

ZAYNAB SHUMAN

MEAL and Partnership Professional- *Offering over 20 years of experience*

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Targeting new heights of success with integrity, hard work and dedication, and leaving a mark of excellence on every step with an organization providing continuous learning and development opportunities in a fast-paced and continually evolving environment.

PROFILE SUMMARY

FUNCTIONALS and SOFT SKILLS

Core competencies:

- Planning, Monitoring, Evaluation and Reporting | Programs/ Project Planning and Management | Proposal development| Data Collection and Analysis (Power BI) | Quality Management | Quantitative (Kobo-ODK-ONA)/ Qualitative Data Analysis| Process Improvements | Training and Development| Team Management | Leadership Acumen | Negotiation | Presentation Skills | Communication Skills| Critical thinking | Budgeting and finance management skills | Donor management

Major Highlights:

Running and Managing 9 evaluations/ consultancies including:

- BMZ Project
- ADH Project
- Risk Assessment (Municipalities Preparedness)
- MSNA (Two evaluations that are run with CARE International and RI)
- SEA Risk Assessment: Desk Review Consultancy
- BHA (Health Project Evaluation)
- PRM (Education project evaluation)
- ROUM Wastewater Management (WASH Project) (NAHNOO funded by USAID) Private consultancy contract in coordination with B.O.T.
- BORDERLESS MEAL Consultant (Building a MEAL System)/ Funded by USAID/ Private consultancy contract

WORK EXPERIENCE

MEL LEAD: CARE SYRIA

Aug 2024 till

Present

Establish M&E systems for cross-portfolio analysis and impact monitoring

- Lead the design of strategic M&E plans to measure SRI portfolio-wide results and impact.
- Develop M&E frameworks aligned with the SRI Theory of Change, donor requirements, program results frameworks, and monitoring plans; collaborating with SRI partner M&E focalpoints.
- Ensure implementation of M&E frameworks and monitoring by partners for SRI programs.
- Identify ways to improve measurement of SRI-wide results and impact.
- Guide SRI partners in conducting high-quality program monitoring, including recommendations and harmonized guidance on tools and methodologies.
- Monitor and assess the quality of partner M&E and Third-party monitoring activities, providing constructive feedback and guidance to enhance program effectiveness.
- Manage baseline, midline and endline surveys and evaluations (internally or externally conducted), providing technical steer on methodologies and approaches and oversight and coordination of the process.

Deliver high quality data analysis for reporting and program improvement

- Draft comprehensive analyses for donor reports, providing insights into program achievements, challenges, and lessons learned.
- Analyze trends in reporting data to inform strategic decision-making.
- Conduct systematic analysis of monitoring data and research results for program improvement, and to identify trends and learning across SRI hubs, in collaboration with the Program Quality and Learning Lead.
- Create or customize donor reporting templates to align with M&E frameworks, and ensure consistency across partner submissions, working with the Senior Programs & MEL Officer.
- Review partners' M&E and Third-party monitoring products/reports, providing thorough analysis and feedback on quality.

- Manage SRI's annual submission for the CARE Program Information and Impact Reporting System (PIIRS) online data reporting.

Strengthen capacity and coordination of SRI partners on M&E

- Provide training and capacity-building to partners' staff in M&E methodologies and best practice.
- Support partners to maintain high quality of M&E and Third-party monitoring activities and products.
- Coordinate the M&E Working Group, comprised of SRI partner M&E focal points, in facilitating feedback, input and sign-off on M&E related activities and decisions for the SRI.
- Facilitate a culture of learning and knowledge-sharing within the consortium related to monitoring and evaluation.
- Share M&E best practices and methodologies with partners, fostering a culture of continuous improvement and learning.

Staff management

- Line manage and supervise the Senior Programs & MEL Officer, ensuring her/his work is aligned with the objectives and responsibilities of the M&E function and the PMU.
- Ensure clear and open communication and coordination within the M&E team.
- Hold accountability for the M&E team's quality of outputs and deliverables.
- Support opportunities for capacity building within the team.
- Ensure regular performance management and other HR related tasks are timely undertaken.

