MEAL

Monitoring Evaluation Accountability and Learning (MEAL) Framework

GRACE
GREEN RESILIENCE AND COOPERATION FOR ECOSYSTEM

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Monitoring Evaluation Accountability and Learning (MEAL) Framework

GRACE MEAL Framework

1. Introduction

The Monitoring, Evaluation, Accountability and Learning (MEAL) Framework of GRACE provides a systematic approach to ensure that all programmes are evidence-based, results-oriented, accountable and continuously improved.

➢ Purpose of MEAL

The purpose of the GRACE **Monitoring, Evaluation, Accountability and Learning (MEAL) system** is to ensure that all programmes are implemented effectively, transparently and based on reliable evidence.

The MEAL system supports GRACE to:

- Measure progress and achievement against programme objectives and indicators.
- Ensure accountability to communities, partners, donors and stakeholders.
- Generate quality evidence for decision-making and programme improvement.
- Identify challenges, risks and opportunities for adaptive management.
- Capture learning, innovations and good practices for future programming.
- Demonstrate the effectiveness, sustainability and impact of GRACE interventions.

The MEAL system promotes a culture of **continuous improvement, participation, transparency and evidence-based management** across the organization.

➢ Scope of MEAL

The GRACE MEAL system applies to all organizational programs, projects, partnerships and operational activities.
The scope covers:

2.1 Program Monitoring
GRACE monitors:

- Project activities and implementation progress.
- Achievement of outputs, outcomes and impact indicators.
- Quality and effectiveness of interventions.
- Budget utilization and resource efficiency.

Risks, challenges and mitigation actions.

2.2 Evaluation
GRACE conducts different types of evaluations:

- Baseline Evaluation
- Mid-Term Evaluation
- Final Evaluation
- Impact Evaluation (where appropriate)

Evaluations assess:

- Relevance
- Effectiveness
- Efficiency
- Sustainability
- Impact
- Lessons learned

2.3 Accountability

The MEAL system ensures:

- Community participation in programme design and implementation.
- Accessible complaint and feedback mechanisms.
- Timely response to community concerns.
- Inclusion of women, children, vulnerable and marginalized groups.

2.4 Learning and Knowledge Management

The system supports:

- Documentation of good practices.
- Internal learning events.
- Evidence-based programme adaptation.
- Sharing of knowledge with partners and stakeholders.

➢ MEAL Vision

"To establish a strong evidence-driven culture where monitoring, evaluation, accountability and learning guide effective decision-making and maximize sustainable impact for climate-vulnerable communities."

➢ MEAL Objectives

Objective	Description
Ensure programme effectiveness	Track progress against planned results and objectives
Measure impact	Assess changes in community wellbeing, resilience and ecosystems
Promote accountability	Ensure communities and stakeholders have voice and feedback opportunities
Strengthen learning	Capture lessons, innovations and good practices
Improve decision-making	Provide reliable evidence for management and donors

2. MEAL Standards

GRACE follows internationally recognized MEAL principles and maintains the following standards:

2.1 Data Quality Standards

Principle	GRACE Approach
Accuracy	Data is verified through cross-checking, supervision and validation processes.
Reliability	Standardized tools, procedures and trained staff are used for data collection.
Timeliness	Data is collected and reported according to approved schedules.
Confidentiality	Personal and sensitive information is protected through proper data management practices.
Transparency	Data sources, methodologies and evidence are properly documented.

2.2 Accountability Standards

GRACE ensures:

- Participation of communities in program processes.
- Safe and confidential complaint mechanisms.
- Equal access for vulnerable groups.
- Transparent communication with stakeholders.

2.3 Ethical Standards

GRACE commits to:

- Do No Harm principles.
- Informed consent during data collection.
- Protection of personal information.
- Respect for dignity and cultural sensitivity.
- Safeguarding of children and vulnerable persons.

3. Data Ownership and Management

3.1 Data Ownership Principles

GRACE recognizes program data as an organizational asset managed responsibly to support accountability, learning and decision-making.

Ownership responsibilities:

Data Category	Ownership Responsibility
Program Data	Program Department
MEAL Data and Indicators	MEAL Unit
Financial Data	Finance Department
Beneficiary Information	Program and MEAL Teams
Evaluation Reports	GRACE Management
Donor Reports	Authorized GRACE Management

3.2 Data Management Responsibilities

GRACE ensures:

- Secure storage of digital and physical records.
- Controlled access based on roles and responsibilities.
- Regular data backup.
- Data protection and confidentiality.
- Proper documentation and archiving.

4. Reporting Requirements

RACE maintains a structured reporting system to ensure timely communication and accountability.

