Program Cycle Overview

December 9, 2011

USAID's PROGRAM CYCLE

Background: USAID is undertaking a remarkable set of reforms to implement the Presidential Policy Directive on Global Development (PPD-6) and the Quadrennial Diplomacy and Development Review (QDDR), as embodied in USAID's Policy Framework for 2011-2015 (USAID's Policy Framework) and USAID Forward. To make these reforms real and sustainable, the Agency must operationalize them through the core components of USAID's Program Cycle – Agency-wide policy and strategies, strategic planning, project design and implementation, and evaluation and monitoring. These components, representing the "discipline of development," must be informed by continuous learning and adapting, influence the annual budget and resource management processes, and be focused on achieving results.

As the Secretary outlined in her QDDR cover letter, "We are re-establishing USAID as the world's premier development agency . . . improving the way we measure results . . . and making funding decisions based on those results." The Program Cycle specifically delivers on the Agency's QDDR commitment to "develop processes to define specific strategic priorities, evaluating results in light of those priorities, and incorporating our conclusions into budget, program management, and project design decisions."

A strengthened and integrated Program Cycle will enable more effective interventions and maximize development impacts. It will allow the Agency to provide analysis and data on what is working, determine strategic opportunities and tradeoffs, evaluate projects, and feed knowledge back into programming and future policy development. The Program Cycle provides a more strategic and evidence-based approach to justifying resources and serves as the basis for a more integrated budget cycle, ensuring that resource decisions are built around strategic plans and priorities and performance and evaluation data.

Many development veterans will recognize the re-adoption of foundational tools, such as the Results Framework and Logical Framework, to re-institutionalize the discipline of development. We now live in a more dynamic world, however, with new development partners, more USG agency coordination, shorter execution cycles, new policies and fiscal realities, and greater appreciation for the complexity and contingency of development. The Program Cycle acknowledges that development is not static and is rarely linear, and therefore stresses the need to assess and reassess through regular monitoring, evaluation, and learning. The Program Cycle encourages planning and project management innovations to reduce the unit cost of delivery and increase the cost-effectiveness and lasting impact of development cooperation. In short, we are not going back to the future, but moving forward based on historical best practices.

Purpose of Paper: The purpose of this paper is to provide an overview of the Program Cycle to all USAID staff and demonstrate how these components support each other and relate to annual processes and documents, such as the Mission Budget Request (MRR) - formerly known as the Mission Strategic Resource Plan, Performance Plan and Report (PPR), Operational Plans (OPs), and Congressional Budget Justification (CBJ). The paper is framed in the context of USAID's Policy Framework and Agency Policies and Strategies, and summarizes requirements articulated in the Evaluation Policy, Country Development Cooperation Strategy (CDCS) Guidance, and Project Design Guidance; the paper does not impose any new requirements.

Overview: The diagram below graphically represents the Program Cycle.

To maximize results, all parts of the Program Cycle must be rigorous and integrated[1]. Agency Policies and Strategies, in alignment with higher level policies, such as the PPD-6 and QDDR, determine which global development challenges should be addressed. CDCSs define what development results are to be achieved and explain why these results will have a strategic impact. Project Design identifies how best to achieve those results and what tools to use. Evaluation and Monitoring, supported by broader Learning and Adapting approaches, provide evidence and data as to whether the intended impact was achieved and why, ultimately informing future policy direction, the budget, and the other core components of the Program Cycle.

The quality and utility of an evaluation are dependent upon a well-designed and implemented project. The results and impact achieved by projects are dependent upon a well-conceived strategy and Results Framework, which is informed by evidence obtained from evaluation and other learning. If in the midst of project implementation, performance monitoring indicates that anticipated progress is not being made, then an evaluation may be conducted to determine why. (Even without a formal evaluation, Mission management may still decide to terminate or revise the project.) The evaluation could require project redesign, a change in implementation approach, or possibly even a revision of the Results Framework.

