Defining Objectives issues to address in a stocktaking	
Cumulative Progress How can you receive your Mission's achievements toward DO and IRs, with the results documented to support knowledge management?	**Cumulative Progress** Missions should determine if projects are on track to achieve intermediate results and advance Development Objectives. Examine relevant performance monitoring data under each Development Objective based on monitoring plans described in the Mission PMP. You may want to include data for intermediate results and project purpose performance indicators. Evaluations, assessments, and other sources of data may help to contextualize performance monitoring data. It can be very useful to build on the outcomes and recommendations of the most recent strategy-level portfolio review and assess or address them during the stocktaking.
Critical Assumptions What is the status of critical assumptions and changes in context, along with related implications for performance?	**Critical Assumptions** Missions should examine whether the **critical assumptions** for each development hypothesis are holding and whether the operating context has changed. If anything has shifted, determine if those changes might be **positively** or **negatively** affecting results. The Mission should make these determinations based on evidence and data available. Note that because critical assumptions and risks are not static, the stocktaking should **explicitly d**etermine if they are still valid or whether there are new or different assumptions or risks that should be potentially monitored moving forward.

Themes	Themes
What is the status of cross-cutting themes at your Mission?	If the strategy identifies cross-cutting themes, then the Mission should: 1. examine relevant performance monitoring, contextual data, and other sources of learning for each cross-cutting theme based on the Mission-wide PMP; 2. examine outcomes that are occurring under these cross-cutting themes and how they relate to the status of CDCS and project results; 3. consider how much progress should be expected on each cross-cutting theme for the next annual strategy-level portfolio review; and identify additional areas for learning that could be used to inform the development of a new strategy (if relevant) You may wish to consider drawing upon existing or forming temporary theme-specific working groups to analyze and assess progress to date.
Adapting	Adapting
What opportunities exist to adapt as a result of learning?	Mission teams can identify opportunities and agree upon priority actions that will adjust and adapt the strategy, projects, or individual activities to position the portfolio to achieve maximum development outcomes based on current best available knowledge. These opportunities are based on: • evidence of progress toward achievement of CDCS and project results;

	- the status of critical assumptions and operational context; and - any other sources of learning along the way (i.e., indicators, evaluations, assessments, portfolio reviews, or collaborative learning across teams)
Learning What has been learned from monitoring data, evaluations, partners, program participants, or other sources of information?	Learning While reviewing progress toward expected results is an important part of a stocktaking, these reviews also provide unique opportunities for the Mission to learn from information **produced during the strategy period to date**. Missions should **look ahead** to the next strategy by devoting time in the agenda to take stock of the existing evidence base, identify current knowledge gaps, and plan analyses or assessments needed for the next strategy. Sources may include formal **monitoring**, **evaluation** and **research efforts**, as well as more informal, experiential and ad hoc sources. When analyzing evaluations, pay attention to those that address topics relevant to the **development of the subsequent strategy** and/or are **examples of learning** that is of interest outside the Agency. The Mission is strongly encouraged to discuss the **status of post-evaluation action plans** and their use during a stocktaking, which will further aid in ensuring that institutional learning takes place and evaluation findings are used to improve development outcomes.
Resources	Resources Missions should consider how the current allocation and management of staffing and

What staffing and budgetary resources to support Mission objectives must be allocated and managed?	budgetary resources are **supporting Mission objectives** and **if changes are needed** to support the portfolio. It is important to consider how current resource allocation might need to adjust in the next strategy.
Challenges & Next Steps What challenges and next steps for improving performance must your Mission consider?	Challenges & Next Steps A stocktaking is used to highlight and prioritize the most **important challenges** related to performance and devise options for addressing them through action planning. While this may include **taking decisive action** during or after the stocktaking, it may also include **conducting further analysis** that informs future decision points or even the next strategy.