

# PROGRAM CYCLE LEARNING AGENDA

BUREAU FOR POLICY,  
PLANNING AND LEARNING



**USAID**  
FROM THE AMERICAN PEOPLE

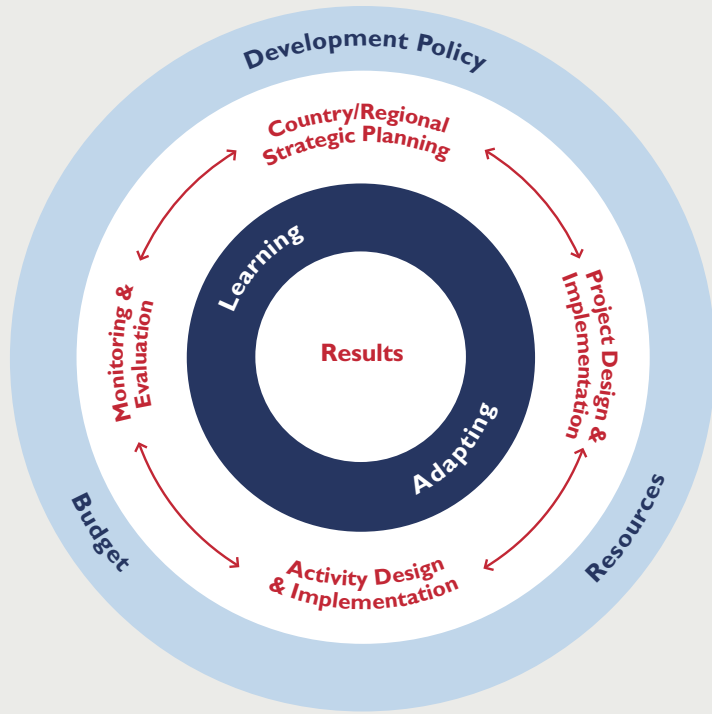
The Bureau for Policy, Planning and Learning (PPL) is committed to ensuring that it is learning from the implementation of the Program Cycle and filling in knowledge gaps around what works and doesn't work in the current iteration of the Program Cycle policy. In order to do this, PPL has developed a learning agenda that defines five learning questions around key assumptions or critical processes within the Program Cycle.

In addition, the learning agenda determines how to answer these questions, and how it plans on using these processes to inform periodic reflection and facilitate adaptive management to improve PPL's support to missions and operating units.

Developed with extensive consultation from USAID staff in Washington and missions worldwide, the Program Cycle Learning Agenda (PCLA) contains five key questions.

FOR MORE INFORMATION, VISIT  
[programnet.usaid.gov/library/pcla](https://programnet.usaid.gov/library/pcla)

OR CONTACT LANE POLLACK AT  
[lpollack@usaid.gov](mailto:lpollack@usaid.gov)



**THE USAID PROGRAM CYCLE**

## PCLA LEARNING QUESTIONS

**THE FOUR PRINCIPLES.** ADS 201 presents four principles for implementing the Program Cycle. To what extent and how are the four principles represented in Program Cycle products and evident in Program Cycle processes in USAID missions? Why or why not?

**AWARENESS, KNOWLEDGE AND BUY-IN.** To what extent do USAID leadership, staff members, and partners understand and buy into the vision and spirit behind the Program Cycle? Why or why not?

**ALIGNMENT OF PROGRAM CYCLE COMPONENTS.** To what extent are strategies, projects, activities and associated MEL plans aligned in practice? Why or why not?

**PROJECT IMPLEMENTATION.** To what extent are mission staff managing “projects” in practice? Are mission staff designing, managing, monitoring, evaluating, learning and adapting at a project level? Why or why not?

**PPL SUPPORT AND CAPACITY BUILDING.** To what extent and how do missions perceive and value PPL capacity building modalities and content? Do they know about them, are they using them, are they valuing them, and are they meeting their needs? Why or why not?