Country MEAL Manager: Relief International, Beirut

Mid-July 2023 till August

2024

MEAL System Design and Implementation

- Lead on the development and oversee the roll-out of an organizational MEAL framework (emergency and development) ensuring accountability to donors and beneficiaries.
- Promote all aspects of MEAL to support the creation of an organizational culture, which prioritizes quality programming and evidence-based reporting.
- Ensure that data brought together and findings from across thematic and operational programming form a coherent basis for analysis of impact, which promotes learning, and strategy development for the whole organization.
- Communicate top-level learning / analysis reports and monitoring data to ensure that management can make informed decisions on a timely basis to scale up and face operational challenges.

Monitoring and Evaluation of programs

- Lead on the development of M&E plans, indicator matrixes, and clear data collection plan in discussion with the MEAL and program teams.
- Lead on all field data collection exercises.
- Ensure proper planning and implementation of baseline surveys, monitoring and evaluation exercises and impact assessments when needed (Formulate assessments and M&E tools, Organizing and conducting baseline, PDMs, and producing analytical qualitative and quantitative reports).
- Support MEAL team in organizing field activities, and support in recruiting, training, and managing volunteers.
- Ensure proper data analysis, together with the project team and MEAL staff, and share them in the required format.
- Support systems to manage information generated by MEAL activities and Helpline, such as complaints databases.
- Assist in reviewing data bases and data tracking tools of diverse projects in order to maintain data quality for collating reliable and consistent data which meets minimum reporting requirements of donors and RI.

Staff Management, Mentorship, and Development (6 Team Members)

- Manage the MEAL personnel, forming a solid team identity within the organization and creating cohesion between team members working in different geographical areas.
- Oversee the recruitment of appropriate MEAL staffing in Development and Emergency Programming.
- Ensure that the MEAL system operates effectively with the support, resources required, and that there are clear links and reporting lines between field and CO level and between MEAL and other departments.
- Support the MEAL team progress on specific projects, providing management oversight on progress and problem-solving in case of challenges.
- Define expectations; provide leadership and technical support as needed so that MEAL staff can perform their roles as required.
- Manage the performance of direct reports in the MEAL unit through performance management, coaching, mentoring, training and development.
- At the organizational level, devise and manage a MEAL training program with the goal of increasing capacity and awareness of MEAL for all staff. Assess training needs and engage MEAL team staff to roll-out the training program.

Run project evaluations and MSNAs.

Accountability, Learning, and Research

- Support the functionality of the Helpline and Accountability Unit, to ensure the highest standards of accountability to right holders and projects' participants.
- Support all evaluation activities in the mission (methodological approach, data collection, analysis and report writing).
- Ensure Core Humanitarian Standards are mainstreamed through program design and implementation via MEAL framework and running relevant trainings.
- Lead on lessons learned exercises and ensure findings are institutionalized.

Program Design

- Ensure that MEAL is an integral part of the program design stage and features in all proposal development.
- Ensure that MEAL resources are included in proposal development and work creatively to secure funding from diverse sources, to ensure that MEAL is integrated in emergency and development programs in a sustainable way.
- Manage the MEAL budget for quality delivery.
- Develop relevant policies supporting the technical and program teams.

MEAL Manager: CARE International, Beirut
2023

November 2022 till Mid-July

MEAL System Design and Implementation

- Lead on the development and oversee the roll-out of an organizational MEAL framework (emergency and development) ensuring accountability to donors and beneficiaries.
- Promote all aspects of MEAL to support the creation of an organizational culture which prioritizes quality programming and evidence-based reporting.
- Ensure that data brought together and findings from across thematic and operational programming form a coherent basis for analysis of impact which promotes learning and strategy development for the whole organization.
- Communicate top level learning / analysis reports and monitoring data to ensure that management can make informed decisions on a timely basis to scale up and face operational challenges.