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[1] For countries in conflict, transition, or other complex settings, PPL will work with regional and pillar bureaus to adapt these processes as appropriate to allow for flexibility while maintaining the benefits afforded by their rigor.

Host Country Ownership and Strategic Partnering: The Program Cycle is a critical opportunity for putting U.S. commitments made under the Paris Accords and Accra Agenda into practice. Consistent with the PPD-6, the QDDR, and USAID's Policy Framework, Missions should ensure that host country development plans are central to CDCS, Project Design, and Evaluation planning, and that host country counterparts and other key country stakeholders are actively consulted in the processes, including host country governments, local civil society, private sector organizations, the State Department, the broader USG inter-agency, and other donors. Specifically, Missions are urged to consider the contributions of other bilateral and multilateral donors, foundations, and other non-state actors as early as possible. Missions are also encouraged to tap into the complementary perspectives and expertise of U.S. Government interagency partners. These principles of effectiveness - host country ownership and strategic partnering - should be applied appropriately throughout the Program Cycle.

PROGRAM CYCLE COMPONENTS

1. <u>Agency Policies and Strategies</u>: Agency Policies and Strategies, which implement broader USG and State/USAID strategies, guide and inform the Program Cycle. The President's Policy Directive on Global Development (PPD-6), approved in September 2010, recognizes that development is vital to U.S. national security and is a strategic, economic, and moral imperative for the United States. The directive provides clear policy guidance, outlines high-level principles to guide our international development assistance, and calls for a new operational model to plan and implement development assistance. The Quadrennial Diplomacy and Development Review (QDDR), issued by Secretary of State Clinton in December 2010, proposed ways to strengthen the capabilities of the Department of State and USAID to elevate diplomacy and development as key pillars of U.S. foreign policy.

The USAID Policy Framework 2011-2015 operationalizes the policy guidance presented in the PPD and QDDR, clarifies our core development priorities, explains how we will apply operational principles across our Agency's portfolio, and presents our agenda for institutional reform, known as USAID Forward. The Policy Framework provides specific guidance to ensure that our work reflects established priorities and principles throughout the Program Cycle. Alongside our core development priorities, the Policy Framework defines the following seven operational principles that, while not new to our work, will be applied more systematically and with greater discipline and analytical rigor across the Program Cycle in order to achieve maximum outcomes with constrained resources:

- Promote gender equality and female empowerment;
- Apply science, technology and innovation strategically;
- Apply selectivity and focus;
- Measure and evaluate impact;
- Build-in sustainability from the start;
- Apply integrated approaches; and
- Leverage "solution-holders" and partner strategically.

USAID Operating Units should consider and, where relevant, incorporate Presidential Initiative strategies and Agency policies and strategies formulated through the Agency's Policy Task

Teams, and articulate how these are applied in the country (or regional) context. The Administrator's Policy Directive on Agency-Wide Policy and Strategy Implementation provides guidance to Missions on how to align and propose exceptions to Agency policies and strategies developed by Agency Policy Task Teams.

2. Country Development Cooperation Strategies: As outlined in PPD-6, "USAID will work in collaboration with other agencies to formulate country development cooperation strategies that are results-oriented, and will partner with host countries and local communities to focus investment in key areas that shape countries' overall stability and prosperity." The CDCS articulates country-specific development hypotheses and sets forth the goal, objectives, results, indicators, and resources levels that guide Project Design/Implementation, Evaluation, and Performance Management, and inform annual planning and reporting processes. The CDCSs are five-year strategies that focus on USAID-implemented resources, including non-emergency humanitarian and transition assistance.[2] CDCSs must reflect Agency Policies and Strategies and also should incorporate priorities and input from key stakeholders, including host country governments, local civil societies, private sector organizations, the State Department, the broader USG interagency and other donors. The CDCS will serve as the development component of broader Country Integrated Strategies outlined in the QDDR.

