



## LEARNING QUESTIONS - BRIEF

An overall summary of learning and probing questions related to Program Performance considerations is provided below. A comprehensive Learning Question Guide which is matrixed with columns for common BHA Technical Sectors, is [linked separately below](#).

The purpose of these questions is to dig deep into aspects of program performance (time, budget, results, quality, accountability, coordination, and local capacity), across these various technical components. Program leaders should be able to use their own knowledge and program documents and data to identify the areas ripe for reflection, based on their Strengths (or successes) or their Opportunities. Select 3-6 questions (depending on the size of the workshop).

PROGRAM PERFORMANCE AND QUALITY KEY COMPONENTS		<b>Right Questions - Key questions</b> What questions help determine performance and overall quality of our work? What evidence can help answer these questions?
1	<b>ON TIME</b>	<b>ASK:</b> How well do we adhere to schedule and deliverables? Was the response timely for project participants, considering the local context? What did partners and communities think? <b>PROBE:</b> Was work plan managed and accessible; what were successes and challenges, how did they affect program results; when did we know about them and what was done; how well was schedule data used to inform adaptive management; was timing and response appropriate from the perspective of partners and participants?
2	<b>ON BUDGET</b>	<b>ASK:</b> How well did we meet the program's financial commitments and obligations? What did partners and communities think? <b>PROBE:</b> Was budget based on current understanding of context; what were successes and challenges, how did they affect program results; when did we know about them and what was done; how well was budget data used to inform adaptive management; was budget adequate and proportionate for the activities implemented; was budget adequate from the perspective of partners and participants?

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## PREPARE

## IMPLEMENT

## FOLLOW-THROUGH

3

### SCOPE - RESULTS

**ASK:** Did the program achieve its targeted objectives? Were there unintended outcomes? Discuss each key outcome or program component individually. What did partners and participants experience and what did they think about it?

**PROBE:** Were logframe, TOC and IPTT available and understood; were M&E results updated and shared; was GESI analysis applied; what monitoring was conducted and were unintended outcomes sought; how were any results used to manage adaptively; were logframe and TOC updated? What feedback was requested and received from partners and participants?

4

### SCOPE - QUALITY

**ASK:** How was quality of program deliverables and performance assessed and the local context understood and monitored? Were partners and participants satisfied?

**PROBE:** Were needs assessments and response analysis completed per technical sector; how were they updated; what quality standards were applied and how were they managed/monitored; how often were PDMs done and what was changed as a result; what context monitoring was done and how was the data used? What other input did we get from partners or participants regarding quality of program deliverables?

5

### SCOPE - PROTECTION MAINSTREAMING, GENDER ANALYSIS & INTEGRATION, AND AGE AND DISABILITY

**ASK:** How were protection and GESI mainstreamed and addressed over the course of the program? Did the program consult with representatives of different segments of the disaster-affected populations to understand their practices, capacities, and coping strategies and identify vulnerabilities?

**PROBE:** How were participants engaged and communicated with; how was access, dignity, and accountability handled for vulnerable groups; how was gender analysis performed and SADD collected; how was CARM or M&E data collected and used to promote accountability? Were issues addressed in a timely and appropriate way?

6

### CROSS-CUTTING - HUMANITARIAN COORDINATION, INFORMATION MANAGEMENT AND ASSESSMENTS

**ASK:** Did the program make use of coordinating mechanisms, information, and assessments to effectively sequence and layer program activities? (E.g. government of the affected country, international NGO coordinating bodies, local NGOs, the private sector, the international humanitarian system, clusters, and UN coordinating entities.)

**PROBE:** Is the program leveraging the cluster mechanisms and other key working groups; how strong is the coordination with other government, international and local entities; is the assistance layered with other implementers to meet overall need, is information and data being shared? Did partners and participants understand the program and how it related to other activities being implemented?

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**7**
**CROSS-CUTTING -  
LOCAL CAPACITY/  
SUSTAINABILITY**

**ASK:** Did the program use local partners and make building local capacity a priority? Were goods and services handed over to local communities?

**PROBE:** What local partners were engaged and how; were they involved in planning, implementation or M&E; did they have a capacity development plan; is there an exit strategy and handover for any activities, tools or functions? Were the partners consulted on the appropriate exit approaches? How were local communities engaged and what has been handed over to them?

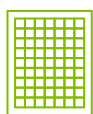
**OTHER  
QUESTIONS AS  
NEEDED**

If other questions seem appropriate to your program and are not covered elsewhere on this matrix, add them here, with the general focus of the question at the top (ASK:\_\_\_\_\_), and probing questions beneath.

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