



# دورة تدريبية في تصميم أطر MEAL الفعالة بمقاربة عملية



**AGILE LEADERS**  
Training Center

11 - 15 May 2027

مدريد

## دورة تدريبية في تصميم أطر MEAL الفعالة بمقاربة عملية

المرجع: 103600358\_36111 التاريخ: 11 - 15 May 2027 الموقع: مدريد الرسوم: Euro 5700

### 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 BenefitsTopic 1: •
- Understanding the Integration of Monitoring and EvaluationTopic 2: •
- Stakeholder Mapping and Engagement StrategiesTopic 3: •
- Scoping the MEAL Framework: Requirements and BoundariesTopic 4: •
- Reviewing Resource Parameters and Participation NeedsTopic 5: •
- Confirming Framework Purpose and Alignment with Program DesignTopic 6: •
- Reflections on MEAL foundations, stakeholder expectations, and setup alignmentReflection & 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

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|----------------------------------------------------|-----------------------------------------------------|
| الدورات التدريبية في مجال البيئة والاستدامة        | دورات إدارة الجودة وتطوير العمليات                  |
| دورات إدارة و تحليل البيانات ودورات علم البيانات   | دورات إدارة و تطوير الموارد البشرية                 |
| دورات الذهن السيرياني ودورات تقنية المعلومات       | دورات الاتصال الجماهيري و السياسات والعلاقات العامة |
| دورات التدريب القانوني والهشتريات والتعاقدات       | دورات التسويق وإدارة علاقات العملاء وإدارة المبيعات |
| دورات الحوكمة وإدارة المخاطر والامتثال             | دورات السكرتارية وإدارة المكاتب                     |
| دورات الصحة والسلامة والذهن المهني                 | دورات الصيانة ودورات المجالات الهندسية المتنوعة     |
| دورات المحاسبة و التهويل و دورات الإدارة المالية   | دورات المهارات الشخصية وتطوير الذات                 |
| دورات في مجالات القيادة والإدارة                   | دورات معتمدة من قبل هيئات دولية                     |
| دورات مكتب إدارة المشاريع وإدارة المشاريع الرشيقية |                                                     |



## مدن التدريب

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|--------------------------------------|-----------------------------------------|-----------------------------------|
| أهستردام<br>هولندا                   | أكرا<br>غانا                            | أثينا<br>اليونان                  |
| الدار البيضاء<br>المغرب              | الجبيل<br>المملكة العربية السعودية      | استنبول<br>تركيا                  |
| القاهرة<br>مصر                       | الرياض<br>المملكة العربية السعودية      | الدوحة<br>قطر                     |
| باريس<br>فرنسا                       | الهناوة<br>مملكة البحرين                | الكويت<br>الكويت                  |
| بانكوك<br>تايلند                     | بالي<br>جمهورية إندونيسيا               | باكو<br>أذربيجان                  |
| برلين<br>ألمانيا                     | برشلونة<br>إسبانيا                      | براغ<br>جمهورية التشيك            |
| تيليسي<br>جورجيا                     | بوكيت<br>تايلاند                        | بورتو<br>البرتغال                 |
| جنيف<br>سويسرا                       | جاكرتا<br>جمهورية إندونيسيا             | تورنتو<br>كندا                    |
| روما<br>إيطاليا                      | حلي<br>الإمارات العربية المتحدة         | جوهانسبرغ<br>جنوب إفريقيا         |
| سنغافورة<br>سنغافورة                 | سان دييغو<br>الولايات المتحدة الأمريكية | زنجان<br>تنزانيا                  |
| شيكاغو<br>الولايات المتحدة الأمريكية | شرم الشيخ<br>مصر                        | سيول<br>كوريا الجنوبية            |
| طوكيو<br>اليابان                     | طشقند<br>أوزبكستان                      | طرابزون<br>تركيا                  |
| فرانكفورت<br>ألمانيا                 | عن بعد<br>منصة زووم                     | عمان<br>المملكة الأردنية الهاشمية |

## مدن التدريب

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|---------------------------------------|-----------------------|--------------------|
| كيب تاون<br>جنوب إفريقيا              | كوالالمبور<br>ماليزيا | فيينا<br>النمسا    |
| لندن<br>المملكة المتحدة               | لشبونة<br>البرتغال    | لانكاوي<br>ماليزيا |
| مسقط<br>سلطنة عمان                    | هدريد<br>اسبانيا      | ماربيا<br>اسبانيا  |
| ميونخ<br>ألمانيا                      | هيلان<br>إيطاليا      | مونترو<br>سويسرا   |
| نيويورك<br>الولايات المتحدة الأمريكية | نيس<br>فرنسا          | نيروبي<br>كينيا    |