Report Type	Frequency	Responsible
Field Monitoring Report	Monthly	Field Team
Project Progress Report	Quarterly	Program Team
MEAL Dashboard Report	Quarterly	MEAL Unit
Financial Monitoring Report	Monthly/Quarterly	Finance Team
Donor Report	According to donor requirements	Programme Management
Annual Program Performance Report	Annually	Executive Management

Reporting Requirements Include:
Reports should contain:

- Progress against indicators.
- Achievement of outputs and outcomes.
- Beneficiary information.
- Challenges and risks.
- Lessons learned.
- Recommendations for improvement.
- Financial and program performance information.

5. Evaluation and Learning Systems

GRACE has established a systematic **Evaluation and Learning System** to measure programme effectiveness, generate evidence, strengthen accountability and support continuous improvement. The system ensures that programme decisions are guided by reliable data, stakeholder feedback and lessons learned. Through structured evaluations, knowledge sharing and adaptive management, GRACE enhances the quality, sustainability and impact of its interventions.

Evaluation Procedures

GRACE follows a systematic evaluation process:

Step 1: Evaluation Planning

- Define evaluation purpose and scope.
- Develop evaluation Terms of Reference (ToR).
- Select evaluation methodology.
- Identify indicators and evaluation questions.

Step 2: Data Collection

Methods may include:

- Household surveys.
- Key Informant Interviews (KIIs).
- Focus Group Discussions (FGDs).
- Observation visits.
- Document review.
- Participatory assessments.

Step 3: Data Analysis

Evaluation teams analyze:

- Achievement against objectives.
- Programme effectiveness.
- Community satisfaction.
- Sustainability of results.
- Unintended outcomes.

Step 4: Validation and Reporting

Evaluation findings are:

- Reviewed with programme teams.
- Validated with stakeholders.
- Shared with management and donors.
- Used for future programme design.

Step 5: Recommendation Follow-Up

GRACE develops:

- Management response plans.
- Improvement actions.
- Follow-up monitoring mechanisms.

Learning Processes

GRACE promotes continuous organizational learning through:

1. Quarterly Learning Meetings

Purpose:

- Review programme achievements.
- Discuss challenges and solutions.
- Share experiences among teams.
- Identify improvement actions.

2 After Action Reviews (AAR)

GRACE conducts AARs to understand:

- What happened?
- Why did it happen?
- What worked well?
- What needs improvement?
- What should be done differently in future?

3. Best Practice Documentation

GRACE documents:

- Successful approaches.
- Innovative solutions.
- Community-led initiatives.
- Effective implementation models.

4. Case Studies

Case studies capture:

- Community transformation stories.
- Human-interest outcomes.
- Evidence of programme impact.

5. Knowledge Sharing

GRACE facilitates:

- Internal knowledge exchange.
- Partner learning sessions.
- Workshops and seminars.
- Technical discussions.

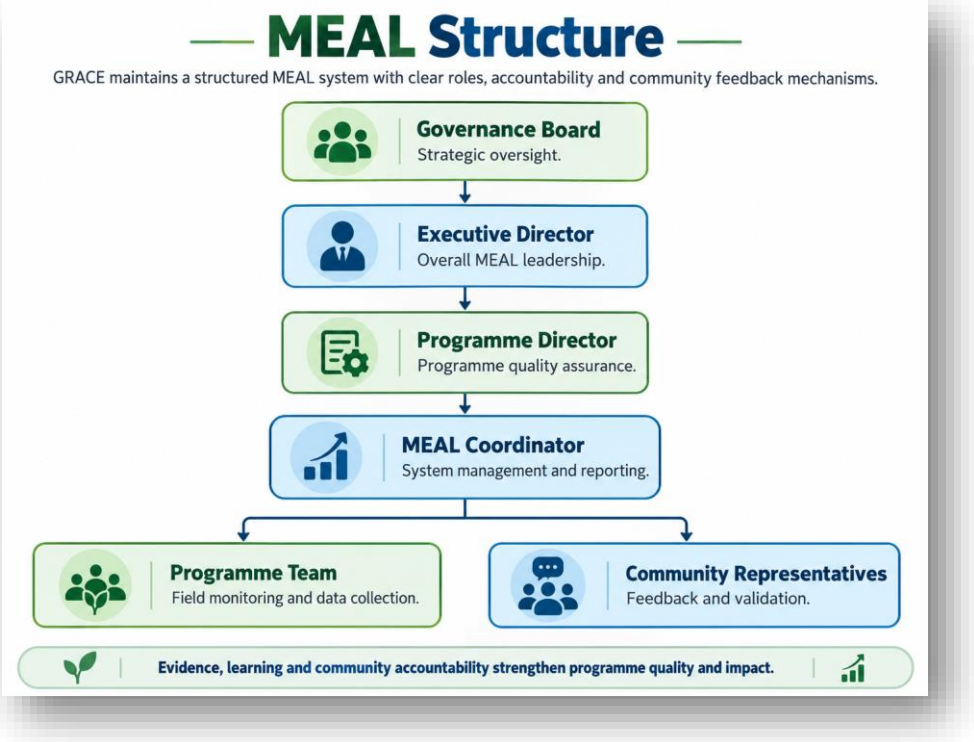
6. Policy Briefs and Learning Products

Where relevant, GRACE develops:

- Policy briefs.
- Research summaries.
- Learning notes.
- Technical publications.

