



* For the purposes of these handouts, the terms “adaptive management” and “collaborating, learning, and adapting” are used interchangeably.

STEP	CORE TASKS	TIPS AND CONSIDERATIONS
1 PRE-AWARD	<ul style="list-style-type: none"> <input type="checkbox"/> Consult with OAA early in the procurement process to identify and select an instrument that facilitates flexibility and adaptive management** <input type="checkbox"/> Include information and procurement language necessary to enable best practice for biodiversity programming and adaptive management in the statement of work and corresponding sections of the contract/ agreement 	<ul style="list-style-type: none"> • Involve mission program and contracts offices early and often through design process • Use procurement mechanisms and language that enable and incentivize adaptive management • Build in resources and time for an extended Year-1 start-up • Request partners plan and facilitate annual or midterm pause and reflects events • Use related resources in USAID CLA Toolkit
2 KICK-OFF WITH IP	<ul style="list-style-type: none"> <input type="checkbox"/> Scope team capacity to determine level and type of support needed, available resources, timeline, and next steps <input type="checkbox"/> Address pending pre-award phase issues, such as evidence needs <input type="checkbox"/> Provide start-up process overview to orient all team members 	<ul style="list-style-type: none"> • Work towards a common understanding and agreement for the use of TOCs and results chains in start-up, implementation, and adaptive management • As possible, ensure needed and relevant resources are accessible to all participants • If start-up time is limited, consider accepting provisional work plan and MEL plan on contract due dates (often 60-90 days after kick-off) with deadline for complete plans after TOC workshop
3 PREPARE FOR THEORY OF CHANGE WORKSHOP	<ul style="list-style-type: none"> <input type="checkbox"/> Work with USAID mission colleagues and/or review and synthesize activity documents to identify: <ul style="list-style-type: none"> <input type="checkbox"/> underlying logic in the TOC; <input type="checkbox"/> IP planning, monitoring, and reporting obligations; <input type="checkbox"/> relevance and applicability of potential strategic approaches; <input type="checkbox"/> additional evidence to use during start-up <input type="checkbox"/> Review context analysis, update situation model, and set up methodology and process for revising TOC at workshop <input type="checkbox"/> Complete all logistical preparations 	<ul style="list-style-type: none"> • Choose a neutral workshop facilitator with experience in and knowledge of the design methodology and programming context to enable better team contributions • Revise work and MEL plan templates with the mission, share them with partners, and reserve time on the agenda to refine further if needed • Incorporate inclusive, team-building activities in the workshop design • Manage TOC expectations to ensure realistic and achievable outcomes • At workshop close, use a round robin format to ask each participant how they will apply learning from workshop
4 THEORY OF CHANGE WORKSHOP	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize updated situation model <input type="checkbox"/> Finalize TOC narrative <input type="checkbox"/> Depict TOC in one or more results chains <input type="checkbox"/> Organize and prioritize actions along results chains <input type="checkbox"/> Develop work plan and MEL plan elements or draft plans, time permitting 	<ul style="list-style-type: none"> • Use small breakout groups to develop each results chain, then identify MEL elements • For efficiency, when working with many partners and stakeholders, first develop draft TOCs and results chains with IPs and then vet with local stakeholders • Explain the role of and requirements related to existing performance indicators (standard or custom)
5 FINALIZE START-UP	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize and submit: <ul style="list-style-type: none"> <input type="checkbox"/> Life of activity TOC narrative and logic model <input type="checkbox"/> TOC-based MEL plan <input type="checkbox"/> TOC-based work plan <input type="checkbox"/> Other start-up deliverables, as required 	<ul style="list-style-type: none"> • Leverage virtual sessions post-workshop to refine the MEL plan using TOCs • Include core team in virtual sessions for continuity and understanding; remote work is best for teams aware of the process/tools/terms

**Adaptive management is defined in ADS 201 as “an intentional approach to making decisions and adjustments in response to new information and changes in context.” Adaptive management is not about changing goals during implementation, it is about changing the path being used to achieve the goals in response to changes.