



# دورة تدريبية في تصميم أطر MEAL الفعالة بمقاربة عملية



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### Course Overview:

This course empowers participants with the methods and insights to create, implement, and sustain Monitoring, Evaluation, Accountability, and Learning MEAL systems that drive program success. Based on the book "Developing Monitoring and Evaluation Frameworks" by Anne Markiewicz and Ian Patrick, the course blends conceptual understanding with hands-on methods and frameworks. Participants will learn to design logic models, develop theory of change, align indicators with objectives, and integrate data for adaptive learning. Real-world case studies and participatory methods make this course especially relevant to practitioners working in complex development, humanitarian, and social sectors. By the end, participants will not only know how to design MEAL systems but also how to ensure they support transparency, accountability, and evidence-based decision-making.

### Target Audience:

- MEAL Officers and Managers
- Project and Program Managers
- M&E Specialists and Consultants
- Development Practitioners and NGO Staff
- Donor Agency Staff

### Targeted Organizational Departments:

- Monitoring and Evaluation Departments
- Program Design and Planning Units
- Accountability and Learning Teams
- Research & Impact Assessment Divisions
- Quality Assurance and Compliance Units

### Targeted Industries:

- International Development
- Humanitarian Aid and Disaster Relief
- Public Health and Social Services
- Education and Vocational Training
- Government and Policy-Making Bodies

## Course Offerings:

By the end of this course, participants will be able to:

- Design logic models and theories of change that align with program goals
- Develop integrated MEAL plans tailored to organizational contexts
- Select appropriate qualitative and quantitative indicators
- Conduct stakeholder engagement processes in MEAL design
- Use MEAL frameworks to support decision-making, accountability, and adaptive learning
- Integrate OECD/DAC criteria into evaluation strategies

## Training Methodology:

This course uses a participatory and practice-based approach. Learners will engage in case studies, group discussions, and collaborative exercises that simulate real-life MEAL challenges. Interactive workshops will guide participants in developing MEAL methods such as logframes, KPIs, and reporting templates. Daily reflection and review sessions ensure alignment between theory and application. Peer feedback and instructor-led critiques allow for continuous improvement. Each session encourages active learning through experiential techniques to foster both individual and organisational capacity building.

## Course toolbox:

- Example MEAL Framework Templates
- Theory of Change and LogFrame Worksheets
- Indicator Selection Checklists
- Stakeholder Mapping Methods
- Sample Reporting and Learning Templates
- Workbook for each module
- Recommended readings

## Course Agenda:

### Day 1: Foundations of MEAL and Scoping

- Introduction to MEAL - Concepts, Purposes, and Benefits
- Topic 1: Understanding the Integration of Monitoring and Evaluation
- Topic 2: Stakeholder Mapping and Engagement Strategies
- Topic 3: Scoping the MEAL Framework: Requirements and Boundaries
- Topic 4: Reviewing Resource Parameters and Participation Needs
- Topic 5: Confirming Framework Purpose and Alignment with Program Design
- Topic 6: Reflections on MEAL foundations, stakeholder expectations, and setup alignment
- Reflection & Review

## Day 2: Program Theory, Logic, and Evaluation Questions

- Developing a Theory of Change with StakeholdersTopic 1: •
- Constructing and Validating a Logic ModelTopic 2: •
- Clarifying Key Assumptions and Intended ResultsTopic 3: •
- Formulating Evaluation Questions Across Domains OECD/DACTopic 4: •
- Prioritising Questions and Data Needs Based on ResourcesTopic 5: •
- Finalising Evaluation Questions for Monitoring IntegrationTopic 6: •
- Review of ToC, Logic Models, and relevance of evaluation focusReflection & Review: •

## Day 3: Designing Monitoring and Evaluation Plans

- Drafting a Monitoring Plan Aligned with Evaluation QuestionsTopic 1: •
- Selecting Indicators, Baselines, and Performance TargetsTopic 2: •
- Choosing Data Sources, Tools, and Collection MethodsTopic 3: •
- Assigning Monitoring Responsibilities and SchedulingTopic 4: •
- Outlining the Evaluation Plan and Rubric DesignTopic 5: •
- Choosing Evaluation Methods and CriteriaTopic 6: •
- Linking monitoring and evaluation into one coherent strategyReflection & Review: •

## Day 4: Data, Judgment, and Learning Integration

- Developing a Data Collection and Management PlanTopic 1: •
- Ethical Issues in MEAL Data HandlingTopic 2: •
- Data Synthesis and Judgment TechniquesTopic 3: •
- Drawing Evaluative Conclusions from Mixed DataTopic 4: •
- Building Learning Strategies into MEAL SystemsTopic 5: •
- Translating Conclusions into Recommendations and LessonsTopic 6: •
- From data to insights - evaluating learning pathwaysReflection & Review: •

## Day 5: Implementation, Use, and Sustainability

- MEAL Implementation Planning and Workplan DevelopmentTopic 1: •
- Building Staff Capacity and Organizational ReadinessTopic 2: •
- Establishing Feedback Loops and Accountability StructuresTopic 3: •
- Developing the Reporting and Dissemination StrategyTopic 4: •
- Monitoring and Reviewing the MEAL Framework ContinuouslyTopic 5: •
- Aligning MEAL with Decision-Making and Adaptive ManagementTopic 6: •
- Ensuring the MEAL system evolves, scales, and serves long-term goalsReflection & Review: •

## FAQ:

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

No formal qualifications are required. However, familiarity with project planning or evaluation concepts is beneficial.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is generally structured to last around 4-5 hours, with breaks and interactive activities included. The total course duration spans five days, approximately 20-25 hours of instruction.

