazhoen Lamtoen

The Vision:

To be the nationally recognized CSO in Bhutan that advocates and serves the needs of children in difficult situation

The Mission:

To advocate and serve children in difficult circumstances by providing timely intervention, empowerment and reintegration into communities

Target Groups

Children in conflict with law (CICL) and post release after care services

Children in difficult circumstances (CIDC)

Core Programs:

Children's Shelter Home

Aftercare and Reintegration

Family Empowerment (microbusiness support)

Advocacy and Awareness

Core Values :

Nazhoen Lamtoen is guided by values that shape our work and relationships. We act with compassion and integrity, always putting children's well-being first. Our approach is child-centered, inclusive, and focused on empowering families to lead change. We believe in collaboration with partners and communities, and we continuously improve through learning and innovation.

3. Introduction to MEAL

What is MEAL?

MEAL stands for Monitoring, Evaluation, Accountability, and Learning. It is a structured system that helps to:

- Track progress of programs and activities,
- Assess outcomes and impact,
- Respond to feedback from children, families, and partners,
- Learn and improve continuously.

Purpose of MEAL in Nazhoen Lamtoen's work

MEAL helps Nazhoen Lamtoen ensure that our programs are effective, accountable, and responsive to the needs of children and families. It enables us to measure progress, make informed decisions, and continuously improve our services to create lasting impact.

MEAL enhances effectiveness, transparency, and accountability

MEAL improves effectiveness by tracking what works and identifying areas for improvement. It promotes transparency by clearly documenting results, use of resources, and program progress. It strengthens accountability by ensuring that feedback from children, families, and partners is heard and acted upon, building trust and responsiveness across all levels of our work.

Project stage	MEAL role
Design	Define objectives, indicators, baseline data, and feedback mechanisms
Implementation	Track progress using monitoring tools, collect feedback, make course corrections
Review	Conduct evaluations, document learning, share results with stakeholders

4. MEAL Framework

component	Purpose	Key activities
Monitoring	Track progress	Activity tracking, data collection
Evaluation	Assess impact	Baseline, endline, outcome studies
Accountability	Respond to feedback	Complaint mechanisms, stakeholder meetings
Learning	Adapt & improve	Team reflections, learning reviews

5. Monitoring

Definition and Purpose

Monitoring is the continuous process of collecting, analyzing, and using information to track the progress of activities against plans and objectives. In Nazhoen Lamtoen, monitoring helps ensure that services are being delivered as intended and that programs stay on track to achieve results. It allows us to respond quickly to challenges and make real-time improvements.

6. Monitoring Vs Evaluation

Monitoring	Evaluation
Gathers information related to the programme regularly, on a day-to-day basis	Assesses the programme's design, processes and results
Provides information on whether and how the planned activities are implemented or not	Provides information on what the programme effects are
Refers to activities, outputs and intermediate results	Refers to intermediate results/outcomes, and the bigger/strategic objectives and Goal (in case of impact study)
Fosters informed re-design of project methodology	Can foster informed review of both the current project (mid-term evaluations) or new projects (final evaluations)
Collects data on project indicators	Uses data on project indicators collected through the monitoring process
Performed by project staff (Internal)	Can be performed by an external evaluator, but also by a mixed team with internal and external evaluators or even by only an internal team.

Key Indicators by Program

Each program at Nazhoen Lamtoen uses specific indicators to measure progress:

Program	Sample Indicators
Shelter Home	Number of children supported, daily attendance, meals provide
CICL & Reintegration	Number of youth reintegrated, school/skills training enrolled
Family Empowerment	Number of microbusinesses supported, income increase trends
Awareness & Advocacy Events	Number of participants, awareness raised, media reach

Frequency and Tools Used

Monitoring occurs on a daily, weekly, monthly, and quarterly basis depending on the program.

Tool	used for	Frequency
Activity Monitoring Sheet	Tracking daily or weekly program delivery	Daily/Weekly
Beneficiary Tracker	Maintaining profiles and services received	Monthly/Quarterly
Indicator Tracking Table	Summarizing overall progress	Quarterly

Templates Used

Activity Monitoring Sheet – Records key daily/weekly activities by program staff.

Beneficiary Tracker – Maintains individual records of children and families, including services received and current status.

(These templates are included in annex: Templates & Tools.)

7. Accountability

Why Accountability Matters

Accountability means being answerable to the people we serve—especially children and families. At Nazhoen Lamtoen, accountability builds trust, promotes dignity, and ensures that our work remains ethical, responsive, and transparent. It empowers children and families to voice their concerns, give feedback, and participate in shaping the support they receive.

Complaint Handling System

We have a structured Complaint Handling System that allows beneficiaries, staff, and partners to safely raise concerns. Complaints can be submitted verbally, in writing, or anonymously through suggestion boxes or staff. Each complaint is logged, reviewed confidentially, and responded to within a defined timeframe.

Tool: Complaint Logbook – Records the nature, date, and status of complaints and actions taken.(see annex)

Feedback Loops and Reporting

Regular feedback sessions, surveys, and follow-up meetings are conducted to gather input from children, families, and partners. This feedback is analyzed and used to improve services, close gaps, and strengthen our programs.

