



# Monitoring, Evaluation, Accountability and Learning Policy

---

## Table of Contents:

<b>1. Introduction + Background</b>	<b>1</b>
1.1 Purpose of the Policy:	1
1.2 Definition of Key Terms	2
1.3 The goal of the MEAL strategy	2
1.3 Cross-cutting issues	2
<b>2. Monitoring</b>	<b>3</b>
2.1 Goals and Indicators	3
2.2 Logframe design for Evaluation	3
2.3 Data collection and management	4
<b>3. Evaluation</b>	<b>5</b>
3.1 Timing	5
3.2 Method	5
3.3 Staff	5
<b>4. Accountability and Learning</b>	<b>5</b>
4.1 Reporting and feedback	5
4.2 Dissemination of information	6
4.3 Recommendations and Action Plans	6
<b>5. Revising the policy</b>	<b>6</b>
Assessing performance of the Monitoring and Evaluation Strategy	6
Impact measurement	7
<b>6. Conclusion</b>	<b>7</b>
<b>Annex 1: Template MEAL Report</b>	<b>7</b>

## 1. Introduction + Background

Europe Cares is a young humanitarian organization only setting up its operating procedures. While we have informally done MEAL practices for all our operations, this document is our first full MEAL framework. As a grassroots NGO with limited resources, we have always prioritized cost-effectiveness; however, we now want to focus less on output and more on outcome. We hope that this MEAL framework will help us be able to grow sustainably and focused, guided by our values of providing support to people on the move in a dignified and empowering way.



# Monitoring, Evaluation, Accountability and Learning Policy

---

This policy is a living document that will be revised every 6 months.

## 1. Introduction

This policy has been developed to operationalize the monitoring and evaluation at the functional and operational management levels of EC and its Paréa Field Project. It is intended to provide a systematic approach to monitoring and evaluation and be the basis for:

- A. Guiding management, the project managers and all stakeholders in assessing their MEAL needs with regard to resources and setting priorities.
- B. Laying out to all stakeholders on how the project will provide accountability for resources allocated along the results chain i.e. inputs, the processes they undergo to generate outputs and the effects the outputs have on the intended beneficiaries.
- C. Elaborating indicators at the different levels of the results chain.
- D. Lay out the tools for data collection, management and information management systems for decision making.

## 1.2 Definition of Key Terms

In the context of this policy, the following key terms are defined as:

**Monitoring:** This refers to the continuous process of systematic data collection and analysis to evaluate the progress of a project, program, or policy in real-time.

**Evaluation:** This is a methodical, impartial assessment of an ongoing or completed project, program, or policy, including its design, implementation, and outcomes.

**Accountability:** This term signifies the responsibility of organizations to demonstrate and take ownership of their performance in alignment with the agreed-upon expectations.

**Learning:** This denotes the practice of utilizing the findings from monitoring and evaluation activities to adapt and enhance future initiatives and strategies.



# Monitoring, Evaluation, Accountability and Learning Policy

---

## 1.3 The goal of the MEAL strategy

Is to generate information that will be used to inform decisions at the different levels of management through operationalising the MEAL framework.

To achieve this goal, the MEAL strategy will be guided by the objectives in the framework which include:

- (i) Monitoring project implementation and evaluation of results and impacts;
- (ii) Providing a basis for decision making on necessary program amendments and Improvements;
- (iii) Promoting accountability for resource use; and
- (iv) Documenting, providing feedback on, and disseminating lessons learned to users and stakeholders.

## 1.3 Cross-cutting issues

### Cross-Cutting Issues

In the implementation of this Monitoring, Evaluation, Accountability, and Learning (MEAL) policy, the following cross-cutting issues are recognized as integral components that influence and are influenced by our activities:

1. **Gender Equality:** We commit to promoting gender equality in all our activities, recognizing the different needs, capacities, and contributions of people of all genders.
2. **Environmental Sustainability:** Our activities will be designed and implemented in a manner that minimizes negative impacts on the environment and promotes sustainable use of natural resources.
3. **Inclusion:** We strive to ensure that our activities are inclusive and accessible to all, regardless of age, race, ethnicity, religion, disability, or socio-economic status.
4. **Human Rights:** Our activities will respect and promote human rights, ensuring that no one is left behind.



# Monitoring, Evaluation, Accountability and Learning Policy

---

These cross-cutting issues will be considered at all stages of our work, from planning and implementation to monitoring, evaluation, and learning. This approach ensures that our activities are responsive to the diverse needs of our stakeholders and contribute to sustainable development.

## 2. Monitoring

### 2.1 Goals and Indicators

During an initial needs assessment, we will identify the goals. Indicators will be developed after we have gained an in-depth understanding of the context, and what the target group would like to have.

Goals should be consistent with EC's mission statement.

Indicators should be SMART (Specific, Measurable, Achievable, Realistic & Time-bound).

Goals and indicators should be set at the beginning of each project and may not be modified afterwards.

### 2.2 Logframe design for Evaluation

The following format will be the baseline for our evaluation activities for each project. It will be designed at the beginning of each year for the organizational level, and at the beginning of each project.

Goal / outcome	indicator	baseline	monitoring	Risk assessment	Potential synergies, supporting context factors	Indicator completion
E.g. Improved visibility of	E.g. 25% of camp population	E.g. 10 %	E.g. Daily visitor numbers /	E.g. If numbers in the	E.g. Partner organisations	...



# Monitoring, Evaluation, Accountability and Learning Policy

Paréa services in Camp	visited Paréa every day		camp population	camp rise, we might not be able to supply		

## 2.3 Data collection and management

Data collection tools are and will be designed according to the capacities and resources of the field team. Tools for monitoring inputs, processes and outputs will depend on the nature of the intervention. Monitoring will also be designed to be able to properly capture all indicators.