Consistent with USAID's Policy Framework, Missions are required to apply selectivity and focus in their CDCS. Selectivity requires that missions invest resources in sub-national regions or sectors where they are likely to have the greatest impact on a particular development objective, based on the country context and evidence, and guided by Agency-level Policies and Strategies. Missions should integrate individual country-based Presidential Initiative strategies, as appropriate, and ensure that these investments promote sustainable development outcomes through the inclusion of appropriate democratic governance and economic growth interventions. Focus requires that the total volume of resources a Mission invests in a selected area is significant enough to have a meaningful, measurable, and lasting impact. Small-scale interventions, when appropriate, must also have a measurable outcome and be cost-effective relative to other projects.

In applying selectivity and focus, Missions should consider targeting the following areas:

- Sectors and/or Sub-Sectors: Based on analysis and learning, ramp-up priority sectors and activities, and close-out lower priority sectors and activities;
- Geographic areas and/or Populations: Target resources geographically or on specific populations (e.g. youth, communities) from within a sector or across sectors; and
- Institutional Capacity: Build capacity of specific host government institutions, local civil society and private sector organizations, and related governance or social systems.

In each of these areas, Missions should build synergies for a more integrated approach. Missions should also seek to leverage other development actors' resources and non-assistance tools to magnify results and deploy resources strategically, while avoiding duplication of effort.

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[2] Transitional CDCSs that are scenario-based may be developed with shorter-time frames for appropriate countries. The CDCS also may be adopted for Regional platform strategies.

Results Framework: Results are at the heart of the Program Cycle. As illustrated below, a Results Framework graphically represents the development hypothesis and defines a CDCS Goal, Development Objectives (DOs), Intermediate Results (IRs), sub-IRs, and performance indicators. These core components serve as the basis for project designs, evaluations, and performance management.
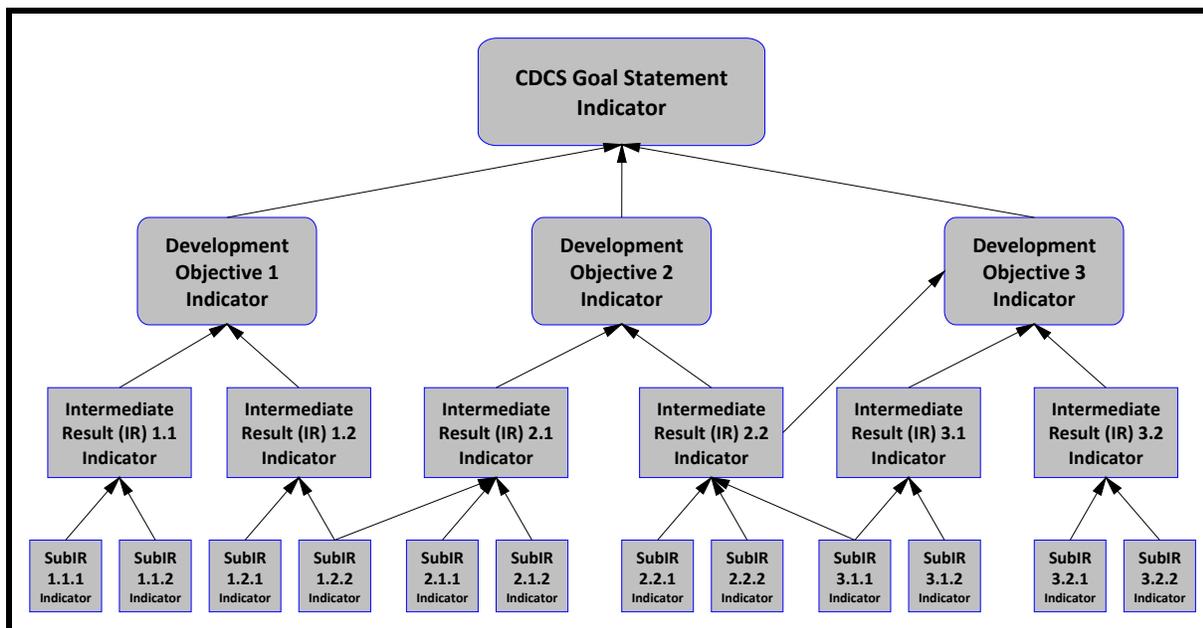
Missions define a development hypothesis and its Results Framework based on evidence (citing specific assessments and evaluations) that illustrates why USAID should reasonably expect a specific investment will produce targeted development impacts, and that these impacts are cost-effective compared to other possible interventions. The Results Framework and development hypothesis should specify assumptions of non-USAID interventions that may be necessary to achieve the CDCS Goal, such as host country commitments, investments and results from other donors, and factors outside of USAID's control. Results Frameworks should continually be reassessed, particularly during portfolio reviews, to analyze whether Mission targets require readjustment to meet higher level results. USAID staff must lead the development of the Results Framework, although contractors, partners, and other stakeholders may provide input.