6. GRACE MEAL Structure

6.1 Governance Board: Strategic oversight.
6.2 Executive Director: Overall MEAL leadership.
6.3 Programme Director: Programme quality assurance.
6.4 MEAL Coordinator: System management and reporting.
6.5 Programme Team: Field monitoring and data collection.
6.6 Community Representatives: Feedback and validation.



GRACE MEAL Structure – Key Responsibilities

Structure	***Core Responsibility***
Governance Board	Provides **strategic oversight**, ensures accountability, and guides the overall direction of the MEAL system.
Executive Director	Provides **overall MEAL leadership**, ensures integration of MEAL into organizational strategy and decision-making.
Program Director	Ensures **program quality assurance**, effective implementation, and use of evidence for program improvement.
MEAL Coordinator	Manages the **MEAL system, monitoring framework, data management, analysis, learning, and reporting**.
Program Team	Conducts **field monitoring, data collection, beneficiary engagement, and reporting of program progress**.
Community Representatives	Provide **community feedback, validation, participation, and accountability support** to ensure programs reflect community needs.

MEAL Accountability Flow:
Governance Board → Executive Director → Program Director → MEAL Coordinator → Program Team ↔ Community Representatives

7. Results-Based MEAL Framework

Results Chain / Theory of Change

Climate-Resilient Communities in Southwest Bangladesh

Impact Level (Long-Term Change)

Goal

Improved resilience, livelihoods and ecosystem sustainability of climate-vulnerable communities in Southwest Bangladesh.

Indicators

- Increased community climate resilience
- Improved household livelihood security
- Improved ecosystem conditions
- Increased participation of women and vulnerable groups



Outcome Level (Medium-Term Change)

Climate Adaptation

% households adopting adaptation practices

Livelihood Improvement

% increase in sustainable income sources

Women's Empowerment

Women participating in decision-making

Ecosystem Restoration

Area restored/protected

Social Inclusion

Vulnerable groups accessing services

Output Level (Immediate Results)

