



Foundations of Programme Quality

Programme Management Session | FEF-OSC 2025

August 2025

Session Objectives & Methodology

Objectives:

- Deepen understanding of programme quality
- Introduce Project Quality Management (PQM) as a framework
- An interactive session designed to equip CSOs with practical tools and frameworks to strengthen programme quality and delivery
- Enable peer-to-peer learning through structured exchange

How we'll work: Peer Consultancy framework

Warm-Up: What Does Programme Quality Mean?

- What one word or phrase comes to mind when you hear 'programme quality'?
- Let's reflect on the themes together



What is Programme Quality?

- Clear objectives & logical frameworks (ToC/logframe)
- Beneficiary/participant focus (People-centred design and delivery)
- Strong MEAL systems: monitor, evaluate, learn, stay accountable
- Know your risks and adaptability to context



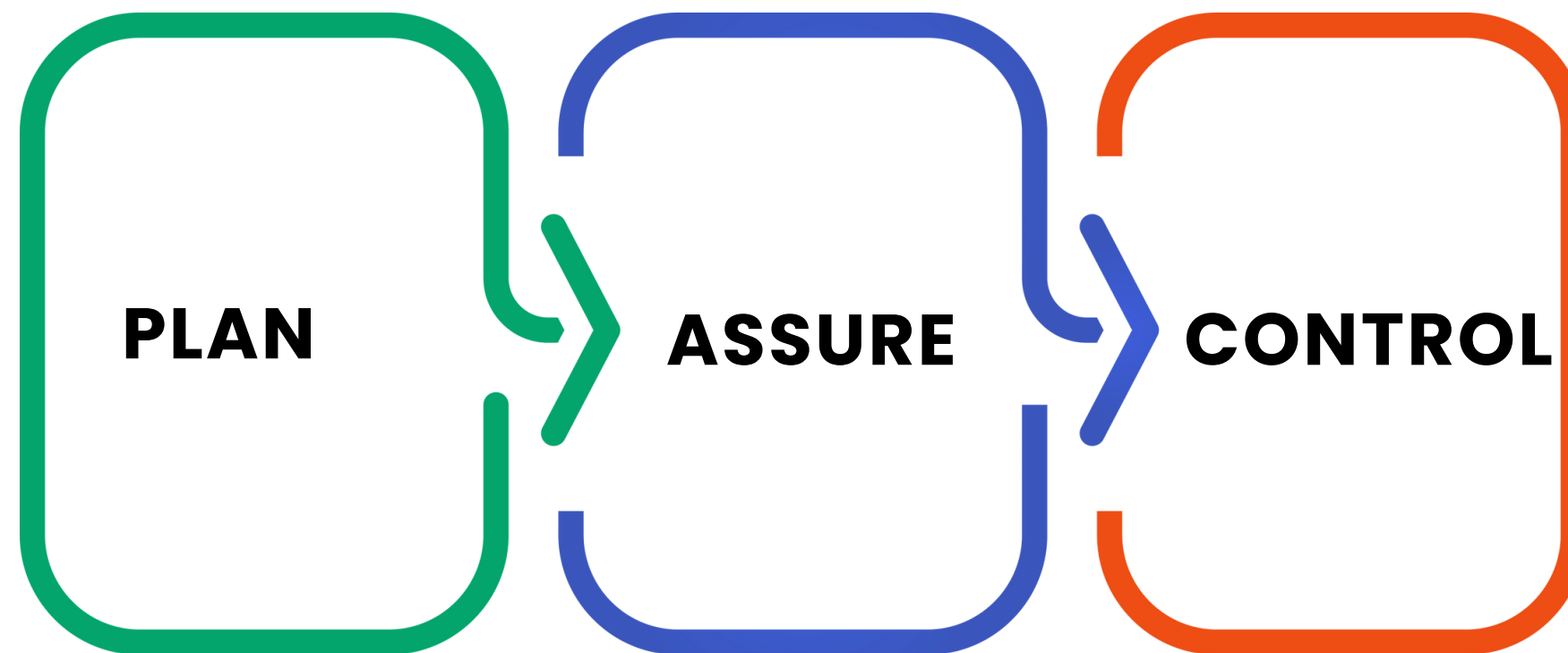
Why Programme Quality Matters

- Ensures real impact and accountability
- Builds donor and stakeholder confidence
- Strengthens organisational learning and improvement



