

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



**Standard Operating Procedures (SOPs) for Interaction of
ADRA Ukraine Project Staff and MEAL Department
CO «CF «ADRA Ukraine»**

Introduction

The following Standard Operating Procedures (SOPs) document outlines the guidelines for effective collaboration between the Project Staff and the MEAL Department of ADRA Ukraine. The collaboration between the Project Staff and MEAL Department of ADRA Ukraine aims to ensure robust and effective project monitoring, evaluation, accountability and learning processes throughout project implementation thereby achieving of project goals and objectives.

Communication Channels

Communication between the Project Staff representatives and the MEAL Department employees is essential throughout the project lifecycle to facilitate effective information sharing and engage all project participants. Clear, transparent, and timely communication is crucial for successful monitoring, evaluation, accountability, and learning procedures.

Official Communication: official communication, regarding project goals, targets, vulnerability criteria, activity dates, monitoring details, any updates on project activities, changes during implementation, and any other project-related information, between the Project Staff and the MEAL Department must be conducted exclusively through corporate email correspondence. Any other form of communication is **NOT** considered official.

Online/Offline Meetings: during online or offline meetings where project goals, targets, vulnerability criteria, activity dates, monitoring details, updates on project activities, changes during implementation, and other project-related information are discussed, a protocol [Meeting Minutes](#) must be compiled. This document serves to record key discussions and decisions made during the meeting. In instances where uncertainties further in the project implementation related to the changes/decisions accepted at the meeting arise or if any participant in the discussion requires clarification on specific details, this protocol serves as an official record that can be referenced to verify the decisions made during the meeting. Therefore, after the meeting, this protocol is shared with all participants for their review and approval of the information recorded by the note-taker. Once approved, the *Meeting Minutes* protocol becomes an official project document (mandatory for execution) and is uploaded to the relevant project folder on corporate ADRA OneDrive.

Reporting: effective reporting is crucial for project transparency, accountability, and learning. Project reports comprehensively document project progress, achievements, challenges, and lessons learned. Reports must align with project goals, targets, monitoring indicators, timelines and frequency of reporting outlined in the project documentation. It is essential to ensure that reports are clear, concise, and accessible to all relevant parties. Once completed, project reports undergo review and approval by both the Project Staff and the MEAL Department to verify accuracy and alignment with project objectives. Approved reports are shared with donors, partners, and other stakeholders to provide insight into project activities and outcomes. Project reports are uploaded to the relevant project folders on corporate ADRA OneDrive.

Project Preparation

Objective: on the project preparation stage (before the project activities commence) it is essential for both the Project Staff and the MEAL Department to have all the necessary information to prepare the required data collection tool(s) and outline reporting milestones. It will ensure effective monitoring of the project, efficient evaluation of project activities and implementation progress, and adherence to all accountability processes.

Procedures:

On the preparation stage for project implementation before all the activities begin, the assigned Project Manager (PM) is required to inform the MEAL department about the upcoming project. After the notification, the MEAL coordinator assigns a MEAL Officer responsible for monitoring, evaluation, and learning activities throughout the project lifecycle. Additionally, a MEAL Database Specialist is assigned to the project to handle technical aspects related to database maintenance and other relevant data collection tool(s).

The PM submits a request to the organization's IT department for the creation of a project folder on corporate ADRA OneDrive cloud storage. Upon creation, access to the folder is granted to all relevant parties involved in the project implementation. The PM then uploads all relevant project documentation, which should include the Project Proposal or Agreement, Detailed Implementation Plan, Logical Framework, and MEAL Framework, to the created folder. In cases when some documents are absent in the project folder, the MEAL Officer requests the PM these documents upload.

Assistance of the MEAL Department in development of the data collection tool (s)

Objective: to design the data collection tool(s) in a manner that ensures effective monitoring during project implementation by gathering essential data, facilitating evaluation of whether the project aligns with the criteria specified by the donor.

Procedures:

The project documentation outlines the conditions and guidelines for project implementation, specifying tasks, target beneficiaries, distribution locations, and implementation timeframe. Therefore, prior to initiating project activities, it is crucial to thoroughly review and analyze the project documentation (for both the Project Staff and the MEAL Department specialists) to ensure effective monitoring, evaluation, and accountability procedures.

Once all project documentation is uploaded to the corporate ADRA OneDrive by the PM, the assigned to the project MEAL Officer conducts a comprehensive review. If any discrepancies or unclear points are identified, the MEAL Officer arranges a meeting with relevant parties, including the Project Manager, Project Coordinator, and Program Director, to address and/or clarify these issues. Additionally, a discussion meeting is scheduled with the project managers to specify project goals,

targets, vulnerability criteria, activity dates, and monitoring details as outlined in the project documentation.

