

# JOUMANA MANSOUR

## EXPERIENCE



**10+** years  
of experience

MONITORING EVALUATION  
LEARNING SPECIALIST

DATA ANALYST

## Capacities



Possess strong knowledge of MS office applications.

Understand and utilize SPSS and Power BI software

Make effective use of charts, graphs, figures, and illustrations

Make appropriate use of formal vs. informal communication

Adapt quickly to new instructions, situations, methods, and procedures

Encourage the capacity building of subordinates

## PROFILE

For more than ten years, I have been working with local and international organizations in Lebanon providing decision-makers with critical information on the needs and capacities of communities and systematically sharing the project's performance and impact with the program team. I develop evaluation reports that enclose the project's challenges, lessons learned, and recommendations for the project's team to improve activity implementation

## SKILLS



Design Surveys, Questionnaires, PDM, Pre & Post-test, KII, Organization Development Assessment.

Draft mid and final evaluation report by capturing project successes, results & challenges

Assess, identify gaps in, Strengthen & updated an existing MEL system.

Develop MEL plan, LogFrame, Standard Operation Procedures & guidelines.

Define methodologies for any qualitative and quantitative data collection.

Provide technical support, mentorship & training.



+96181958364



Joumana\_mansour@Hotmail.com

## Consultancy Services



Jan- Mar 2021  
Mid-term evaluation for SHO  
project



Sept- Nov 2020  
Assess and update MEL structures,  
policies, and templates at the  
institution



Jan - Mar 2016  
Develop an M&E toolkit for  
the Gender-Based Violence  
Taskforce according to the  
Lebanese Crisis Response  
Plan



## EDUCATION

*Université Toulouse1-France*  
Master Statistique et Econométrie  
2005

*Lebanese University & CNAM  
Paris*  
Diplôme Etude Supérieure Statistique  
2002

## Certificate



*REDR UK*  
Monitoring & Evaluation, October  
2017

*ALLC House Beirut*  
Training of Trainer, September 2014

## EXPERIENCE

▶ **Education Development Center, Inc. USAID**  
*Monitoring Evaluation and Learning Specialist*  
August 2019 - till present

▶ **Premiere Urgence –Aide Medicale Internationale**  
*Monitoring Evaluation Accountability & Learning  
Specialist*  
October 2018 - July 2019

▶ **Land O'Lakes Venture 37. USAID**  
*Monitoring & Evaluation Specialist*  
April 2016 - September 2018

▶ **War Child Holland**  
*Monitoring & Evaluation Coordinator*  
October 2014 - December 2015

▶ **Key Development Services**  
*Data analyst – Field Coordinator*  
April 2014 – September 2014

▶ **Education Development Center, Inc. USAID**  
*Monitoring & Evaluation officer*  
September 2011 – December 2013

▶ **Life Health Care**  
*Data Analyst*  
June 2009 – August 2011

▶ **World Health Organization**  
*Data Analyst*  
January 2008 –May 2009

▶ **World Health Organization**  
*Surveillance Officer*  
April 2007 – December 2007

▶ **Lebanese Society of Cardiology & Cardiac Surgery**  
*Statistician - Data Analyst*  
March 2006 - March 2007

# *Work Samples*

*All of the work samples in this portfolio demonstrate my work, education, and skills. Please do not publish or share any information with any third party without my permission*

# Midline Evaluation Report

## Conclusion & Recommendations

### Beneficiaries Selection Process

ABC project provides shelter assistance for HHs affected by Beirut Blast and is located in the ABC neighborhood. HHs are selected based on shelter conditions and the family's socio-economic situation. The target groups include:

- HHs displaced by the blast or
- HH under threat of eviction
- HH with confiscated IDs, invalid residency visa
- HoH elderly/ PWD
- Victims of discrimination
- Family hosting individuals after the blast
- HoH more than 60 years old, and a child less than 5 years old
- GBV case
- HoH is dead or disabled due to the blast

The baseline assessment adopted by ABC measures a couple of socio-economic and vulnerability indicators; such as shelter monthly amount value, number of person with a disability, and number of elderly people in the HHs.

The SOPs indicate that HHs are selected in the ABC neighborhood. The HHs profile data reveal that 30% of selected HHs located in the DEF neighborhood. Less than 50% of HHs are headed by a female

### Recommendations

- MEL team needs to include vulnerability indicators in the post survey assessment
- XXX has to minimize the rate of missing information or no answer
- ABC team needs
  - Look over the reason for choosing HHs from outside XXX area
  - Ask partners to prioritize women head of HHs
  - Review with partners the selection process to be suitable with the SOPs

## Rehabilitation work

The majority of HHs are satisfied with the rehabilitation work. HHs declared that the work met the institution's shelter needs. 9 HHs (33%) out of 27 supported by AAA find the material used for rehabilitation of low quality and mention that the work didn't meet the institution's shelter needs.

