

**«APPROVED»
by the Minutes
of the Board of Trustees
of CO «CF «ADRA Ukraine»
dated «6» June 2024**



**Policy on Monitoring, Evaluation, Accountability,
and Learning (MEAL)**

CO «CF «ADRA Ukraine»

Introduction

ADRA Ukraine office collaborates with communities, organizations, including government organizations, to enhance the well-being of millions of people. This is achieved through various core program areas such as food security, construction, multi-purpose cash assistance, temporary shelter, education, etc.

ADRA Ukraine acknowledges the potential for enhancing ongoing programs and projects in these core areas by expanding staff capacity in project Monitoring, Evaluation, Accountability, and Learning (MEAL), and by establishing supportive systems, procedures, and plans for MEAL principles throughout all project processes.

MEAL is a primary focus for numerous development and humanitarian organizations due to its critical importance. Firstly, it assists in designing suitable, effective, and measurable projects and programs, ensuring consistent and efficient monitoring of implementation while evaluating the impact of specific activities on targeted populations. Secondly, it facilitates the assessment of project achievements to determine their contribution to desired impacts. Thirdly, it fosters accountability to beneficiaries, stakeholders, partners, and donors, thereby nurturing stronger relationships and knowledge sharing regarding actions and their consequences. Finally, it serves as a platform for learning from projects to enhance their objectives and implementation and inform the design of future projects. With these objectives in mind, ADRA Ukraine is dedicated to evolving its monitoring and evaluation practices into comprehensive MEAL systems.

Key terminology

There are key concepts used in the MEAL policy that need to be described to ensure the policy understanding:

- **Outputs:** specific results, services, or goods generated by project activities.
- **Outcomes:** long-term effects produced by the project, including what will be achieved, who will benefit, and by when.
- **Indicators:** units of measure that assess expected outputs and outcomes of projects based on the project's Logic Framework or Theory of Change. Indicators are essential for obtaining information about change and impact of the project.
- **Monitoring:** systematic assessment of project performance over time. This process includes continuous data collection (both quantitative and qualitative) and the review of data to provide project managers and other stakeholders with insights into progress against project plans and objectives.
- **Evaluation:** a process which occurs at specific points in time and complements ongoing monitoring activities by offering a more in-depth, objective assessment of various aspects

such as relevance, efficiency, effectiveness, impact, coherence, and sustainability of projects.

- **Formative, Summative, and Developmental Evaluations:** formative evaluations occur during the project's life cycle, focusing on improvements. Summative evaluations take place towards the project's end and judge its overall merit, worth, or effectiveness against planned outcomes, goals, and impact. Developmental evaluations are conducted while the project is ongoing, aiming to evaluate innovative projects and programs operating in complex environments that may require adaptation over time.
- **Impact Evaluations:** occur at a specific point in time and measure the change in a development outcome attributable to a defined intervention. They depend on models that establish cause-and-effect relationships and need a reliable and precisely defined comparison to consider factors besides the intervention that might impact observed changes.
- **Real-Time Evaluations:** a form of participatory assessment intended to offer immediate feedback.

Purpose

The purpose of the ADRA Ukraine's Monitoring, Evaluation, Accountability, and Learning (MEAL) Policy is to facilitate the monitoring, tracking, and evaluation of the programs and projects, fostering a culture of learning through intentional reflection and supportive processes. This policy facilitates the adaptation and application of insights derived from project findings in response to evolving contexts, while incorporating the perspectives and concerns of stakeholders. This is achieved through the use of credible, impartial, rigorous, systematic, transparent, and inclusive methodologies, guided by MEAL principles, including **relevance, effectiveness, efficiency, impact, sustainability, accountability, learning, and sharing.**

Relevance:

- Projects identify clear target beneficiaries.
- Projects address the actual needs of target beneficiaries.
- Projects ensure that these needs are adequately met.

Efficiency:

- Project inputs are utilized efficiently to maximize value for money and reach the fullest extent of target beneficiaries.
- Projects employ the best available resources to achieve desired results.
- Project targets are met within the planned timeframe.

Effectiveness:

- The project's intervention Logic or Theory of Change is accurately defined.
- Project inputs are appropriately identified.
- Project outputs significantly contribute to the project's goal.
- Project outcomes reflect the most desirable changes in beneficiaries' lives.