The Program Staff are required to submit the draft of data collection tool(s) compiled based on project documentation criteria before activities commence. These tools must ensure proper monitoring and evaluation. The MEAL Department reviews and approves the drafts, providing final versions for Project Staff approval. Approved tools are uploaded to the relevant folder on ADRA OneDrive by the MEAL Department.

For more details: [Data Collection Guide](#)

Monitoring the project implementation on a weekly basis

Objective: to track progress, identify any deviations from the project plan, address challenges promptly, and ensure that activities progress to achieve the desired outputs and outcomes. Effective monitoring provides essential information to facilitate timely decision-making, resource allocation, and quality assurance throughout the project lifecycle.

Procedures:

The Project Staff provide updates on progress, challenges, and accomplishments of planned activities on a weekly basis and enter the updated quantitative project data (indicators value) into the *PPR Master Document*.

The MEAL Department analyzes the data collected by the Project Staff, identifying trends, patterns, and areas for further investigation. The MEAL Department prepares weekly progress reports for each project summarizing key activities, achievements, challenges, and adjustments made (For more details regarding the weekly progress reports proceed to section “Evaluation”). The MEAL Department signals to the Project Staff in cases of any challenges, bottlenecks, or issues identified and, if necessary, make collaborate/recommend on the possible solutions.

Data Collection and Analysis

Objective: to ensure the systematic and rigorous collection, processing, and interpretation of data to inform decision-making, monitor and evaluate project progress, and facilitate learning and improvement within ADRA Ukraine projects.

Procedures:

The Project Staff conduct data collection activities according to the established plan, ensuring adherence to ethical standards, data quality, and participant consent procedures. The Project Staff enter collected data into the project database or CRM-system, ensuring accuracy, consistency, and integrity of data. Access to the collected data is limited to persons involved in the process of collection and analysis. Access to the project folder on the corporate ADRA OneDrive is granted by the IT

department only at the request of the PM. In addition, the most sensitive data is stored in a depersonalized form using data encoding. The project data is stored securely and confidentially, adhering to data protection regulations and organizational policies on data security.

The MEAL Database Specialist weekly creates the backups of the project documents on the corporate ADRA OneDrive cloud storage. Backup is necessary to be able to quickly restore information (project documents, databases, project reports etc.) if a working copy of the information is corrupted for any reason.

The MEAL Department weekly conducts statistical analysis using appropriate software tools (e.g. PowerBi, Excel etc.) to analyze quantitative data. The MEAL Database Specialist checks accuracy and completeness of data entry as well as the availability of supporting documents, and the MEAL Officer monitors key performance indicators (KPIs) data. The MEAL Officer notifies the PM in case of problems or inaccuracies. The database monitoring is conducted to track and assess data quality, consistency, and integrity in databases used for storing project-related information.

Providing Feedback to Project Staff

Objective: to establish a systematic process for constructive feedback on project performance, progress, and contributions to project objectives. Feedback ensures that project challenges are addressed, and adherence to donor criteria is maintained. By discussing and addressing challenges, this process aims to enhance project performance and promote efficient project management, ultimately facilitating the achievement of project goals.

Procedures:

The MEAL department systematically provides feedback to the Project Staff, both at regular intervals and in cases of deviations from the implementation plan, collected data inaccuracy etc. to ensure that it remains relevant. Feedback from the MEAL Department to the Project Staff includes discrepancies in the collected data, adherence to project activity milestones, and recommendations for potential resolution of identified challenges.

The Project Staff provide feedback on initiated project activities, completed project activities, achieved milestones in project implementation, project updates, and resolution of identified challenges. This facilitates timely project evaluation and necessary adjustments by both the MEAL Department and the Project Staff. (For more details regarding the feedback on weekly progress proceed to section “Evaluation”).

Compliant and Feedback Mechanism (CFM)

Objective: to enhance accountability, improve service delivery, and strengthen engagement and trust of the community by establishing a transparent, accessible, and responsive system for beneficiaries,

stakeholders, and staff to express concerns, provide feedback, and seek resolution for complaints related to its projects and operations.

Procedures:

The Project Staff should conduct awareness campaigns to inform beneficiaries and stakeholders about the CFM, including how to access it and what to expect. ADRA Ukraine has two official channels for receiving complaints and feedback: hotline and online Google form. However, other feedback channels are also used by beneficiaries, such as email, chat-bots, social media etc. All feedback and complaints received through additional channels are mandatory redirected to the MEAL Department's call center.

The MEAL department specialists assigned and trained in the process of receiving complaints and feedback receive complaints and feedback enquiries through designated channels and conduct an initial assessment of received complaints and feedback to determine their validity, urgency, and relevance. Each received request is entered into the general database of complaints and feedback (CFM-database).