- *CDCS Goal*: The CDCS Goal is the highest-level impact to be advanced or achieved by USAID, the host country, non-governmental actors and other development partners within the CDCS timeframe.
- *Development Objective*: DOs are the most ambitious result that a Mission, together with its development partners, can materially affect, and for which USAID will be held accountable to demonstrate impact. Although the Standardized Program Structure (the 'F Framework') is still used to account for assistance spending, the DOs will serve as the organizing principle for, and provide input to, the MRR, PPR, OP, and CBJ. DOs, therefore, need to be aligned closely with the requested resources.

- *Intermediate Results*: IRs and sub-IRs are results that together are sufficient to achieve the DOs. In most cases, IRs serve as the basis for "projects" that will be designed and evaluated.
- *Performance Indicators*: Indicators are required for the CDCS Goal, DOs, IRs, and sub-IRs that indicate what the Mission will measure to assess expected outcomes.

Requirements: All bilateral Missions and regional platforms are required to develop a CDCS by the end of FY 2013, with the exception of those that are: (1) implementing projects in a single sector (such as health); (2) closing by FY 2014; and (3) special-purpose Missions, such as those in non-presence countries. The CDCS process typically takes between 6-8 months, including conducting assessments, and consists of the following three phases: (1) Initial Consultations; (2) Results Framework Development; and (3) Full CDCS Preparation, Review, and Approval. Under Chief of Mission authority, the Mission Director submits the draft CDCS to the USAID Regional Bureau Assistant Administrator for review and approval, based on comments from other bureaus and offices and clearance from the Bureau of Policy, Planning, and Learning (PPL). As part of the CDCS process, Missions are required to complete gender and biodiversity assessments, as well as other analyses determined to be necessary during the CDCS Initial Consultations phase.

3. <u>Project Design and Implementation</u>: As the CDCS is developed, the Mission should consider how it will operationalize the strategy through Project Design. Specifically, IRs or DOs for highly integrated or small programs included in the CDCS Results Framework should serve as the foundation for "projects" - defined as a set of executed interventions or activities, over an established timeframe and budget, identified through a design process that is intended to achieve a discrete development result by solving an associated problem. Projects will serve as the basis for future evaluations and should not generally correspond on a one-to-one basis with implementing mechanisms such as grants or contracts. In addition to USAID's Policy Framework operational principles, Missions should design projects with the following considerations in mind in order to achieve maximum development impact for resources invested:

- Apply analytic rigor and utilize the best available evidence;
- Broaden the range of implementing options considered;
- Incorporate continuous learning for adaptive management based on risks and opportunities;
- Implement review processes that are commensurate with a project's cost and complexity;
- Promote collaboration and mutual accountability among USAID, the partner government, other USG Agencies, and other key stakeholders; and
- Demonstrate USAID staff leadership in the project design effort.

Project design teams need to balance the benefits of increased evidence-base with the costs in terms of time and resources to conduct multiple analyses, particularly in transition settings where projects need to be designed and implemented quickly.