Overall, the duration from the assessment until rehabilitation work starts is acceptable. HHs supported by AAA mentioned a delay in the selection of HHs and the beginning of rehabilitation work. 20% of XXX beneficiaries highlighted that the process of selection is slow.

HHs declared that they prefer cash assistance rather than rehabilitation work.

## Recommendations

- The technical items selected for rehabilitation are adequate for this intervention since it has improved the quality of shelter
- No changes are required from XXX in rehabilitation work activities
- ABC team needs to explore the reason for complaining from XYZ rehabilitation work
- ABC needs to discuss with XYZ the challenges generating delay in starting the rehabilitation activity.
- ABC needs to discuss with XXX the challenges generating delay in selecting HHs
- The post assessment survey should include a question about the reason for choosing cash assistance instead of rehabilitation work

# Assessment and Recommendations to improve the MEL system

## MEL team

### Current situation:

- MEL coordinator has high skills in MEL in designing MEL tools and reporting
- MEL coordinator tasks include daily follow-up and data entry.
- S/he provide limited capacity building to XXX team



## MEL team

### Recommendation:

- Recruit a MEL assistant responsible for daily follow up of data collection, verifying accuracy of data
- MEL coordinator provides capacity building to XXX staff
- MEL coordinator delivers introductory presentation to new XXX member

# MEL policies and procedures

Current situation:

- XXX policies and procedures are designed as a manual to refer to for designing a MEL system.
- It cover all aspects of MEL plan, logframe, indicators design, tracking tools
- MEL policies and procedures provide limited guidance on reporting process and role of MEL team



## دور الفريق في الرصد والقيّم والتعلم



# MEL tool: Organization Capacity Assessment

The purpose of the Organization Capacity Assessment is a Monitoring, Evaluation, and Learning (MEL) tool designed to, a) measure an organization's institutional capacity related to the delivery of high-quality job readiness programs; b) enable the organization to identify related gaps and needs to strengthen institutional capacity; and, c) to define an organizational capacity improvement plan related to job readiness programs.

The assessment is a self-assessment tool for the Institution to measure its organizational capacity in supporting job readiness activities against best practices. It is also a main MEL tool used to track progress towards improved organization capacity resulting from project inputs. The MEL Team meets organization representatives to discuss each category and sub-element, take notes, and decide upon an appropriate rating. Additional Organization Capacity assessment-related questions will provide a detailed description of the current situation and will guide the team throughout the scoring process.

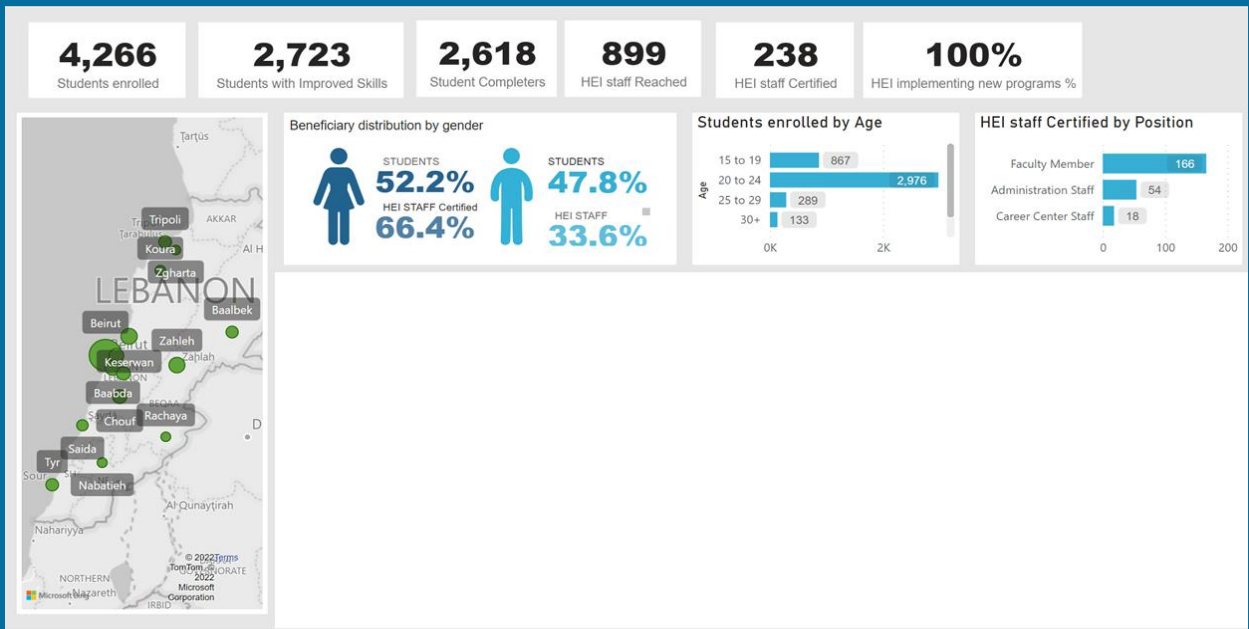
The tool measures five organizational capacity categories and sub-elements related to the design and delivery of effective job readiness programs. Ratings are calculated according to a 1 to 4 scoring range within each organizational capacity category. Each rating score contains a list of proposed documentation enumerated under the evidence section. The evidence to support a score should include those of previous scores; e.g. an organization is ranked level 3 for a specific sub-element once providing evidence of scores 1, 2, and 3. The scores are mutually agreed upon and used to set priorities for the capacity-building action steps.