*Table 1: Tools for data collection*

<b>Monitoring</b>	<b>Tools</b>
All material inputs	Excel List (Café expenses for example), pricing list for services (3 offers principle),
All activities and impacts	Monthly reports Yearly report
Daily visitors	Daily tracking / attendance list, with gender aspects tracked
Partnerships, political developments, humanitarian situation in the camp	Weekly reports from project staff to organizational staff
<u>Regular meetings with stakeholders, stakeholder approval:</u> Daily briefings with the team Weekly coordination meeting with staff members Monthly team meeting Bi-weekly meeting field + organizational staff	List of regular meetings Minutes Attendance Lists (when not mandatory attendance, i.e. partner meeting)



# Monitoring, Evaluation, Accountability and Learning Policy

---

Monthly partner meeting Ad-hoc bilateral meetings Interagency meetings with stakeholders outside Paréa (e.g. UNHCR, Camp staff)	
Target group approval	<u>1-2 times yearly surveys/studies</u> , but ongoing data collection through publicly accessible QR codes and accessible in different languages. Tracking <u>attendance</u> of activities Informal <u>feedback</u> rounds / focus groups <u>Approval</u> of community volunteers

## 3. Evaluation

### 3.1 Timing

An Evaluation will be conducted every year on the organizational level, after each project duration if required by donor/stakeholders, as well as whenever someone calls for an evaluation to be conducted.

### 3.2 Method

We are going to use a mixed-method approach. The evaluation will be done on the basis of the annexed Evaluation Template. The evaluators will rely on the data collected through the above mentioned monitoring processes, as well as conduct qualitative interviews of the field staff and the target group to explain the outcomes achieved. Some potential interview questions are annexed. This method might be changed for some projects, for example projects which are about building infrastructure. However, evaluation methods must always be decided upon at the beginning of every project.



# Monitoring, Evaluation, Accountability and Learning Policy

---

## 3.3 Staff

We acknowledge that external evaluations are the ideal in our field. However, current resources are limited and do not allow for external evaluations unless specifically requested and funded by donors. In order to still maximize the level of objectivity attained even when relying on internal staff, the evaluation will always be carried out by two people, one of which will be on the field, and one will be organizational staff.

## 4. Accountability and Learning

### 4.1 Reporting and feedback

The MEAL Team will, on the basis of their reporting and analysis, issue recommendations during their evaluation. The MEAL Team will support the Operative Team in designing a plan of action based on the recommendations. Such a plan of action will be made yearly on an organizational level, as well as after each individual project duration for the project in question, and whenever the MEAL Team has urgent recommendations and calls for a plan of action to be made.

### 4.2 Dissemination of information

Information	Shared with
Excel List of actual costs (Café expenses for example), pricing list for services (3 offers principle), ( <b>project staff</b> )	Project + organizational staff
Monthly reports, yearly report ( <b>public</b> )	public
Daily tracking / attendance list, with gender aspects tracked	Project + organizational staff
Weekly reports from project staff to organizational staff	Project + organizational staff



# Monitoring, Evaluation, Accountability and Learning Policy

---

List of regular meetings Minutes  Attendance Lists (when not mandatory attendance, i.e. partner meeting)	Project + organizational staff
1-2 times yearly surveys/studies on target group approval	public
Attendance of activities	public

## 4.3 Recommendations and Action Plans

Monthly meetings will be conducted for staff to share information on project performance. In these meetings, if a full action plan will not be drafted, staff may still decide on adapting implementation strategies. Yearly meetings about the yearly evaluation will be conducted where an action plan will be drafted. Evaluations and Action Plans may also be shared with donors if so requested.

## 5. Revising the policy

### 5.1 Assessing performance of the Monitoring and Evaluation Strategy

This MEAL strategy is a living document that needs to be periodically adjusted, responding to changes in the implementation contexts as well as in the organizational makeup. The MEAL framework will be up for a full review at least yearly, and whenever staff notes that there are shortcomings they may call for a meeting to review the workings of the policy.

### 5.2 Impact measurement

Longer-term impact measurement after project duration may be conducted to measure the lasting effects a project has created. Conducting such an assessment is dependent on funding.





# Monitoring, Evaluation, Accountability and Learning Policy

---

## 6. Conclusion

By adhering to this MEAL policy, we aim to enhance the effectiveness and impact of our activities, ensuring that we are responsive to the needs of our stakeholders and contributing to sustainable development. We believe that through rigorous application of this policy, we can achieve our mission and make a meaningful difference in the communities we serve.



# Monitoring, Evaluation, Accountability and Learning Policy

---

## Annex 1: Template MEAL Report

INTERVENTION: \_\_\_\_\_

Reporting period: \_\_\_\_\_

METHOD: Qualitative Interviews with Stakeholders

STAKEHOLDER MAPPING: Who was involved in this project?

ACTIVITY TITLE:

OVERVIEW: What, when, where, who?

CROSS-CUTTING ISSUES (e.g. GENDER):

OBJECTIVES OF THE ACTIVITY:  
(insert here list of goals and indicators)

ACTIVITY METHODOLOGY:

THE ACTIVITY RESULTS:  
Insert here completed logframe

CHALLENGES:

LESSONS:

RECOMMENDATIONS:

Emerging Issues	Recommendation	Responsible Actor	Timeframe

MEAL REPORT DISTRIBUTION:

- Board: 1 copy, 1 presentation with Q&A
- Project Staff: 1 copy, 1 presentation with Q&A



# Monitoring, Evaluation, Accountability and Learning Policy

---

ACTION PLAN NEEDED?

\_yes

\_no