Community training conducted

Indicator: Number of participants trained

Climate activities implemented

Indicator: Number of adaptation actions completed

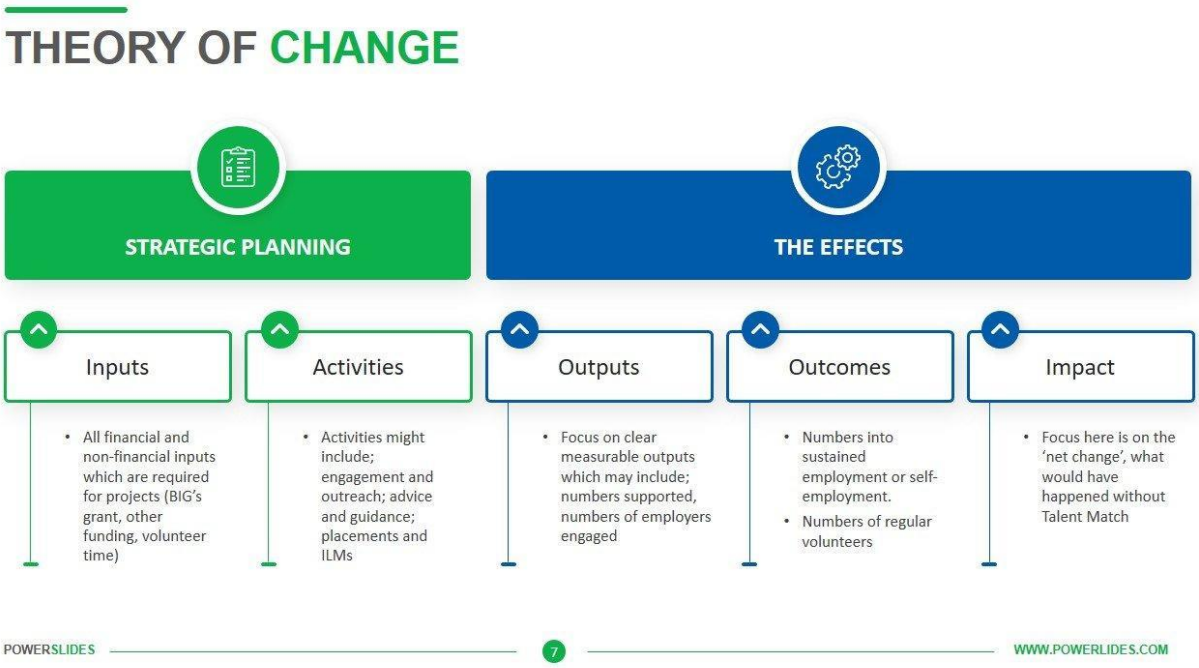
Awareness sessions conducted

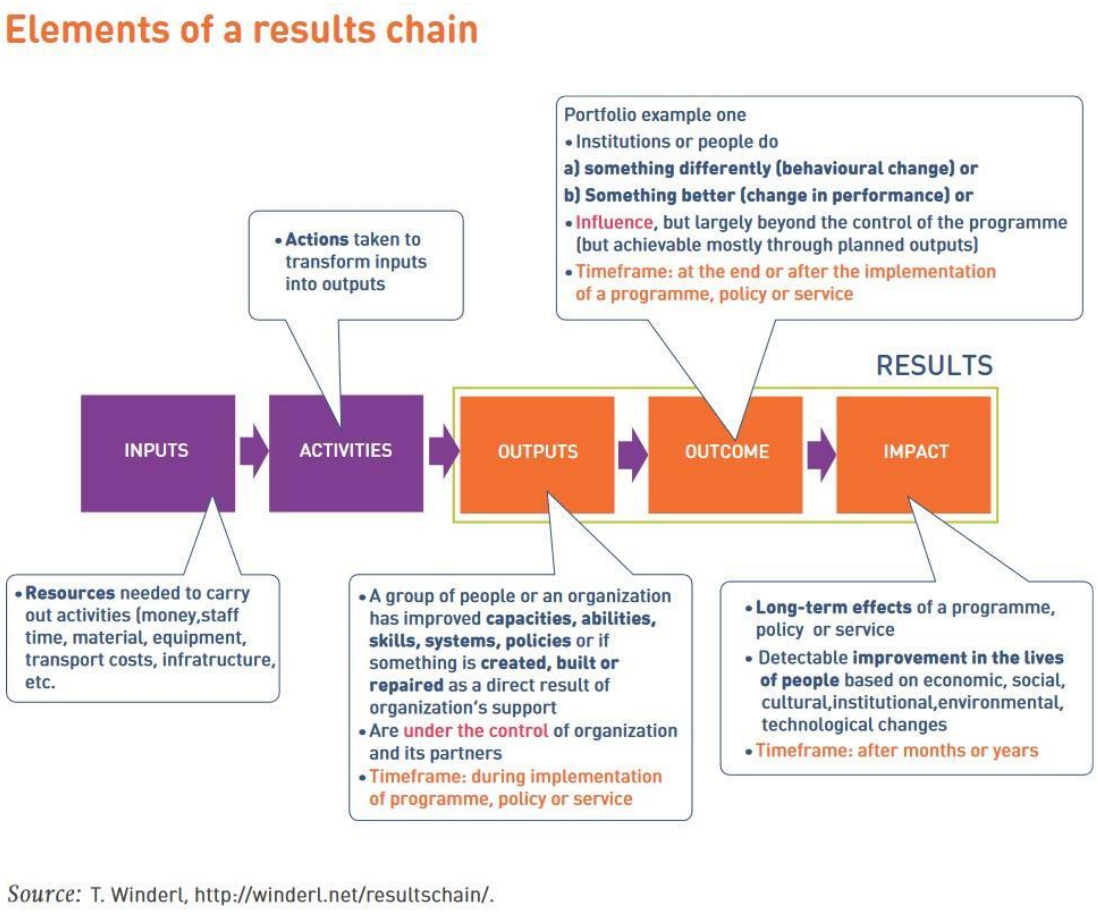
Indicator: Number of community events

Partnerships established

Indicator: Number of active collaborations

Outputs contribute to outcomes, which lead to long-term impact.





Source: T. Winderl, http://winderl.net/resultschain/.

8. Monitoring System

Monitoring Tools-

GRACE uses baseline surveys, routine field monitoring, beneficiary databases, progress reports, site visit reports, photo/GPS evidence and partner monitoring mechanisms.

Tool	Purpose
Baseline Survey	Establish initial situation
Routine Field Monitoring	Track implementation progress
Beneficiary Database	Maintain participant information
Progress Reports	Measure achievement
Site Visit Reports	Verify quality and compliance
Photo/GPS Evidence	Validate activities
Partner Monitoring	Ensure collaboration quality

9. Evaluation System

GRACE conducts baseline evaluation, mid-term evaluation, final evaluation and impact evaluation where appropriate to assess effectiveness, sustainability and lessons learned.

Evaluation Approach of GRACE

- **Baseline Evaluation:** Establishes initial conditions, needs, and measurable indicators before project implementation.
- **Mid-Term Evaluation:** Reviews progress, identifies challenges, and recommends improvements for effective project delivery.
- **Final Evaluation:** Assesses achievement of objectives, outcomes, effectiveness, efficiency, and overall project performance.
- **Impact Evaluation (where appropriate):** Measures long-term changes, sustainability, and the broader impact of interventions.
- **Learning and Adaptation:** Documents lessons learned and uses findings to improve future programmes and strategies.