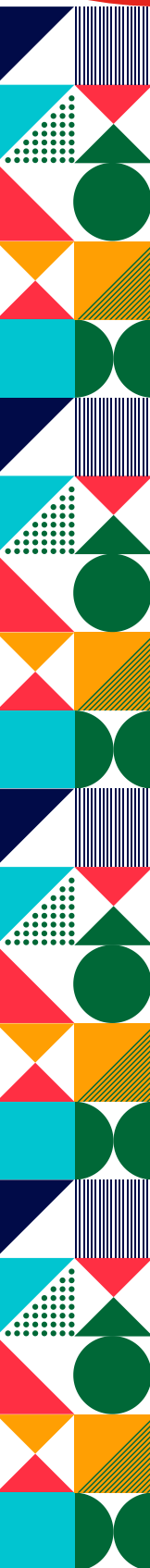
Project Quality Management (PQM)

- Quality Planning – set standards (ToC, logframes, MEAL)
- Quality Assurance – embed reviews, peer checks, accountability systems
- Quality Control – monitor data, feedback loops, after-action reviews



Organisational Processes that Align with PQM

- Strategic Planning
- Performance Management & HR Development
- Monitoring, Evaluation & Learning (MEAL) Systems
- Knowledge Management & Continuous Learning
- Risk Management & Governance



Group Discussion: Defining Good Quality

- How do you know your programme is high quality?
- What evidence (data, stories, feedback) do you rely on?
- What organisational or external factors limit your ability to achieve programme quality?

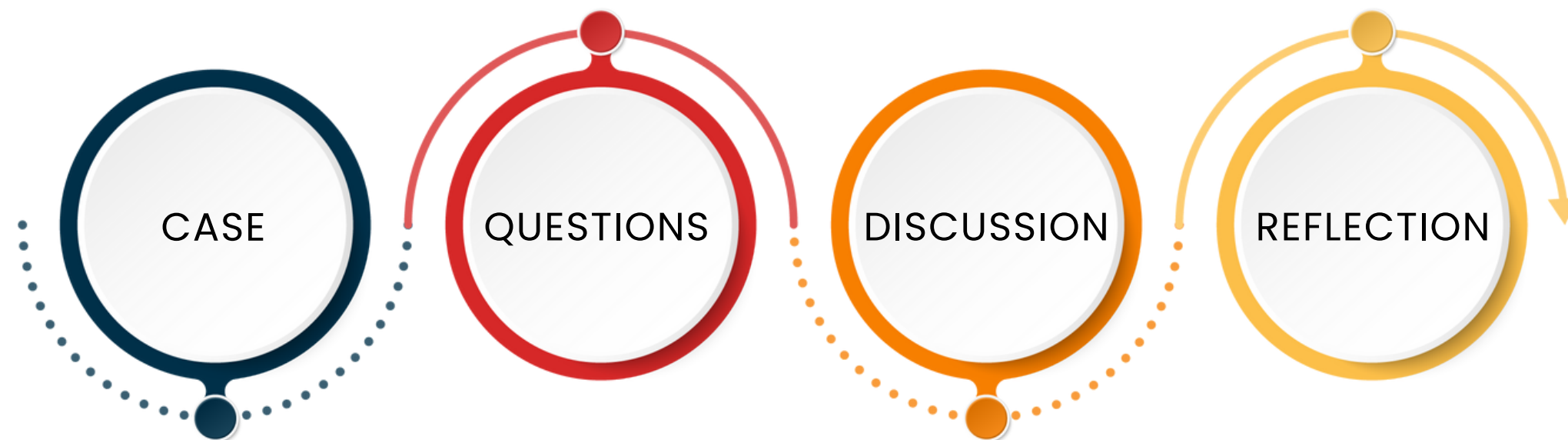


Peer Champions for Learning

- Circuit Pointe – embeds M&E in projects; refining ToC
- Youth Adolescent Health Initiative – baseline/midline/endline assessments
- Hopes Alive Initiative – professional M&E officer; feedback loops
- ESERC – measures GBV case reporting; improving data analysis
- Community Health Initiative – integrates evaluations; online staff learning