How do Logic Models differ from Theories of Change?

While both methods are used to map program strategy, a Theory of Change outlines the causal pathway from inputs to impact, often including assumptions. A Logic Model provides a more structured visual representation with indicators and activities, often used in MEAL frameworks.

How This Course is Different from Other MEAL Courses:

Unlike many MEAL training programs that are either overly theoretical or method-heavy, "Designing Effective MEAL Frameworks" strikes the perfect balance. This course uniquely integrates systems thinking with practical methods like logframes, stakeholder analysis, ToC models, and evaluation matrices. It focuses not only on M&E, but also equally on accountability and learning, which are often underrepresented. With a strong emphasis on participatory design, adaptive use of data, and organizational learning, participants leave with actionable frameworks they can apply immediately. Real-world case studies, facilitated peer learning, and practical templates make this course stand out for professionals who seek to design MEAL systems that are strategic, inclusive, and responsive to dynamic environments.



## فئات الدورات التدريبية



HR TRAINING & DEVELOPMENT

دورات إدارة و تطوير الموارد البشرية



دورات إدارة و تحليل البيانات ودورات علم البيانات



دورات إدارة الجودة وتطوير العمليات



الدورات التدريبية في مجال البيئة والاستدامة



دورات التسويق وإدارة علاقات العملاء وإدارة المبيعات



دورات التدريب القانوني والمشتريات والتعاقدات



دورات الاتصال الجماهيري و السياسات والعلاقات العامة



دورات النظم السبراني ودورات تقنية المعلومات



دورات الصيانة ودورات المجالات الهندسية المتنوعة



دورات الصحة والسلامة والأمن المهني



دورات السكرتارية و إدارة المكاتب



دورات الحوكمة وإدارة المخاطر والامتثال



**AGILE LEADERS**  
Training Center

## فئات الدورات التدريبية



دورات معتمدة من قبل هيئات دولية



دورات في مجالات القيادة والإدارة



دورات المهارات الشخصية وتطوير الذات



دورات المحاسبة و التمويل و دورات الإدارة  
المالية



دورات مكتب إدارة المشاريع وإدارة المشاريع  
الرشيقية

## مدن التدريب



أمستردام - هولندا



أكرا - غانا



أثينا - اليونان



أبوظبي - الإمارات العربية المتحدة



الدوحة - قطر



الدار البيضاء - المغرب



الجبيل - المملكة العربية السعودية



استنبول - تركيا



المنامة - مملكة البحرين



الكويت - الكويت



القاهرة - مصر



الرياض - المملكة العربية السعودية



بانكوك - تايلند



بالي - جمهورية إندونيسيا



بأكو - أذربيجان



باريس - فرنسا

## مدن التدريب



بورنو - البرتغال



برلين - ألمانيا



برشلونة - إسبانيا



براغ - جمهورية التشيك



جنيف - سويسرا



جاكرتا - جمهورية إندونيسيا



تيليسي - جورجيا



بوكيت - تايلاند



زنجبار - تنزانيا



روما - إيطاليا



دبي - الإمارات العربية المتحدة



جوهانسبرغ - جنوب إفريقيا



شهر الشيخ - مصر



سيول - كوريا الجنوبية



سنغافورة - سنغافورة



سان دييغو - الولايات المتحدة الأمريكية

## مدن التدريب



طوكيو - اليابان



طشقند - أوزبكستان



طرابزون - تركيا



شيكاغو - الولايات المتحدة الأمريكية



فيينا - النمسا



فرانكفورت - ألمانيا



عن بعد - منصة زووم



عمان - المملكة الأردنية الهاشمية



لشبونة - البرتغال



لانكاوي - ماليزيا



كاب تاون - جنوب إفريقيا



كوالالمبور - ماليزيا



مسقط - سلطنة عمان



مدريد - إسبانيا



ماربيا - إسبانيا



لندن - المملكة المتحدة

## مدن التدريب



نيروبي - كينيا



ميونخ - ألمانيا



ميلان - إيطاليا



مونترنو - سويسرا



نيس - فرنسا

# WHO WE ARE

Agile Leaders is a renowned training center with a team of experienced experts in vocational training and development. With 20 years of industry experience, we are committed to helping executives and managers replace traditional practices with more effective and agile approaches.

## OUR VISION

We aspire to be the top choice training provider for organizations seeking to embrace agile business practices. As we progress towards our vision, our focus becomes increasingly customer-centric and agile.

## OUR MISSION

We are dedicated to developing value-adding, customer-centric agile training courses that deliver a clear return on investment. Guided by our core agile values, we ensure our training is actionable and impactful.

## WHAT DO WE OFFER

At Agile Leaders, we offer agile, bite-sized training courses that provide a real-life return on investment. Our courses focus on enhancing knowledge, improving skills, and changing attitudes. We achieve this through engaging and interactive training techniques, including Q&As, live discussions, games, and puzzles.



**AGILE LEADERS**  
Training Center

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