Logical Framework: Central to the Project Design process is the Logical Framework (LogFrame), which is developed from the CDCS Results Framework. The LogFrame validates and potentially updates the Result Framework and includes detail on the inputs and outputs

necessary to achieve the intended results or project's purpose as well as project assumptions. It also defines performance targets and benchmarks at the project purpose, output, and input level. The LogFrame provides a way to define, design, and budget for the USAID interventions necessary to achieve the CDCS Goal and DOs. As depicted in the diagram below, the causal logic embodied in the Results Framework and the LogFrame indicates that, *if* the lower level is produced, *then* the level above will be achieved, if assumptions hold. Given the complex and dynamic nature of development, Missions should regularly assess the LogFrame and its assumptions during implementation.
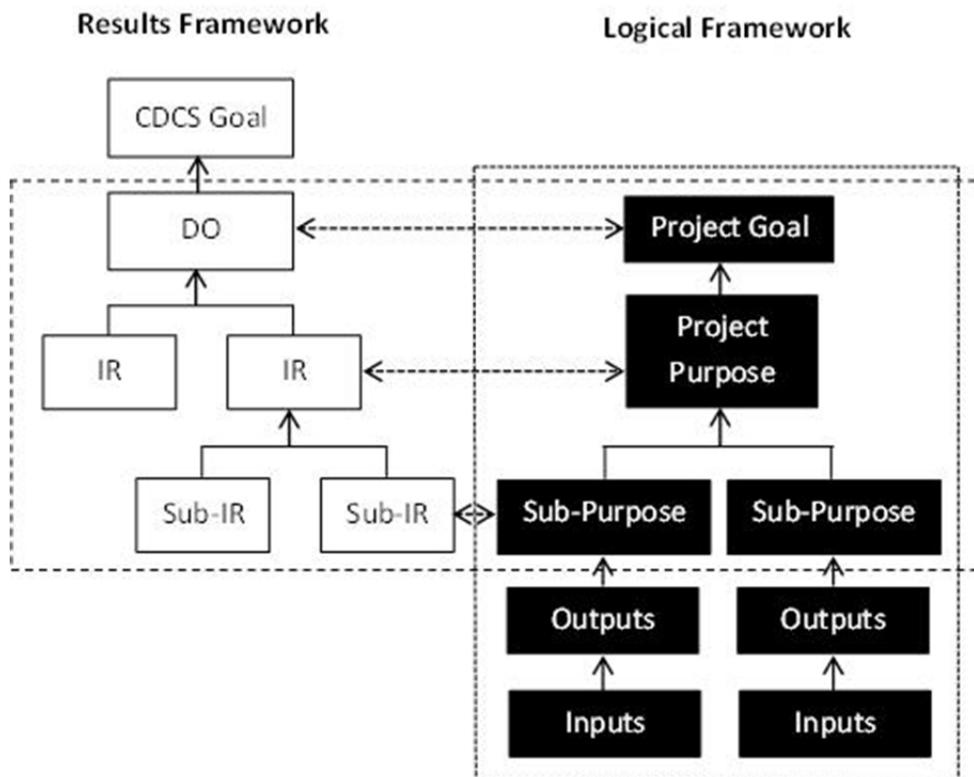
- The *project "goal"* is related to the CDCS Development Objective. The project being implemented, along with others, contributes to this high level result.

- The *outcome or project "purpose"* is the aggregate result of the outputs to be achieved by the project. It generally corresponds to one of the IRs of the CDCS Results Framework or to the DO level for highly integrated or small programs. The purpose should be stated as simply and clearly as possible, as it is the focal point for which a project team is responsible. If an IR has sub-IRs identified in the CDCS Results Framework, then there are also project "sub-purposes."

- *Outputs* are a tangible, immediate, and intended product or consequence of a project within USAID's control. All outputs that are necessary and together sufficient to achieve the purpose should be identified.