Peer-to-Peer Exchange: One Big Challenge

- Case Presentation – one CSO shares a challenge (5–7 min)
- Clarifying Questions – group asks neutral questions (5 min)
- Peer Discussion – group explores solutions (10 min)
- Reflection – presenter shares what resonated (5 min)



Wrap-Up & Takeaways from this segment

- Programme quality = impact + accountability + learning
- PQM is a continuous cycle strengthening projects and organisations
- Peer-to-peer exchange enriches practice with real insights
- Foundations set for Segment 2: Adaptive Management



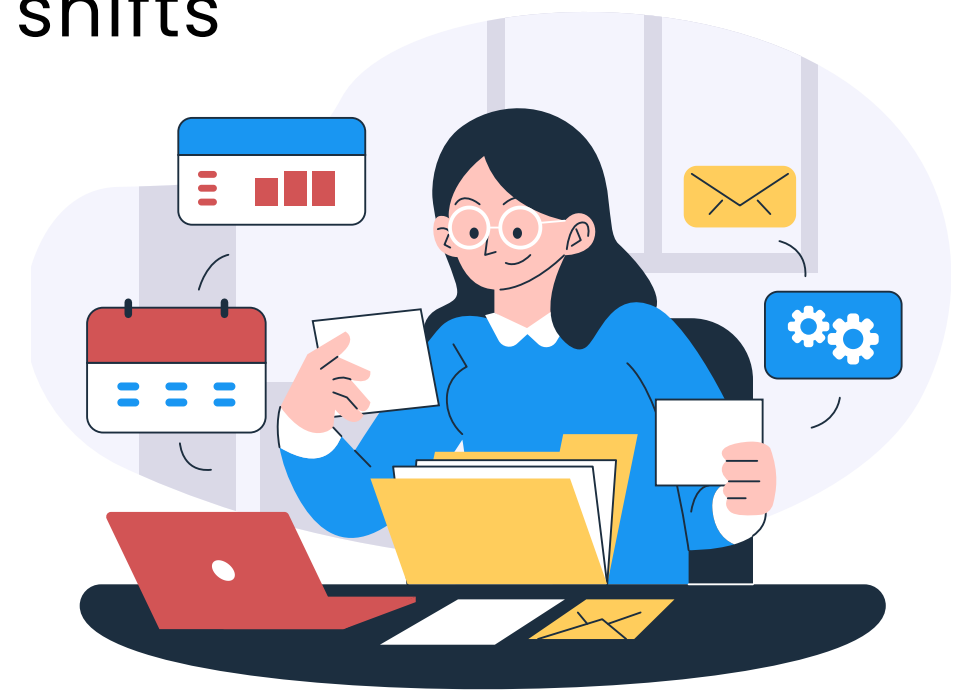
Segment 2: Tools & Practice for Adaptive Management

Kaduna Case Study – Practical Adaptive Tools



Objectives for this Session

- Refresh our understanding of adaptive management
- Practice adaptive decision-making on a real case
- Explore simple tools to adjust programmes when context shifts
- Leave with one concrete adaptation idea to test



