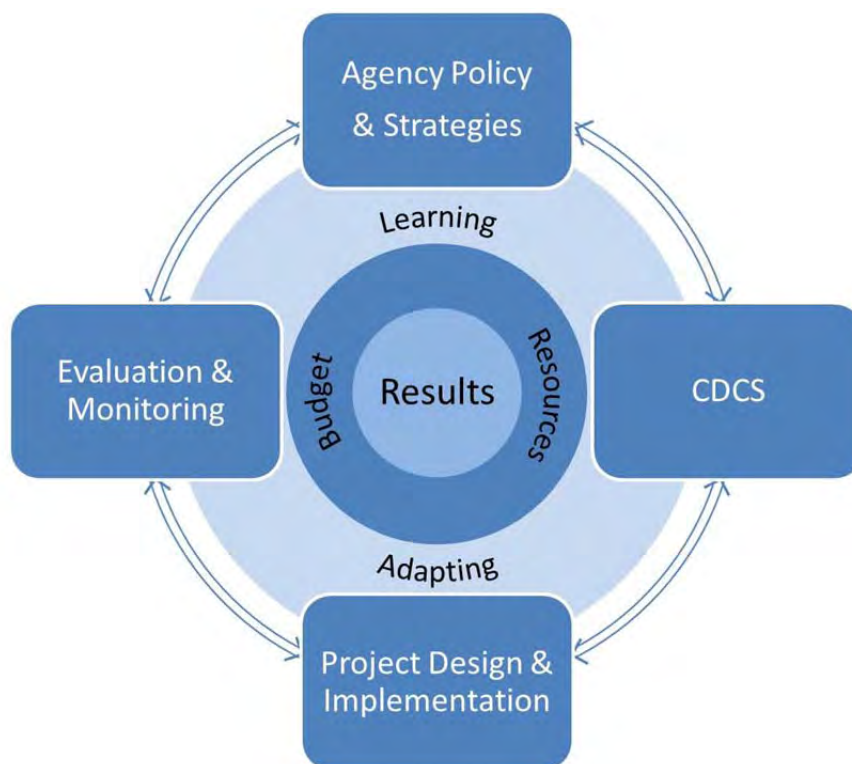


Overview: The diagram below graphically represents the Program Cycle.



To maximize results, all parts of the Program Cycle must be rigorous and integrated¹. 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.

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.