- *Inputs* are the tasks, processes, and resources that the project is expected to undertake or consume in order to produce outputs. All the inputs that are necessary and together sufficient

to achieve the outputs should be identified. A complete identification of inputs is essential to preparing the budget estimate required prior to project approval.

Requirements: The PD guidance will apply fully to Missions when they have an approved Country Development Cooperation Strategy (CDCS) or an approved Feed the Future strategy (for FTF focus countries only). In these countries, Mission Directors will identify a limited number of new project designs for FY 2012 – FY 2013 for which full application of the PD guidance will be applied and also for which project design support will be provided by Washington. In all other cases, Missions are expected to prepare, at minimum, an abbreviated Project Appraisal Document and Project Authorization, in lieu of an Activity Approval Document, for new project designs beginning by July 2012. Mission Directors will establish these priority projects as part of a Project Design Schedule that is submitted to Washington.

The Project Design process consists of the following key steps:

- Conduct or use (including from other development partners) analyses, evaluations or assessments that are deemed critical, including a mandatory "sustainability analysis" of the project. The Mission may use those assessments completed for the CDCS;
- Prepare a Concept Paper that defines the basic outline of the proposed project, including a roadmap to completion of the final project design document;
- Develop a Logical Framework, building upon the CDCS Results Framework;
- Develop a Monitoring and Evaluation Plan;
- Prepare a cost estimate, financial plan, and implementation plan and confirm that other pre-obligation requirements are met; and
- Prepare formal approval documents approved by Mission leadership - Project Appraisal Document (PAD) and Project Authorization.

Project Appraisal Document: The PAD, which is approved by the Mission Director, documents the complete project design and serves as the reference document for Project Authorization and subsequent implementation. The PAD should: (1) define the development problem to be addressed by the project; (2) provide a description of the technical approach to be followed during implementation; (3) define the expected results at the input, output, purpose, and goal level (as presented in the final logical framework); (4) present the financial plan and detailed budget; (5) present an overall project implementation plan; and (6) present the monitoring and evaluation plan.

The PAD is the baseline for implementation, project adaptation, and evaluation. It synthesizes the various analyses that underlie and rationalize the project design, and assess the overall feasibility of project success. It is also the baseline against which the project may be realigned during implementation, since the development process is dynamic and project activities may need adjustment, or aspects of the project logical framework require reworking in light of unforeseen circumstances. Finally, the PAD provides a reference point for comparing the value of alternative investments for the purposes of resource allocations and budget justifications.

Implementation: As outlined above, projects do not necessarily align on a one-to-one basis to implementing mechanisms, such as USAID-managed instruments (grants and contracts), partnerships or Development Credit Authority arrangements, or those implemented by host

country governments. A project typically will have multiple mechanisms, which could relate to more than one sector. Decisions on the number and mix of implementing mechanisms should be determined by the best means to achieve the project purpose. Missions should consider carefully the best approach to manage a project to ensure that project managers are able to conduct the appropriate project oversight and ensure cross-integration occurs, as appropriate. Projects also may define necessary non-assistance mechanisms, such as support for policy reform, capacity development of local partners, or private sector engagement which may require USAID staff and other members of the Country Team to play a key role in achieving project results.

Although USAID should lead the project design and oversee implementation, Implementing Partners play a key role both in implementing certain aspects of the project and in reporting project results. (In public-private partnerships and global development alliances, strategic partners may also play key roles related to implementation and results monitoring.) It is important that Missions monitor project performance on a regular basis to determine whether the strategy is being followed and project implementation is progressing according to the design, and what adjustments, if any, are needed. In these cases, project staff should work closely with other relevant members of the USAID staff (e.g., Controller, Contracting/Assistance Officer, Regional Legal Advisor) to make necessary project modifications.