10. Accountability Framework

GRACE ensures accountability to communities through participation, feedback mechanisms, complaint handling and response systems. Feedback is collected, reviewed and used for programme improvement.

Accountability to Communities (AAP)

GRACE ensures affected communities can:

- Participate in program design
- Provide feedback
- Raise complaints safely
- Influence program improvement

Community Feedback Mechanism

Community → Feedback Channel → GRACE MEAL Team → Review → Response → Improvement

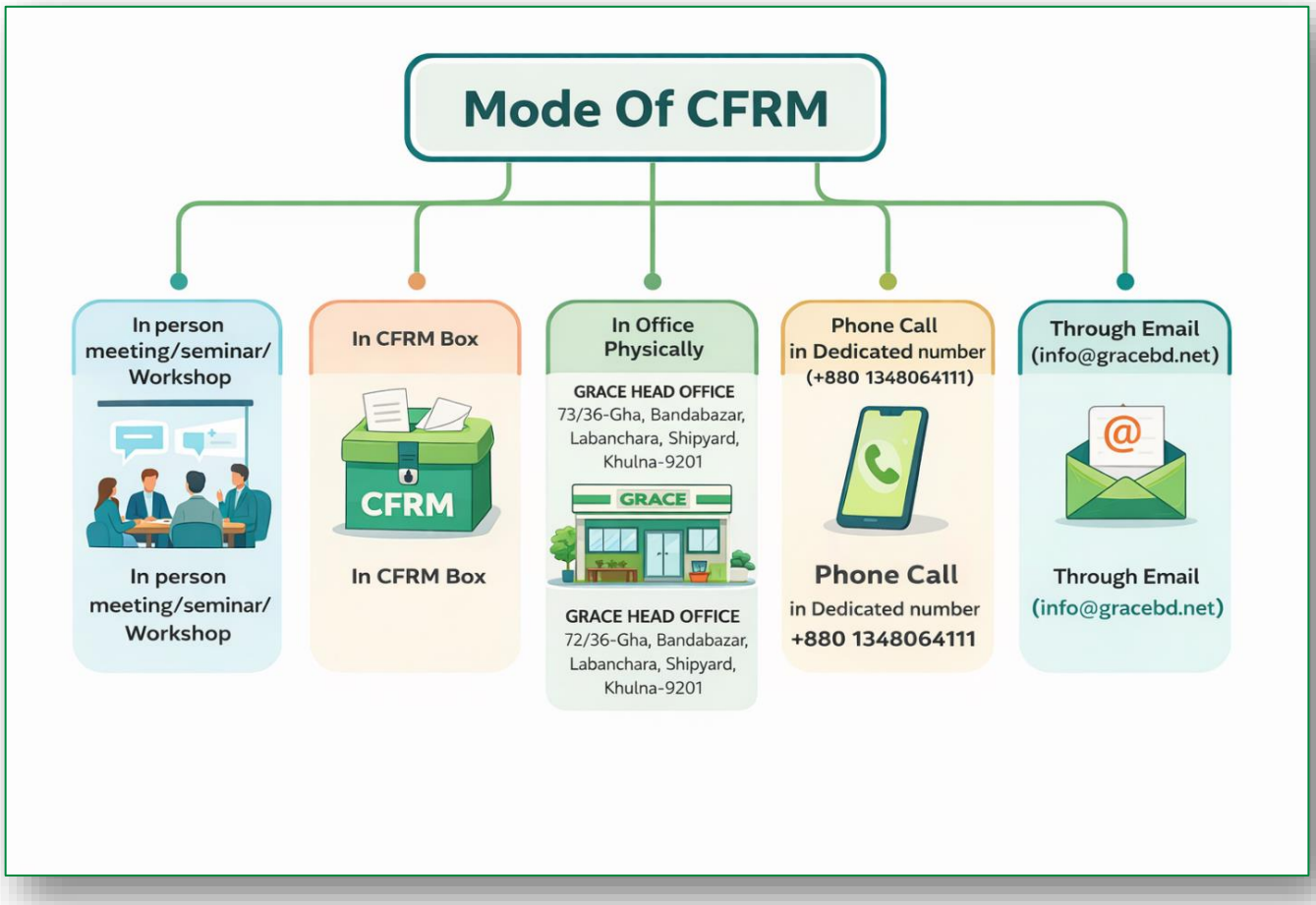
Feedback channels:
✓ Community meetings
✓ Suggestion boxes
✓ Hotline/contact mechanism
✓ Direct communication with project staff