Impact:

- Projects contribute to enhancing the situation of the persons ADRA aims to assist.
- Projects contribute to long-term goals.
- Projects foster changes that are sustained beyond the intervention's conclusion.

Sustainability:

- Project beneficiaries and partners are empowered to sustain and enhance the changes facilitated by the project.
- Reforms initiated by the project are institutionalized within relevant entities.
- The project avoids producing any unintended harmful changes to beneficiaries and society.

Accountability:

- Stakeholders are involved in monitoring, evaluation, and learning processes.
- Information regarding the project, interventions, and involvement opportunities is shared with stakeholders in available appropriate formats.
- A feedback mechanism accessible to beneficiaries is established.
- Clear reporting mechanisms are established for donors and partners, outlining required information timelines.
- All programmatic decisions and approvals are adequately documented.

Learning and Sharing:

- Key learnings from projects are documented to ensure ongoing MEAL integration throughout ADRA Ukraine's projects.
- A culture of learning is fostered within ADRA Ukraine, promoting intentional reflection to discuss project progress and challenges.
- Adaptive management and information sharing are encouraged internally and externally to inform organizational and sectoral best practices.
- ADRA Ukraine's staff decisions are guided by effective utilization of learning throughout project lifecycles to enhance outcomes and make informed adjustments to project design and implementation.
- Stakeholders are kept informed about relevant achievements, failures, changes, and decisions.

MEAL Rules and Responsibilities

The institutional structure of ADRA Ukraine includes specific MEAL roles with defined responsibilities to facilitate the implementation of the MEAL policy at the country level.

- **MEAL Coordinator** is responsible to provide methodological and technical support for the development and implementation of established monitoring and evaluation systems for ADRA Ukraine programs in relief, emergency and development. MEAL Coordinator also utilizes evaluation findings and recommendations to inform organizational governance. Also, MEAL Coordinator fosters a culture of learning, continuous improvement, and accountability within the organization. MEAL Coordinator generates demand for MEAL procedures and evaluation evidence, ensures implementation of evaluation recommendations, promotes evidence-based decision-making, and allocates necessary human and financial resources for the evaluation function.
- **MEAL Officers** are responsible for integrating quality and accountability standards into routine MEAL activities. They offer technical support for ongoing monitoring, in development of the data collection tools, analysis, assessments, surveys, and learning initiatives, as well as providing feedback regarding progress of projects and their successes and/or problems to ADRA Ukraine's Program Director and President. For more details: [ADRA Ukraine MEAL Officer Scope of Work](#).
- **MEAL Database Specialists** are focused on a specific area of expertise within the broader field of database management. The responsibilities can vary depending on the organization's needs and the specialist's skill set. The specialists focus on specific database systems, including maintaining and updating databases. They ensure the quality, integrity, and security of humanitarian data, develop and implement monitoring and reporting systems, generate reports and analytics to aid decision-making at different levels of the organization. For more details: [ADRA Ukraine MEAL Database Specialist Scope of Work](#).
- **MEAL call center operators** play a pivotal role in managing inquiries, feedback, and complaints related to the organization's projects and programs. Their responsibilities encompass answering calls, providing accurate information about programs and services, addressing concerns and complaints professionally, recording call details for analysis, escalating complex issues as needed, following up on previous inquiries, maintaining professionalism, adhering to call center policies, and participating in training for continuous improvement. They are also involved in conducting telephone research: Post-distribution Monitoring Surveys and Needs Assessments.
- **Program/Project Managers** collaborate with MEAL team in the developing of data collection tools and methods, support MEAL officers in data collection with key stakeholders, provide resources for external evaluations, and report any ethical or safeguarding issues encountered during evaluations.

MEAL System Design

ADRA Ukraine develops and implements a **MEAL plan** and a **MEAL system** for every project based on the project theory. This ensures that the project incorporates all essential and timely monitoring, evaluation, and accountability procedures, along with capturing lessons learned at the conclusion along with the course of the project implementation.

- A **MEAL plan** outlines an overall approach to MEAL at a project level, detailing how ADRA Ukraine's staff will fulfill the project's requirements.
- A **MEAL system** elaborates on the MEAL plan by specifying the tools and processes necessary to carry out effective MEAL for the project.