Monitoring and Evaluation of programs

- Lead on the development of M&E plans, indicator matrixes, and clear data collection plan in discussion with the MEAL and program teams.
- Lead on all field data collection exercises.
- Ensure proper planning and implementation of baseline surveys, monitoring and evaluation exercises and impact assessments when needed (Formulate assessments and M&E tools, Organizing and conducting baseline, PDMs, and producing analytical qualitative and quantitative reports).
- Support MEAL team in organizing field activities, and support in recruiting, training, and managing volunteers.
- Ensure proper data analysis, together with the project team and MEAL staff, and share them in the required format.
- Support systems to manage information generated by MEAL activities and Helpline, such as complaints databases.
- Assist in reviewing data bases and data tracking tools of diverse projects in order to maintain data quality for collating reliable and consistent data which meets minimum reporting requirements of donors and CIL.

Staff Management, Mentorship, and Development (9 Team Members)

- Manage the MEAL personnel, forming a solid team identity within the organization and creating cohesion between team members working in different geographical areas.
- Oversee the recruitment of appropriate MEAL staffing in Development and Emergency Programming.
- Ensure that the MEAL system operates effectively with the support and resources required and that there are clear links and reporting lines between field and CO level and between MEAL and other departments.
- Support the MEAL team progress on specific projects, providing management oversight on progress and problem-solving in case of challenges.
- Define expectations, provide leadership and technical support as needed so that MEAL staff can perform their roles as required.
- Manage the performance of direct reports in the MEAL unit through performance management, coaching, mentoring, training and development.
- At the organizational level, devise and manage a MEAL training program with the goal of increasing capacity and awareness of MEAL for all staff and partners. Assess training needs and engage MEAL team staff to roll-out the training program.
- Run project evaluations (**BMZ project/ MSNA/ Municipalities preparedness/ ADH project**)

Accountability, Learning, and Research

- Support the functionality of the Helpline and Accountability Unit, to ensure the highest standards of accountability to right holders and projects' participants.
- Support all evaluation activities in the mission (methodological approach, data collection, analysis and report writing).
- Ensure Core Humanitarian Standards are mainstreamed through program design and implementation via MEAL framework and running relevant trainings.
- Establish/follow-up on FAM system within CIL and provide support needed for the hotline attendants in following up on complaints and responses.
- Lead on lessons learned exercises and ensure findings are institutionalized.

Program Design

- Ensure that MEAL is an integral part of the program design stage and features in all proposal development.
- Ensure that MEAL resources are included in proposal development and work creatively to secure funding from diverse sources, to ensure that MEAL is integrated in emergency and development programs in a sustainable way.
- Manage the MEAL budget for quality delivery.
- Develop relevant policies supporting the technical and program teams.

Senior PMEAL Officer/ Programme Coordinator : Lebanese Red Cross, Beirut

July 2020 till October 2022

- This position involves coordinating and liaising with 6 sectors and 2 programs and liaison with 13 partners to align work LRC work at the national level.

As a Programme Coordinator:

- Responsible for the day-to-day management of assigned project(s) through their life cycle in line with project objectives and in strict compliance with the contract and the requirements of the grant givers. (Livelihood, Cash Assistance, WASH, Medical Assistance and PSS)
- Monitoring the funding pipeline and leads on income planning and forecasting at national level in link with the movement partners.
- Overseeing and managing the engagement of project partners and stakeholders, including implementation partnerships and their compliance with LRC requirements.
- Contributing to drafting and editing proposals and concept notes in coordination with the programme team. (Red Cross Societies, EU, WFP, UNICEF, Embassies, World Bank)
- Provides technical advice in negotiations with institutional donors or business partners over contracts, costs, governance and accountability, and compliance requirements. Advices programme and finance staff to deliver strong donor compliance and undertake quality assurance for reports for donors in the region considered to be high risk, to help minimise any negative impact to LRC income and reputation
- Following up the projects' human resources, financial, and logistics components.
- Reviewing and examining the data, reports, and proposals' quality prior to submission to partners and donors.

