USAID
من الشعب الأمريكي

Collaborating, Learning, and Adapting

Agenda & Reflection Questions – Day 1

Introduction to CLA	How do you define CLA? What information on the survey most surprised you? What pieces of CLA do you feel you need to work on most? What comes easiest for you? What comes hardest?
Enabling Environment	What have you done this week to create an enabling environment? What barriers exist to an enabling environment? How can you improve the environment in the Mission? For IPs?
Adult Learning	What bad habits do you have when planning for adult learning activities? What good habits do you have? How can you better model good habits for IPs?

Why CLA?

- ✔ You have to!
- ✔ It is good for your activities.
- ✔ It is good for you.

CLA In The Program Cycle

Photo by Lorie Shaull from Noun Project

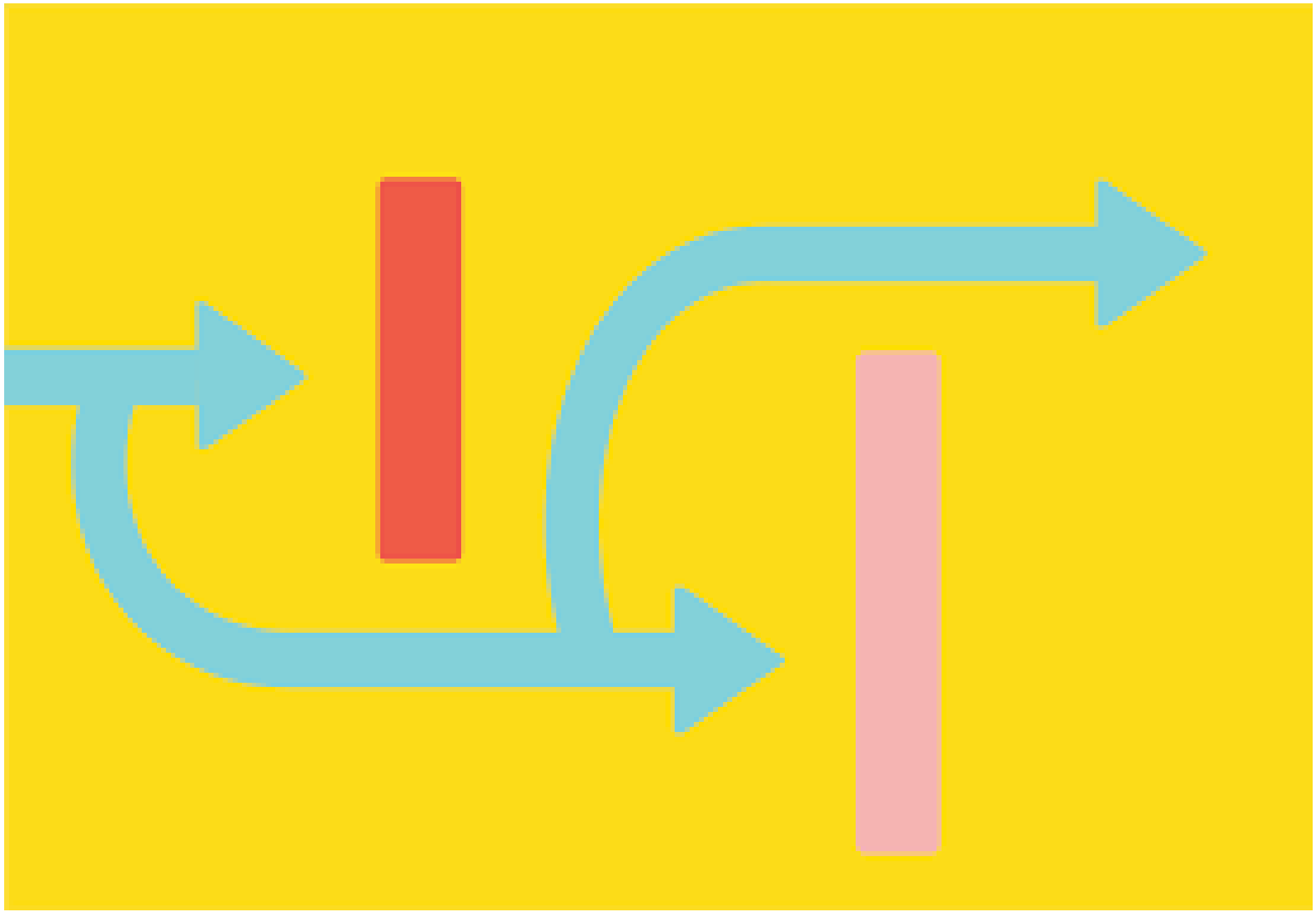
CLA Framework

Enabling Conditions

Collaborating

Learning

Adapting



How Adults Learn

Photo Credit: Association for Talent

What is wrong with this slide?