What is Adaptive Management

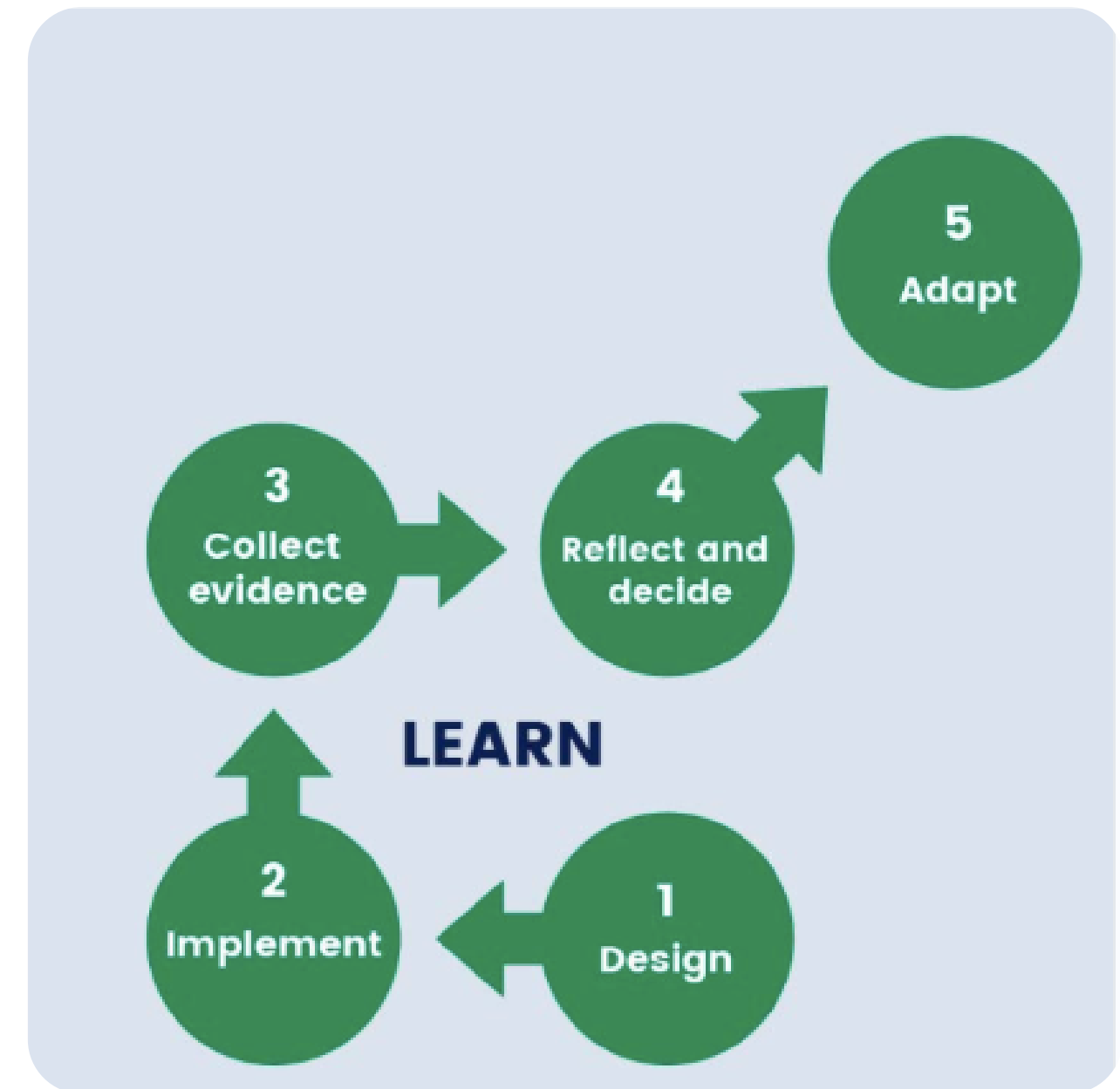
Core Principles of Adaptive Management

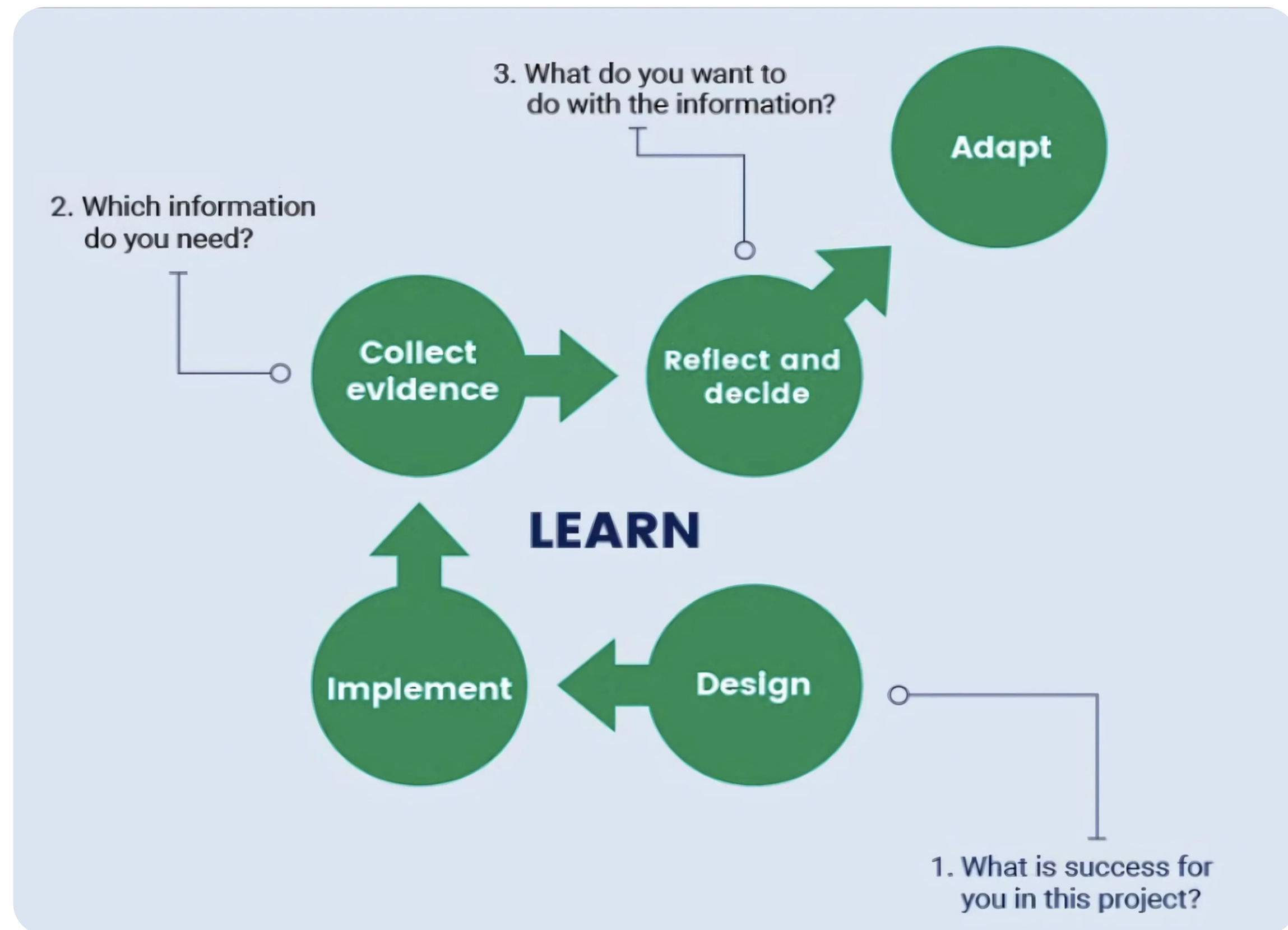
- Focus on outcomes
- Evidence and learning
- Flexibility in plans
- Collaboration and inclusivity
- Iteration and responsiveness



Core Principles of Adaptive Management

Adaptation isn't a one-off fix but an ongoing cycle of Plan **(Design)** → **Implement** → **Learn** → **Adapt**.





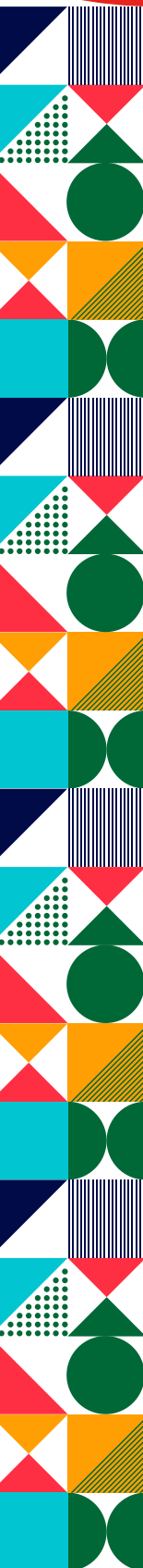
Triggers for Adaptation

When do we know it's time to pivot?

- New risks, community feedback, donor priorities, or unexpected political shifts.
- List others from experience

Case Study: Girls' School Retention (Kaduna State)

- 80% of activities implemented (mentorship, training, hygiene kits)
- Midline: no improvement in attendance
- Mentorship poorly attended; parents still resistant
- Insecurity caused repeated school closures



Group Work: Applying the Tools

- Split into groups with Peer Champions
- Work through the Kaduna case using provided templates
- prepare 1–2 key adaptive strategies to share

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Gallery Walk & Share-Outs

- Post your group's outputs
- Walk around, review others' ideas
- Each group: 1 min summary of adaptive strategy

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Thank you!