Steps

- The project theory (Logical Framework, Result Framework, Theory of Change, etc.) and the description of the MEAL system are developed during the phase of project design. The project theory should be designed in a robust and logical way, which explains how the project should contribute to an ultimate impact on the target populations. The project theory should be appropriate for the scale and timeframe of the project.
- Each ADRA Ukraine's project should include a set of indicators documented. An indicator is 'a marker of accomplishment/progress' and a specific, observable, and measurable accomplishment or change that shows the progress made toward achieving a specific output or outcome in the logic model or work plan.

MEAL Capacity Building

To ensure the implementation of a high-quality MEAL system, ADRA Ukraine's MEAL department assists project staff in enhancing or acquiring specific knowledge and adjusting approaches to effectively collect data, manage databases, and gather all necessary documentation for monitoring and reporting purposes.

Steps

- The MEAL department collaborates with the project team to review and refine the MEAL plan and system before the project implementation, offering guidance and support on MEAL-related tasks throughout the project implementation phase.
- The MEAL department may provide recommendations on addressing issues that arise during project implementation and assists in maintaining the project's monitoring tools.

MEAL Ethics and Safeguarding

MEAL procedures follow ADRA's safeguarding policy, as well as international ethical and safeguarding standards.

Steps

- ADRA Ukraine's staff conform to the ethical standards, code of conduct and norms and standards for evaluation of the [UNEG and USAID](#).
- ADRA Ukraine's staff conform to UNEG and USAID procedures for ethical standards, including those related to the prevention of sexual exploitation/abuse/sexual harassment and GBV.
- ADRA Ukraine's staff are sensitive to the beliefs, manners and customs of the social and cultural environments in which they work, and ensure evaluations are conducted legally.

Project Monitoring

ADRA Ukraine engages with partners and relevant stakeholders to consistently collect, analyze, reflect upon and utilize accurate monitoring data. This approach ensures the maintenance of high project quality, responsiveness to community feedback, and adherence to donor requirements.

Steps

- ADRA Ukraine's staff select suitable tools for monitoring project progress during the project design phase. The organization utilizes corporate ADRA OneDrive for storing data, including scanned copies of beneficiaries' documents, databases and collected in the field in paper format documents. For more details: [ADRA Ukraine Data Collection Guide](#).
- ADRA Ukraine's project staff conduct regular site visits to gain a comprehensive understanding of project implementation. The visits include spot checks to gather first-hand information on whether project activities are being executed as planned and to identify and address any deficiencies that may arise.
- ADRA Ukraine's staff conduct data quality assessments to ensure that the data collected is of high quality, enabling informed decision-making and highlighting project results.
- ADRA Ukraine's staff will ensure that the MEAL system of a project or program includes measures to uphold data quality principles (reliability, validity, timeliness, precision, and integrity) in the data collection plan. They will regularly conduct data quality assessments (DQAs), the frequency of which will depend on the length and complexity of the project, to ensure that decision-making is based on high-quality data.
- In response to operating in complex non-permissive environments (NPEs) where security concerns impede regular site visits, ADRA Ukraine has implemented context-appropriate remote monitoring approaches to ensure oversight and accountability. Emphasizing "Do No Harm" for staff and beneficiaries, ADRA Ukraine prioritizes critical activities, regularly reassesses monitoring approaches, and minimizes risk and burden associated with remote data

collection. Updated tools reduce face-to-face contact, and capacity building ensures staff can effectively execute remote data collection methods.

Project Evaluation

ADRA Ukraine conducts evaluations that assess relevance, efficiency, effectiveness, impact, sustainability and replicability, considering community participation and the fulfilment of donor requirements.