The analytic basis for projects continuously needs to be updated, tested, and upgraded. Throughout the implementation stage of the Program Cycle, Missions should assess the implications of any divergence between anticipated and unanticipated outcomes, and facilitate reflection, additional analytic work, and course correction. Project implementation should respond to what is learned, adapting project activities, revising work plans and, if necessary, modifying contracts, grants or other implementation modalities to ensure the achievement of project results. Periods of assessment should be built into project implementation. Project implementation also should incorporate dynamic tools and mechanisms with the potential to adapt to changing circumstances, and to respond to evolving external conditions.

4. Evaluation and Monitoring: To help determine whether projects are having the intended impact, Missions should: (1) monitor the achievements of programs and projects; (2) collect and analyzing performance information to track progress toward planned results; (3) use performance information and evaluations to influence decision making and resource allocations; and (4) communicate results to advance organizational learning and inform stakeholders.

The USAID Evaluation Policy defines evaluation as the systematic collection and analysis of information about the characteristics and outcome of programs and projects to improve effectiveness and/or inform decisions about current and future programming. Evaluation is situated at the intersection of two contiguous program cycles: it looks back over the previous phases of the cycle to understand why results were achieved, or why they were not; and it looks forward through informing future CDCS development and project designs with this evidence. The two primary purposes of evaluation undertaken by USAID are:

- For accountability - measuring project effectiveness, relevance and efficiency, disclosing those findings to stakeholders, including the Congress, and our beneficiaries, and using the findings to inform resource allocation and other decisions.

- To learn - systematically generating knowledge about the magnitude and determinants of project and strategy performance to inform and improve project and strategy design and implementation.

Evaluation Requirements: As required by the USAID Evaluation Policy, Missions must evaluate all large and innovative projects and must share the findings with the Development Experience Clearinghouse. Evaluation requirements are identified in the following documents:

- CDCS - For each DO, list high priority evaluation questions and identify at least one opportunity[3] for impact evaluation of a project or project component;
- Performance Management Plan - Plan for evaluations expected to be undertaken during the CDCS timeframe. Update the PMP with project evaluations as they are designed;
- Project Appraisal Document - Include a Monitoring and Evaluation plan to include measures to be used to monitor each level of project results; provide a precise definition for each indicator; identify the data sources and methodologies of data collection; and define the plan and methodology for collection of baseline data; and
- Performance Plan and Report (PPR) - Include the following evaluation data: name; type; trigger; purpose; budget; and timeline in the Evaluation Registry.

*Performance Management Plan Requirements***:** Missions are required to develop Performance Management Plans (PMPs) after approval of CDCSs that include the following components:

- *Performance Measures* – Full set of indicators that the Mission will use to assess progress toward achieving the various levels of the approved CDCS Results Framework (including CDCS Goal, DOs, IRs, and sub-IRs); preliminary baseline values and targets; source of data and method of collection; schedule for data collection; cost to collect data; known data limitations; and data quality assessment procedures. This information will not be required for submission to Washington, but must guide the selection of indicators to be included in the PPR.
- *Evaluation* – Identification of planned evaluations over the CDCS timeframe. The Evaluation section of the PMP is not required to be routinely submitted to Washington as evaluation data is required in the PPR.

Missions must conduct at least one portfolio review each year that covers all projects, examines strategic and operational issues, and determines whether activities are leading to the expected results established in their CDCS and PMP. The PMP should be updated, as a result of the portfolio reviews and as projects are designed and implemented, to provide more detailed information on performance indicators, targets, and baseline as it becomes available.

5. Learning and Adapting: Missions are encouraged to improve coordination and collaboration with development partners, test promising new approaches, build on what works, and eliminate what does not during the implementation of the Program Cycle. Key learning areas include:

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[3] Note that this does not mean that an impact evaluation is required for every DO.

- Facilitating coordination, collaboration, and exchange of experimental knowledge internally and with external stakeholders;
- Testing hypotheses, filling critical knowledge gaps, and addressing uncertainties in the hypotheses with new research, evaluations, or syntheses of existing analyses;
- Ensuring new learning, innovations, and performance information gained through monitoring and evaluation inform implementation, policy formulation, and strategy development; and
- Identifying and monitoring game changers or broad conditions that are beyond the Mission's control but could impede or improve implementation.