As Senior PMEAL Officer:

- Implementing timely and quality PMEAL activities to assure external accountability to donors. (Red Cross Societies and MENA Region).
- Assisting in identifying gaps, needs, and trends for PMEAL development, and support in suggesting and designing capacity strengthening initiatives and activities
- Mentoring the MEAL unit team to build its capacity by identifying the team's needs and providing coaching and technical supervision on M&E packages for all programs.
- Playing a significant role in standardizing the reporting system through unifying the tools and templates adopted by the various sectors/programs.
- Designing tools for data collection and data entry through ODK.
- Analyzing quantitative and qualitative data, presenting the analysis results and sharing the findings in the appropriate reporting formats and channels.
- Supporting the adoption and improvement of new and updated tools and platforms being leveraged across the movement.
- Generating reports on the impacts and sustainability of programs applied within all programs.
- Ensuring lessons learned are based on project or program implementation.
- Facilitating the key aspects, such as selecting samples, extracting info, cleaning, analysing, and reporting outcome data through prompt technical support to the PMEAL officers.

**MEAL Assistant / Cash-Based Intervention Projects: UNWFP , Zahle
2019**

December 2014 – September

- 5 years coordination with partners monitoring project implementation and building their technical capacity.
- Supported the partners in formulating their yearly proposals before they are submitted to Head Office in Beirut.
- Carried out monthly data collection, data entry and data analysis based on project requirements while ensuring data accuracy and reliability. Monitored the field activities based on the project implementation plan.
- Participated in the project's quality, implementation, mainly through identifying weaknesses and strengths in M&E issues and reported to the management and donors.
- Acted as the complaint Referral Mechanism focal point.
- Championed efforts in projects' implementation by networking with the different stakeholders, municipalities, and counterparts.
- Designed tools for data collection and data entry through ODK and GRASP data software tool.
- Supported the development of the project mid-term project review, impact assessment, project performance monitoring plan with relevant data collection systems (Livelihood, FSOM, School Feeding). (In coordination with MEHE and MoSa).
- Formed in-depth understanding of school feeding monitoring and evaluation system in coordination with the school directors and teachers
- Provided assistance in designing, procuring and implementing surveys and researches to collect data for indicators and counterparts using qualitative and quantitative techniques and ensuring agreed protection measures that comply with the Lebanese Government standards.
- Simplified the data collection by preparing forms, spreadsheets, and databases.
- Assessed the existing data's quality in the project subject areas, the collection methods, and their ability to provide an upright baseline for impact assessment. (FSOM Impact Study/ NPTP)

- Held training of partners' staff regarding data collection tools based on indicators and targets set out by UNWFP.
- Identified lessons learned and developed case studies. Generated reports on M&E findings and trends and designed presentations based on M&E data for sharing with project staff and relevant stakeholders.
- Coordinated and liaised with donors in respective area on program requirements implementation. (DFID, USAID, World Bank).

Reporting and Communication Officer/ Donor Relation:DRC , Baalbeck

April 2014 – November 2014

- Scripted impressive success stories.
- Instrumentally produced leaflets and sitrups on a weekly and quarterly basis.
- Confirmed and authenticated data integrity and accuracy.
- Rendered end-to-end guidance to various business groups with document organization and dissemination during acquisitions.
- Ensured that information and data from the field is captured, documented, analysed and reported in a results-based and timely manner.
- Ensured effective communications, visibility and knowledge management.
- Contributed substantially to the proposal development process.
- Developed, implemented and monitored the projects communication and visibility plans, facilitated better understanding among partners about programme progress.
- Undertook filed visits to gather the information and results related to the programme.
- Assisted the all components of the programme in producing and documenting all kinds of programme related reports including visibility material.
- Established and maintained operational state-of-art programme documentation.
- With input from the departments, produced high quality quarterly, six-monthly and annual programme progress reports. (UNICEF, DFID, WFP, ECO).
- Provided high quality editing and formatting for all programme related documents;
- Supported programme staff in organizing and managing seminars, workshops, press conferences and field visits as required.
- Prepared and edited press releases, programme related progress reports and documents;