Upon entry into the CFM database, the MEAL department specialist promptly notifies the relevant employee of the receipt of a complaint, ensuring that personal data of the complainant remains confidential. The assigned employee conducts a thorough investigation into the complaint, gathering relevant information, interviewing relevant parties, and verifying facts as necessary. Subsequently, the Project Manager, in consultation with the MEAL department, determines appropriate actions to address the complaint or feedback, which may include providing a response, implementing corrective measures, or offering compensation to the affected party.

After resolution the complaint received, a responsible employee of the MEAL Department's call center notifies the applicant regarding the decision made. If the applicant does not contest the decision, the investigation is considered to be completed and the issue is resolved.

For more details: [Complaint And Feedback Mechanism \(CFM\) Policy](#)

PDM (Post-Distribution Monitoring)

Objective: to assess the effectiveness, efficiency, and impact of humanitarian assistance distributions conducted by ADRA Ukraine. In addition, to ensure that assistance reached the intended beneficiaries and met their needs, following the criteria stated for this assistance distribution in the project documentation.

Procedures:

The format of the PDM is agreed with the Project Team at the project preparation stage. The PDM formats may vary and include telephone interviews with beneficiaries, field visits, or face-to-face interviews.

The PM develops drafts of survey or interview questionnaire, following PDM objectives and project indicators. The MEAL Department review, if necessary, amend, and approve the drafts, providing final versions for Project Staff approval. Further the sampling strategy, including sample size, selection criteria, and sampling methods, is discussed and approved by both the MEAL Department and the Project Staff to ensure representative and statistically valid data collection.

After conducting the PDM, the MEAL Department analyzes quantitative data using statistical methods to identify trends, patterns, and discrepancies. The MEAL Department analyzes qualitative data from open-ended survey questions and/or focus group discussions to extract key topics and insights.

The MEAL department compiles PDM reports, which include findings, conclusions, and recommendations, featuring both quantitative and qualitative data analysis. Subsequently, the PDM report is shared with the relevant team members for approval and potential clarification of any details from the project side. Following approval by both the MEAL Department and the PM, the report is uploaded to the relevant project folder on ADRA OneDrive and shared with the donor.

Evaluation

Objective: evaluations serve to assess relevance, efficiency, effectiveness, impact, and sustainability, as well as replicability, of the project, ensuring adherence to the criteria specified by the donor. Effective evaluation contributes to enhanced projects/program performance, accountability, and impact, aiming to ensure efficient project management by addressing emerging issues promptly.

Procedures:

The MEAL Department conducts project evaluations according to the timelines and methodologies outlined in the project documentation. Evaluations aim to determine whether the project objectives have been achieved, identifying strengths and weaknesses, learning from experiences, and making evidence-based decisions for future projects and programs.

In addition to the evaluation reports required/outlined in the project documentation, during project implementation, the assigned to the project MEAL Officer compiles a project [Brief weekly report](#), providing a comprehensive summary of the project's current progress and results. This report is crucial for systematic monitoring performance and evaluating the project's progress. If any issues or challenges arise during implementation, the MEAL Officer includes evaluation remarks and offers recommendations for potential changes in project approaches or implementation methods.

Evaluation findings and recommendations are shared with the project staff to inform decision-making and improve future project design.

Learning sessions

Objective: to enhance ADRA Ukraine's capacity for continuous improvement and adaptive management by generating new knowledge on program design, implementation, evaluation, and

accountability procedures. This involves creating awareness of program successes, challenges, and unintended outcomes, and sharing this information, along with recommendations for improvement. The aim is to facilitate learning from problem-solving approaches and to prevent the duplication of similar errors and inaccuracies in the project implementation. Additionally, the sessions aim to foster stronger inter-organizational relationships through the exchange of valuable knowledge and information.

Procedures:

The Project Staff and the MEAL Department collaboratively engage in learning sessions aimed at developing adaptive action plans and extracting insights from project implementation. These sessions occur during the project implementation, e.g. after specific project activities completion, and following the completion of all the project activities.

The MEAL Staff organize and facilitate learning sessions with the Project Staff, ensuring the mandatory participation of the Project Manager and key project members. During the sessions the aim is to compare observations between the Project Team and the MEAL Department, encouraging reflection and dialogue, analyzing work performed, and drawing valuable conclusions, both positive and negative, to inform future project design and implementation. The MEAL staff integrate review and reflective processes into project calendars, ensuring their alignment with project plans. The MEAL staff manage and coordinate the lessons learned process, engaging relevant stakeholders to review identified lessons and ensure their practical applicability. The MEAL staff produce reporting materials to document learning and knowledge sharing, for incorporating lessons learned into future project interventions.

The Project Staff ensures that insights from project activities are effectively identified, validated, and clearly communicated to the team. The Project Staff prioritize the lessons within the project/program. The Project Staff utilize captured lessons to adaptively manage the current project/program and inform the design and implementation of future initiatives.

Revision and Review

This Standard Operating Procedures (SOPs) document will be reviewed periodically to assess its effectiveness and make any necessary revisions.

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