Tool: Feedback Form – Captures suggestions, satisfaction levels, and recommendations. (see annex)

Staff Ethics, Child Safeguarding, and Transparency

All staff are oriented and held accountable to:

- Nazhoen Lamtoen's Code of Conduct
- Child Safeguarding Policy (PSEA)
- Non Disclosure Agreement (NDA)

We uphold the best interests of the child, ensure non-discrimination, and practice transparency in how we work, report, and communicate. Accountability is not just a process it is a core value that guides every interaction.

8. Learning

Importance of a Learning Culture

At Nazhoen Lamtoen, we believe that learning is key to growth and lasting impact. A strong learning culture helps us reflect on what works, understand challenges, and continuously improve our programs and services for children and families.

Internal Learning Practices

We promote learning through regular internal activities such as:

- Learning Days – Set aside for sharing experiences, lessons, and best practices.
- Team Reviews – Monthly or quarterly reviews to reflect on progress, identify gaps, and celebrate achievements.

Capturing Success Stories and Case Studies

Documenting real stories of change helps us showcase impact, inspire others, and understand the value of our work. These stories are shared in reports, social media, and donor communications.

9. Roles & Responsibilities

Role	Responsibility
Executive Director	- Strategic oversight of MEAL
Program Officers.	- Supervision of monitoring, reporting
Case Workers	- Frontline data and feedback collection
MEAL Focal Person	- Data analysis and reporting consolidation

10. Reporting Schedule

A calendar-style layout with monthly, quarterly, and annual reporting expectations (Monthly Progress Reports, Quarterly Beneficiary Review, Annual MEAL Report).

11. Data Protection & Ethics

Child-friendly and confidential data handling
Informed consent for interviews and case stories
Secure storage of physical and digital records
Guidelines on ethical use of images and stories
(Incorporated in NL HR policy & PSEA policy)

13. Annexes

1. Activity Monitoring Sheet
2. Beneficiary Tracker
3. Case Management Review Form
4. Indicator Tracking Table
5. Feedback and Complaint Log
6. Event Monitoring Checklist
7. Post-Activity Reflection Form
8. Pre-Activity Quality Checklist Template

1. Activity Monitoring Sheet

Date	Program Area	Activity Description	Location	Staff Involved	Number of Beneficiaries	Observations /Remarks

2. Beneficiary Tracker

Beneficiary Name	Age	Gender	District	Program Type	Services Provided	Date of Entry	Current Status	Follow-up Date

3. Case Management Review Form

Case ID	Child/Fam Name	Case Worker	Date of Review	Key Issues Identified	Progress Update	Challenge:	Action Points	Next Review Date

4. Indicator Tracking Table

Indicator	Target	Current Value	% Achieved	Data Source	Reporting Frequency	Remarks

5. Feedback and Complaint Log

Date	Source (Child/Family/Other)	Feedback/Complaint	Method (Verbal, Written)	Received By	Action Taken	Status	Follow-up Date

6. Event Monitoring Checklist

Event Name	Date	Location	Objectives Met (Yes/No)	Number of Participants	Observations	Challenges	Recommendations

7. Post-Activity Reflection Form

Activity	Date	Team Members Involved	What Went Well?	What Didn't Work?	Key Lessons	Suggested Improvements

8. Pre-Activity Quality Checklist Template

Category	Checklist Item	Yes/No	Remarks/ Action Required
1. Planning & Objectives	Clear objectives of the activity are defined		
	Activity aligns with project goals or strategic priorities		
	Target beneficiaries are clearly identified		
	Activity plan is documented and approved		
2. Coordination	Responsible staff/team assigned		
	All team members are briefed on roles and expectations		
	Partners/stakeholders (if any) are informed and engaged		

3. Logistics & Resources	Venue confirmed and appropriate for the activity		
	Required materials/resources prepared (e.g., kits, equipment, handouts)		
	Transportation and food arrangements (if applicable) completed		
	Budget is available and approved		
4. Inclusion Accessibility	Activity is inclusive (gender, disability, age considerations)		
	Materials are appropriate for the literacy level and language of participants		
	Venue is accessible to persons with disabilities		
5. Child Safeguarding & Protection	staff aware of safeguarding protocol		
	consent/assent obtained for child participant and media use		
	First aid emergency contact arranged		

6. MEAL Integration	Monitoring tools (e.g., attendance, observation form) ready		
	Pre-activity data collection (if any) completed		
	Feedback mechanism (verbal or written) explained to participants		
7. Communication & Risk	Communication plan or outreach completed (if required)		
	Risks identified and mitigation measures planned		

Conclusion

The MEAL Guidelines are more than a set of tools, they are a commitment to quality, accountability, and continuous improvement in everything we do at Nazhoen Lamtoen. By integrating Monitoring, Evaluation, Accountability, and Learning into our daily work, we ensure that our programs truly respond to the needs of children and families, and that our impact is meaningful and lasting.

Every staff member has a role in making MEAL a living practice. Whether it's through collecting accurate data, listening to community feedback, or reflecting on lessons learned, your contributions strengthen our mission and improve the lives we touch.

Let this guide be a resource, a reminder, and an inspiration, to always work with purpose, transparency, and a commitment to learning. Together, we can build a stronger, more accountable Nazhoen Lamtoen.