11. Complaint Response Mechanism (CFRM)

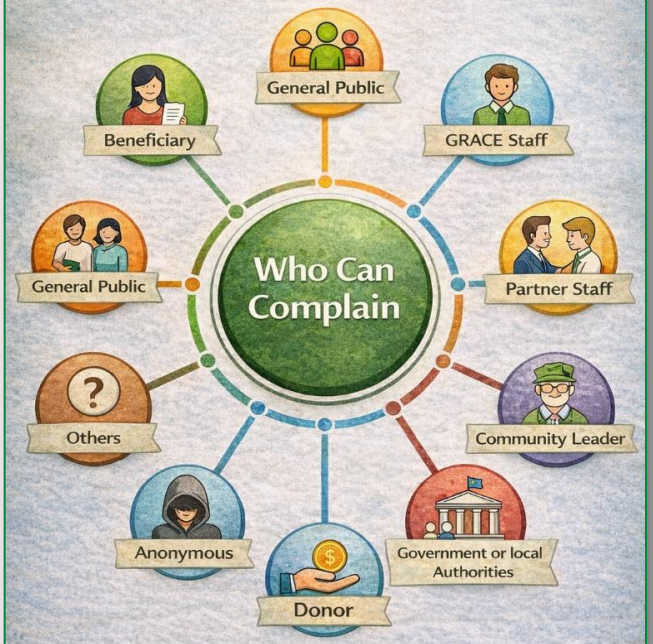
GRACE Complaint Feedback and Response Mechanism (CFRM)
GRACE has established a transparent, accessible and confidential Complaint Feedback and Response Mechanism (CFRM) to ensure communities, stakeholders and beneficiaries can safely raise concerns, provide feedback and seek solutions. All complaints are documented, reviewed and addressed through a timely, fair and accountable process to strengthen program quality and community trust.

SOP of CRM-> Download & view:

https://drive.google.com/file/d/1yUo6c8TGmgMBJUo19N8l7lcgA0a7MyGN/view?usp=sharing



Who Can Complain



Major Complaint Issues

1. Legal or policy violations in organization's work
2. Unethical behavior in providing or receiving services
3. Receiving or providing less than the allocated assistance
4. Activities contrary to the organization's ethics
5. Misuse of project funds or financial transactions/corruption
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Green Resilience and Cooperation For Ecosystem (GRACE)

Complain & Feedback Response and Safeguarding Mechanisms Process (CFRM)

1 Case Receiving
- Receive complaint / feedback via
  - Phone / Hotline
  - Suggestion Box
  - Meeting / Visit
  - Email / Form

2 Case Filing
- Register in CFRM Logbook/Database
- Assign Case Number & Date
- Acknowledge receipt

3 Shorting
- (i) CFPM
- (ii) Safeguarding

*** Sensitive**
- SEA/SH, Abuse,
- Harassment,
- Child Protection,
- GBV, Safety Risk

*** Non Sensitive**
- Service Quality
- Suggestion
- Query / Clarification
- Minor Issues

4 Investigation
- Committee Formation (as per GRACE policy)
- Conduct Inquiry (meetings, interviews, field visit)
- Prepare Report & Recommendation