One approach to consider is the Collaborating, Learning, and Adapting (CLA) model, being developed by USAID/Uganda and now being adopted by several other Missions. This type of tool will serve to periodically reassess the CDCS's underlying development logic or hypotheses as the CDCS is implemented, and provide an analytic link between the CDCS, project designs, their implementation, and their evaluation.

6. Budget and Resources: All Program Cycle components contribute to improving the clarity, analytic rigor, and evidence with which requested resources are connected to expected results. This improved relationship between resources and results will help Missions, Bureaus, and USAID and State leadership to make better resource allocation decisions and will lead to more effective budget justifications to OMB and the Congress.

Through the Streamlining process and as part of QDDR implementation, State and USAID are restructuring and connecting the annual planning and reporting processes to reduce the burden on the field and improve the quality of data requested and received. To achieve these goals, USAID and State are re-designing the annual processes into a series of linked and integrated documents and processes that share common data and leverage common components developed through the Program Cycle. Key examples include:

- Performance information included in the PMP, which is taken in part from the CDCS, will be included in the PPR, MRR, and CBJ (which is expected to decrease the amount of time officers need to rewrite performance information for reporting purposes);
- The MRR, PPR, OP, and CBJ will be structured around Mission Objectives, which for CDCS countries are the DOs;
- CDCS resource priorities and allocations will serve as the basis for the USAID investments included in the annual MRRs;
- CDCS resource data will be included in FACTS Info; and
- Annual evaluation planning (1 year ahead) and reporting (year just completed) will be included in the PPR in the Evaluation Registry.

The State/USAID Streamlining Governance Committee needs to approve a business case and cost-benefit analysis for any proposed new annual reporting requirement that will be repeated over time and that involves more than seven Operating Units.

PROGRAM CYCLE SUPPORT

To ensure that the Program Cycle is integrated and mutually reinforcing, PPL will work with the regional bureaus, pillar bureaus and independent offices, and missions to oversee implementation of all components.

Program Cycle Service Center: PPL has established, and is funding, a Program Cycle Service Center which complements support to missions from Regional Bureau, Technical Bureau and PPL staff through the following mechanisms:

- An **on-call center** that will make its expertise available to all USAID staff to answer questions regarding key elements of the program cycle. The Service Center can be contacted through multiple means, including direct email, phone call, walk-ins during staffed "office hours" or online through Program Net (described below).
- **Short-term technical assistance** will be provided "virtually" or through short TDYs to a Mission (generally 1-3 weeks). Technical assistance may be provided by individuals, or teams including Regional Bureau, Technical Bureau, or PPL staff.
- **Consultant residencies** of up to three months will also be provided to help missions focus on USAID systems capacity building through technical assistance and the mentoring of Mission staff.

PPL will work with the regional bureau and missions to determine the nature of the technical assistance and its length. To ensure coordination, the field mission, Regional Bureau, and PPL will clear on all Scopes of Work developed for all technical assistance.

ProgramNet: PPL is building a community-of-practice website to provide a forum for discussion on difficult issues, capture suggestions and best practices from the field, and track frequency of questions and issues. ProgramNet (http://programnet.usaid.gov/) also will serve as an extension of the project design guidance by providing a more detailed tool kit.

Next Steps: The ADS will be amended to reflect the Program Cycle changes discussed above. In the interim, the CDCS fulfills the requirement for country-level strategic planning with CDCS Development Objectives replacing Assistance Objectives. The PAD and Project Authorization replace the Activity Approval Document. PPL will likewise amend the ADS to reflect the USAID Evaluation Policy. PPL also will address how best to update the suite of training products associated with the Program Cycle, including Programming Foreign Assistance, Project Design and Management, Managing for Results, and Advanced Project Design.