



Institute for Capacity Development (ICD)

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Program Management and MEAL

Course Objectives

On completion of the course, participants should be able to:

- Design results-based programmes (ToC/logframe), budgets and workplans.
- Set up a MEAL system (indicators, baselines, targets, tools, DQA).
- Collect, manage, analyze and visualize data for decisions.
- Implement accountability and feedback systems (AAP/CHS-aligned basics).
- Conduct evaluations (ToR, methods, ethics) and use findings for learning.
- Produce high-quality reports and dashboards for stakeholders/donors.

Target Groups

- Programme Managers
- Project managers
- M&E/MEAL officers
- Coordinators
- Team leaders
- Government/NGO staff

Course Outline

- Management Skills and Principles
- Programme Management & RBM Basics
- Programme vs project vs portfolio; lifecycle
- RBM concepts: inputs→activities→outputs→outcomes→impact
- Stakeholder mapping & problem analysis
- Situation Analysis & Theory of Change (ToC)
- Needs assessment methods; context/risk scanning (PESTLE)
- ToC components: assumptions, pathways, outputs/outcomes
- Integrating inclusion (gender, disability, safeguarding)
- Logframe/Results Framework & Indicator Design
- Logframe structure and quality checks
- Indicator standards (SMART, SPICED), indicator types
- Baselines, targets, disaggregation, indicator reference sheets (IRS)
- Planning Tools—Workplans, Budgeting & Procurement Links
- Activity planning, Gantt charts, milestones

- Budgeting for results; cost categories; burn rate
- Linking plans to procurement/resource plans
- Managing Delivery—Risk, Quality, Compliance
- Risk management (risk registers, mitigation, owners)
- Adaptive management and change control
- Quality assurance and minimum standards; documentation
- Partner management and coordination structures
- MEAL Systems, Data, Accountability, Evaluation & Learning
- Designing a MEAL System
- MEAL system components and roles
- MEAL plan structure: what/when/who/tools/budget
- Data flow maps; learning questions
- Data Collection Tools & Sampling
- Quant vs qual tools: surveys, KIIs, FGDs, observation, checklists
- Sampling basics: probability vs non-probability; sample size logic
- Tool pretesting; enumerator training; fieldwork planning
- Data Quality, Data Management & Analysis
- Data Quality Assurance (DQA): validity, reliability, timeliness, integrity, precision
- Data cleaning, coding, storage, GDPR-style basics & confidentiality
- Analysis basics: descriptive stats + thematic analysis
- Visualization: tables, charts, simple dashboards
- Accountability to Affected Populations (AAP) & Learning
- Accountability concepts; feedback/complaints mechanisms
- Closing the feedback loop; “You said, we did”
- Learning agenda, After-Action Reviews, pause-and-reflect sessions
- Knowledge products: briefs, learning notes
Evaluation, Reporting & Capstone Presentations
- Evaluation types: baseline/midline/endline; process/outcome/impact
- Developing ToR; selecting methods; ethics and bias
- Reporting: donor reports, management reports, outcome storytelling
- Using findings for decisions and programme improvement
- Action Planning

Dates: 04th – 15th May 2026

Duration: 2 weeks

Course Costs: US\$3150/delegate

Venue: Pretoria, RSA