5 Decision and Implementation
- Review by Authority
- Decision Taken
- Implement Actions (corrective/preventive)

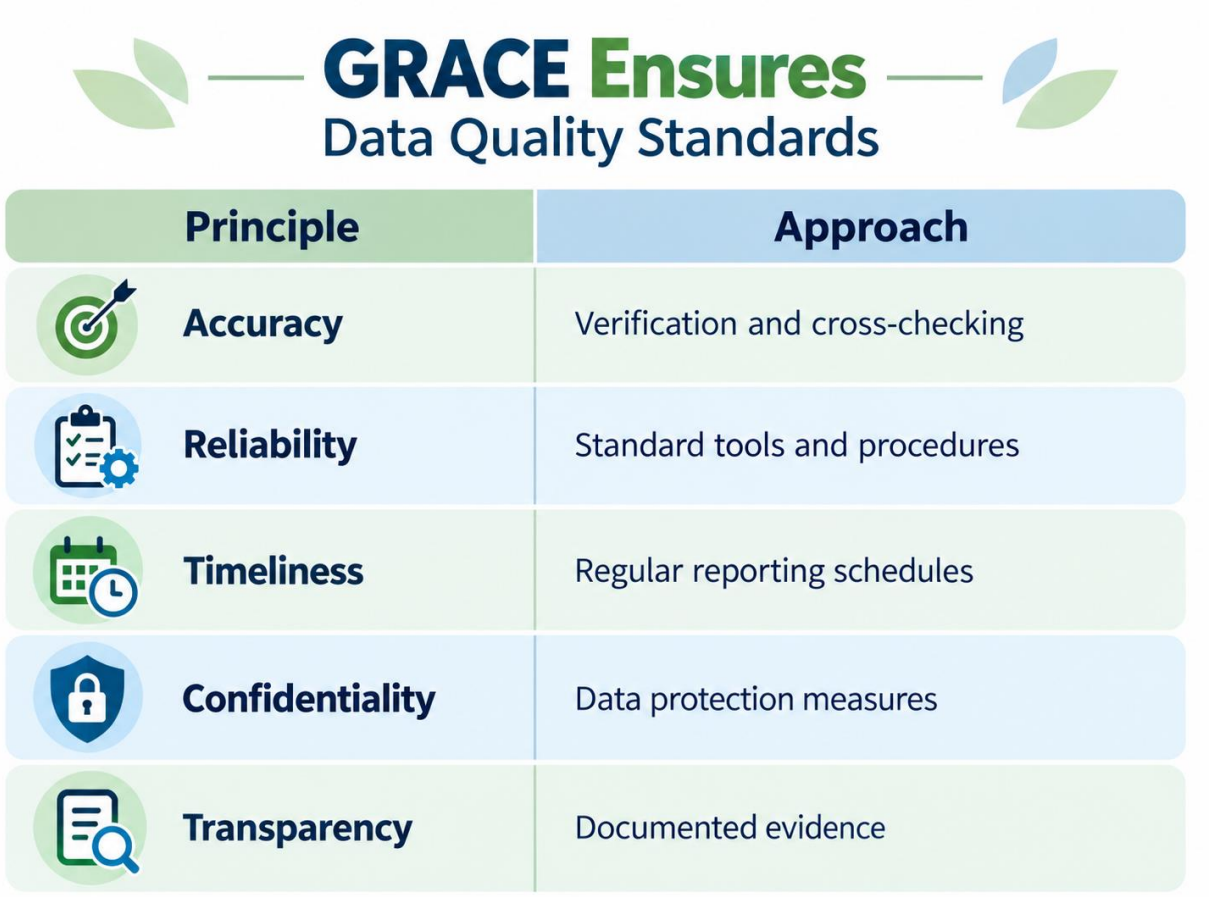
6 Feedback to Complainant
- Share decision & actions
- Provide resolution timeline
- Ensure satisfaction & closure

7 Feedback to Suspected (if applicable)
- Inform outcome (as per confidentiality policy)
- Clarify next steps / actions
- Ensure fairness & dignity

Confidentiality | Impartiality | Transparency | Accountability

13. Data Management and Quality Assurance

GRACE maintains data quality through accuracy checks, reliable tools, timely reporting, confidentiality measures and transparent documentation.



14. Learning System



15. MEAL Reporting System

Report	Frequency	Responsible
Field Monitoring Report	**Monthly**	**Programme Team**
Progress Report	**Quarterly**	**Programme Manager**
MEAL Dashboard	**Quarterly**	**MEAL Unit**
Donor Report	**As required**	**Management**
Annual Impact Report	**Yearly**	**Executive Leadership**

16. Gender and Inclusion Monitoring

GRACE integrates gender-responsive indicators including women's participation, leadership, inclusion of vulnerable groups and equitable access to services.

GRACE integrates gender and inclusion indicators:

Examples:

- % women beneficiaries
- Women leadership participation
- Inclusion of persons with disabilities
- Participation of vulnerable households
- Gender-responsive activities

17. Climate and Environmental Indicators

Indicators include climate adaptation practices, ecosystem restoration, biodiversity improvement, green livelihoods and disaster preparedness.

Area	Indicators
Climate Adaptation	Households adopting resilience measures
Ecosystem Restoration	Hectares restored
Biodiversity	Species/ecosystem improvement
Green Livelihoods	Sustainable income generation
Disaster Preparedness	Community preparedness level

19. MEAL Central Management – Digitalized Monitoring and Evaluation System

GRACE has established a software-based Digital MEAL Management System to strengthen centralized monitoring, evidence-based decision-making, accountability, and programme learning. The digital M&E dashboard enables real-time collection, management, analysis, and visualization of programme data across all projects and operational levels.

The centralized dashboard integrates project-level information, indicators, targets, achievements, beneficiary data, monitoring findings, feedback, and learning outcomes into a single platform. It allows the management team, programme teams, and MEAL unit to track progress, identify challenges, and take timely corrective actions.

Key Features of GRACE Digital MEAL Dashboard

- Centralized Data Management:
  All project information, indicators, results, monitoring data, and evaluation findings are stored and managed through a secure digital platform.
- Real-Time Performance Tracking:
  The dashboard provides up-to-date progress monitoring against project objectives, outputs, outcomes, indicators, and targets.
- Indicator-Based Monitoring:
  Projects are monitored through standardized indicators aligned with Logical Frameworks, Results Frameworks, SDGs, and donor reporting requirements.
- Automated Reporting and Visualization:
  The system generates dashboards, charts, progress summaries, and analytical reports to support management decisions and donor reporting.
- Project-Wise Data Retrieval:
  Each project has a unique digital profile, allowing quick access to project documents, activities, beneficiaries, indicators, monitoring reports, and evaluation results.
- Data Quality Assurance:
  The system supports data verification, validation, consistency checks, and documentation of evidence to maintain high data quality standards.
- Accountability and Feedback Integration:
  Community feedback, complaints, response tracking, and safeguarding-related information are linked with the MEAL system to strengthen accountability.
- Knowledge Management and Learning:
  Lessons learned, best practices, case studies, evaluation findings, and learning products are captured digitally to support organizational learning.