PRIOR WORK HISTORY

MEAL Coordinator (Education Projects): Beyond Association

July 2013 – March 2014

- Drove a cross-functional team of 55 teachers among 15 non-formal schools.
- Addressed the targeted children and youth needs and accordingly designed, planned, and implemented education programs.
- Formulated Education policy and framework that aligns with the beyond mission and values.
- Supported the community teachers in delivering quality classroom instruction
- Fostered a safe and friendly learning environment and ensuring the desired learning achievements by the students
- Carried out research and selection of curriculum for classroom needs
- Maintained highest standards of education (Internal and External training courses/ Lesson Plans/ Teaching Strategies) by overseeing teachers on daily and weekly basis.
- Led the HR part of the Beyond Association, such as recruitment and training of new ones, and professional development of existing employees.
- Briefed the staff and teachers on educational principles, administrative requirements and instructional strategies.
- Assessed the teachers' performance.
- Contributed to more donor funds through organizing events and delegation visits.
- Timely provided productive feedback to minors regarding specific actions, behaviours and words.

August 2012 – June 2013

English Teacher and Coordinator

Imam Hassan School, Private Sector- Beirut

August 2004 – July 2012

English Teacher and Coordinator

Imam Jawad School-Private Sector- Baalbeck, Bekaa

August 2002 – June 2004

English Teacher and Education Coordinator

Al Tanmia School-Private Sector- Baalbeck, Bekaa

ACADEMIC CREDENTIALS

- **Master's in Business Administration/ Management**, from International Lebanese University in 2018.
- **Bachelor Degree/English Literature**, from Lebanese University in 2016.

Certifications:

- **Mini MBA (2017-2018)** – Certificate in management consultancy accredited by the IABC media in coordination with the Lebanese government and TAGI association, courses included:
 - Project Management Training/ Monitoring and Evaluation Training/ Organizational Leadership Training/ Public Relations Training/ Total Quality Management Training / Strategic Planning/ HRM/ ToT (Training of Trainers)
- Result Based Monitoring and Evaluation Certificate: ELD Trainings/ Neil Kendrick: 23 November 2019
- Fundamentals of Project Management from PM4DEV accredited by the Project Management Institute: 26 February 2020
- Project Design, Monitoring and Evaluation from PM4DEV accredited by the Project Management Institute: 26 February 2020
- Quantitative Data Analysis Using SPSS (Nano Training and Consulting): DR, Rami Daou/ 8 May 2020 (Ongoing)
- Reporting and Writing Skills for Professionals: ELD Trainings/ Neil Kendrick: June 2020
- Writing Proposals: ELD Trainings/ Neil Kendrick: July 2020
- Advanced M&E systems in complex contexts: INTRAC/ July 2021
- Power BI: 24Sure (May 2022)
- Kobo toolbox: Data for Development/ refreshment (May 2022)
- Programme Management: Monitoring and Evaluation Approach/ Cape town University (July-August 2022)
- MEAL DPRO Training Course (Humentum/ 2023)
- Business Analytics Course (E-Cornell/ 2023)
- Data Analytics Course (E-Cornell/ 2023)

Training Delivery:

- **Trainings Provider with SRA organization in Syria:** (2019)
 - Monitoring and Evaluation Training
 - Total Quality Management Training
 - HRM
- **MEAL Capacity Building: Lebanese Red Cross (December 2021)**
- **MEAL Capacity Building to CARE Partners (ADR/ FTL/ LOST/ NUSANED) January and March 2023**

Technical Proficiency:

Well-versed with:

- MS Word. (Used for English and Arabic Formatting)
- MS Outlook. (Used to send or receive e-Mail Messages)/ Email Management
- MS PowerPoint (Used to make Presentations)
- Microsoft Excel
- Data Entry and extraction using SPSS, Log-Alto, ONA, KOBO, Digital Calendars (Google, Outlook, etc.)
- Video Conferencing (Teams, Skype, Zoom)

Linguistic Abilities: Arabic, English and French

References: Upon Request