Steps

- ADRA Ukraine's staff organize and document project reviews to facilitate adaptive project management. The frequency of these reviews depends on the project timeframe. These reviews follow an after-review format and are utilized to implement necessary changes to project implementation.
- ADRA Ukraine's staff conduct evaluations during and at the end of the project, or as per the timeframe requested by donors, to assess the extent to which the project goals have been achieved, to learn from the interventions, and to adapt for future projects and programs.
- ADRA Ukraine's staff conduct real-time evaluations to enhance response efforts. These evaluations prioritize immediate lessons learning over impact evaluation, aiming to improve the ongoing response and adapt strategies as needed in real-time.
- ADRA Ukraine's staff implement quality assurance activities throughout the evaluation process to ensure the quality of deliverables, including the project theory, data collection instruments, and reports. These activities involve reviewing deliverables for accuracy and completeness and analyzing potential risks to the evaluation process.
- ADRA Ukraine's staff organize reflection meetings to develop adaptive action plans. These meetings involve analyzing project achievements, identifying lessons learned, and making recommendations for the upcoming implementation period.

Accountability to Beneficiaries

ADRA Ukraine establishes and utilizes an approach to accountability that emphasizes the importance of listening to and understanding the needs of beneficiaries, incorporating their needs in the activities and decision-making processes of the project.

Steps

- ADRA shares information with beneficiaries and communities. This includes information about the project and interventions, about ADRA and the partners, and about how the beneficiaries may involve themselves in the project. This information is shared in ways that are suitable for the recipients.
- ADRA Ukraine's staff has implemented structured feedback and complaint mechanism across its projects. These channels are designed to gather input from beneficiaries and the communities regarding various aspects of the project, including its approach, activities, outputs, outcomes, as well as concerns related to safety and staff behavior. ADRA Ukraine acknowledges the distinction between feedback and complaints, tailoring the mechanism to suit the specific needs of each project based on its scope, size, and duration of implementation. For more details: [ADRA Ukraine Complaint and Feedback Mechanism Policy](#).
- ADRA Ukraine's staff actively respond to feedback and complaints received from project beneficiaries. They ensure timely documentation and address each feedback or complaint in a prompt manner, emphasizing the importance of maintaining open communication channels and addressing concerns effectively.
- ADRA Ukraine's staff utilize feedback and complaints data to drive improvements in project implementation and design. By incorporating insights gathered from these mechanisms into learning exercises, ADRA Ukraine ensures that project adaptations are informed by community needs and experiences, ultimately enhancing the project's effectiveness and relevance.
- ADRA Ukraine ensures that all staff possess the necessary technical and behavioral competencies to effectively deliver project activities and interventions to beneficiaries in a manner that prioritizes accountability.

Accountability to Donors and Stakeholders

ADRA Ukraine remains accountable to donors and other stakeholders by fulfilling the MEAL requirements of the project and by promptly sharing project successes, challenges, and lessons learned through timely submission of reports.

Steps

- ADRA Ukraine diligently adheres to donor MEAL requirements, with staff ensuring that the project's MEAL systems align with all donor specifications and meet ADRA Ukraine standards.
- ADRA Ukraine maintains transparency and accountability by disseminating evaluation findings to donors and key stakeholders. Utilizing available evidence, ADRA Ukraine assesses the performance of its interventions and communicates evaluation results to donors.

Learning and Knowledge Management

ADRA Ukraine prioritizes learning throughout the project cycle, aiming to enhance quality, optimize outcomes, and develop more effective interventions in the future.

Steps

- Staff capacity in learning and knowledge management is enhanced to elevate awareness and comprehension of essential learning and knowledge management principles, methodologies, tools, and resources. This equips them with the ability to effectively extract insights from projects and apply this knowledge to enhance project performance.
- ADRA Ukraine maintains an electronic repository of knowledge and evidence, reports, findings, best practices, lessons learned, and past performance reviews. This repository enables swift and effortless access to ADRA Ukraine's programmatic evidence, facilitating informed decision-making and knowledge dissemination.
- ADRA Ukraine facilitates learning processes that encourages ADRA staff to engage in deliberate reflection, empowering them to make informed decisions throughout project implementation. These processes encompass incentivizing learning, fostering curiosity, establishing learning agendas, promoting adaptive management practices, and facilitating information sharing, among other strategies.

ЗАТВЕРДЖЕНО ОПІКУНСЬКОЮ РАДОЮ
APPROVED BY THE BOARD OF TRUSTEES

Веленчук В.С.

Кривої В.В.

Зеленчук О.А.

Коправкін Д.М.

Бойко М.О.

Гоним В.Ю

Самойленко В.В

Васишин О.І

Крушель М.В

Морозюк

Кулача В.І.

Носов С.В.