Benefits of Digital MEAL Management

GRACE's Digital MEAL Dashboard enhances organizational efficiency by reducing manual reporting processes, improving data accuracy, increasing transparency, and enabling evidence-based programme management. It supports leadership teams, donors, and partners with timely, reliable, and actionable information for strategic decision-making and adaptive programme improvement.

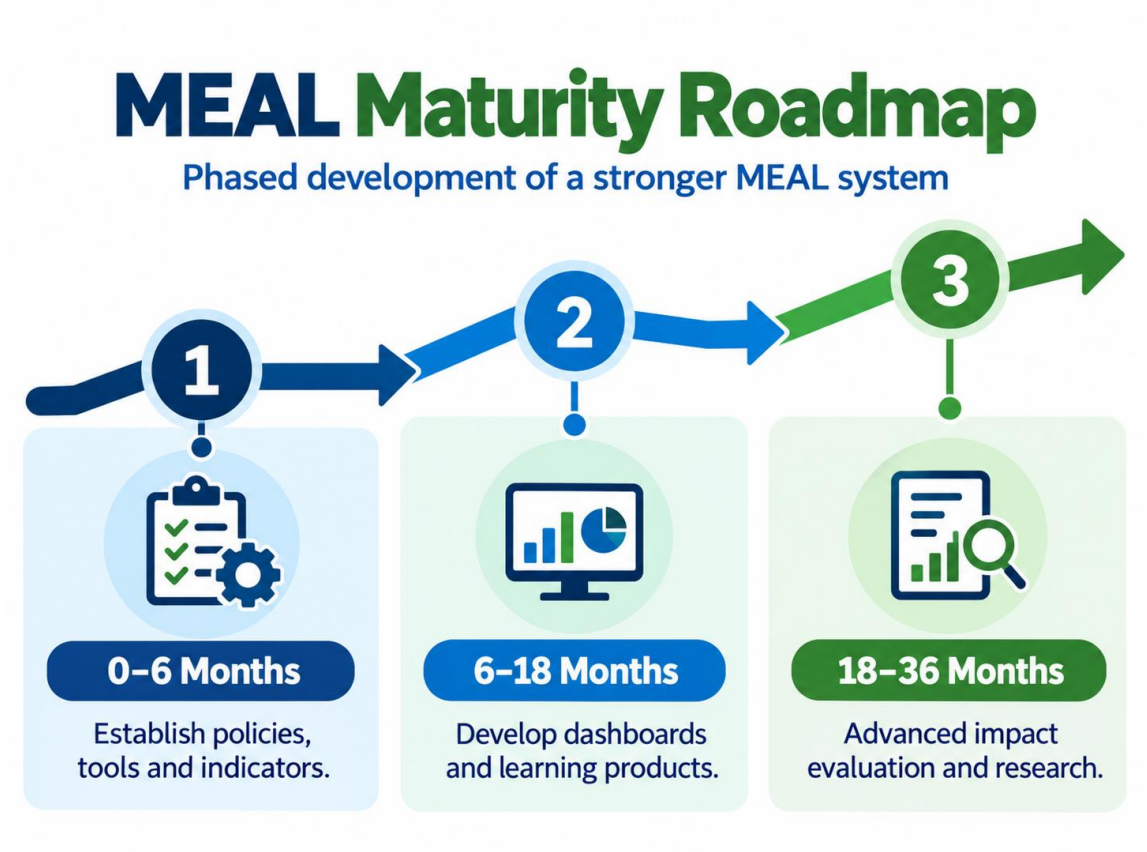
The system reflects GRACE's commitment to modern, transparent, accountable, and learning-oriented programme management aligned with international NGO MEAL standards.

20. MEAL Accountability to Donors

GRACE commits to transparent reporting, evidence-based decisions, timely communication, data verification, outcome-focused reporting and continuous improvement. GRACE commits to:

✓ Transparent reporting
✓ Evidence-based program decisions
✓ Timely donor communication
✓ Data verification
✓ Outcome-focused reporting
✓ Continuous improvement

21. MEAL Maturity Roadmap



Messages from GRACE

GRACE's MEAL system ensures that every intervention is guided by evidence, community voice and continuous learning, enabling transparent delivery of measurable and sustainable impact.

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