The assessment is repeated every 6 months to monitor and evaluate the progress of improved Institution capacity. The first assessment is considered the 'baseline' assessment, and all subsequent assessments are compared to it



1. Data Confidentiality policies			
1	2	3	4
<ul style="list-style-type: none"> <li>•The institution does not have policies or procedures governing data security</li> <li>•There is no documentation of data sharing</li> </ul>	<ul style="list-style-type: none"> <li>•Institution follows some guidelines for governing data security or the confidentiality of unit record information but it is not documented as formal policies and procedures.</li> <li>•Institution data security guidelines are not enforced across the Institution.</li> </ul> <p style="text-align: center;">AND /OR</p> <ul style="list-style-type: none"> <li>•Institution has policies and procedures governing data security or the confidentiality of unit record information but it is not enforced</li> <li>•There is no formal process for data sharing</li> </ul>	<ul style="list-style-type: none"> <li>•Institution policies and procedures governing data security and confidentiality of unit record is mandatory and is used by the majority faculties</li> <li>•The institution has a process for data sharing with interested entities but is neither formalized nor consistently applied.</li> </ul>	<ul style="list-style-type: none"> <li>•Institution has strict protocols with privileges/ specific access to staff depending on the Institution position</li> <li>•The institution has a formalized request process for sharing data with internal entities and a binding agreement with external entities and is enforced</li> </ul>
Evidence:			
	<input type="checkbox"/> Documentation of guidelines or policies or procedures governing data confidentiality	<input type="checkbox"/> Documentation of procedures for data sharing	<input type="checkbox"/> Documentation of data privileges <input type="checkbox"/> Example of the data-sharing agreement
Additional questions:			
Who is responsible for updating policies/ procedure?			

# Data visualization using Power BI



Fiscal Year	F 2020		F 2021		F 2022		F 2023		F 2024		Total	
Indicator name	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target
5 Number of individuals who complete USG-assisted workforce development programs [EG.6-3]	0	1,791	1,881	827	3,204	3,505	4,010	2,618	12,600			
6 Number of individuals with improved skills following completion of USG-assisted programs [EG.6-2]	0	1,782	1,599	941	2,723	2,979	3,409	2,723	10,710			
8 Number of new partnerships aimed at maximizing workforce development (job readiness)	0	0	0	0	4	6	8	0	18			
11 Number of individuals affiliated with higher education institutions receiving capacity development support with USG assistance (New ES-2.52)	64	64	164	115	10	50	14	10	238	253		
13 Number of new USAID supported programs implemented by the institutions to improve job readiness skills	5	5	6	10	1	18	13	3	12	49		
14 Number of students receiving USAID funded technical, job readiness, and/or soft skills training	0	2,091	2,090	2,175	3,560	3,895	4,455	4,266	14,000			

Fiscal Year	F 2020		F 2021		F 2022		F 2023		F 2024		Total	
Indicator name	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target
10 Percentage of improved organizational capacities (sub-categories) as a result of learning and training	0.0%	30.0%	16.0%	45.0%	65.0%	80.0%	16.0%	44.0%				
2 Proportion of female participants in USG-assisted programs (DO2c)	66.3%	50.0%	53.9%	50.0%	53.8%	50.0%	50.0%	50.0%	58.0%	50.0%		
1 Percent of USG-assisted organizations with improved performance [CBLD-9, IM-level]	0.0%	30.0%	60.0%	90.0%	36.0%							