Tactics to tell the Story and deliver the message

- Collaborate with other ministries: weekly meetings
- Identify diverse opportunities to deliver message
- Identify the “voices of trust”
- Public Forums
- Radio/TV
- Facebook
- Videos

What other tactics can you use? What has worked?

Telling a Story

Collaborate

Trustworthy Voices

Tools

Share

Use Handouts!

Detailed

Blank

If the presenter has done a good job – you don’t want the slides!

- Stephanie Evergreen, Presenting Data Effectively

Life Experience

- ✔ Use it.
- ✔ Listen first.
- ✔ Connect to their experience.

Learned Values

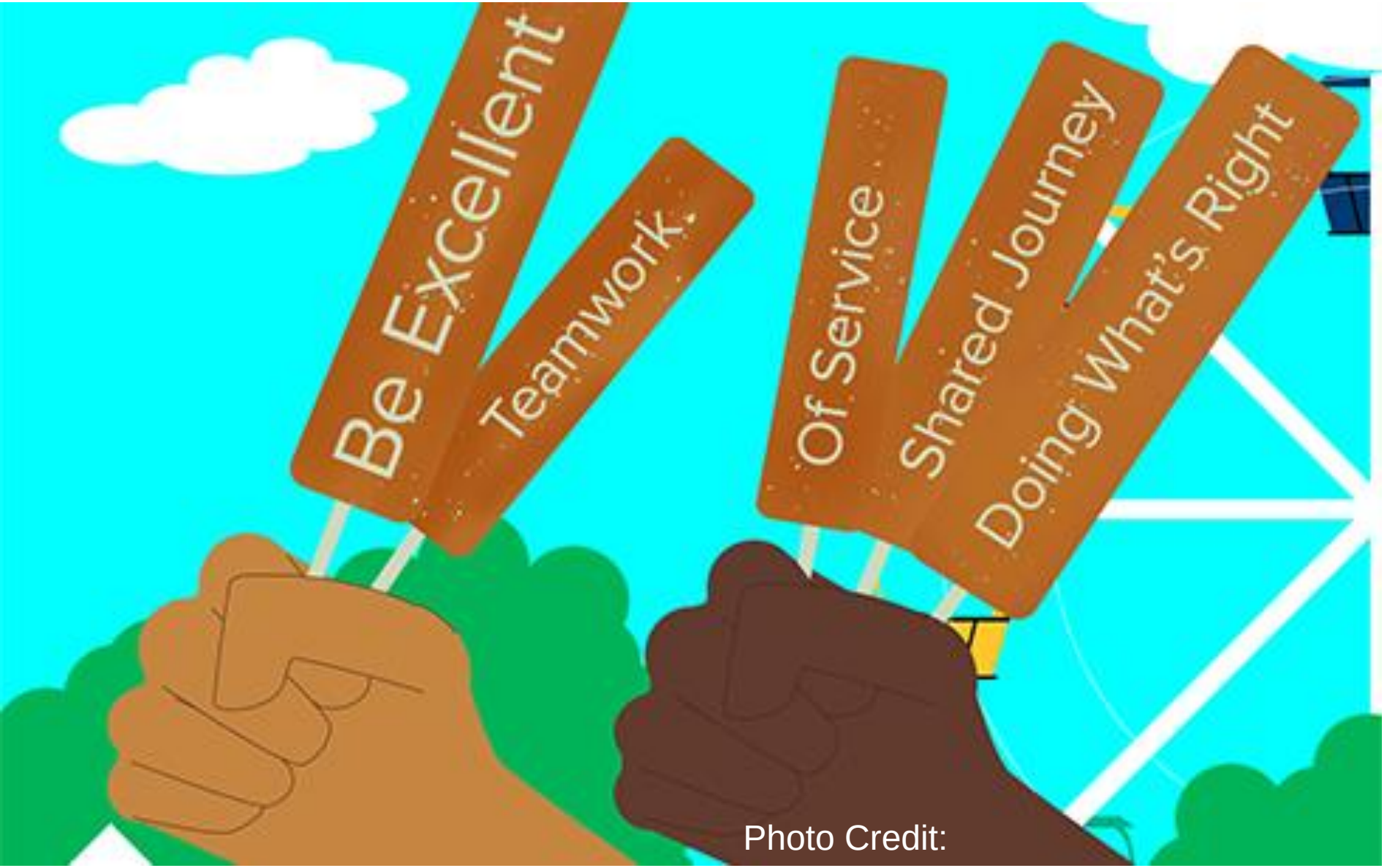


Photo Credit:

What can you change in one session or workshop series?

Biases

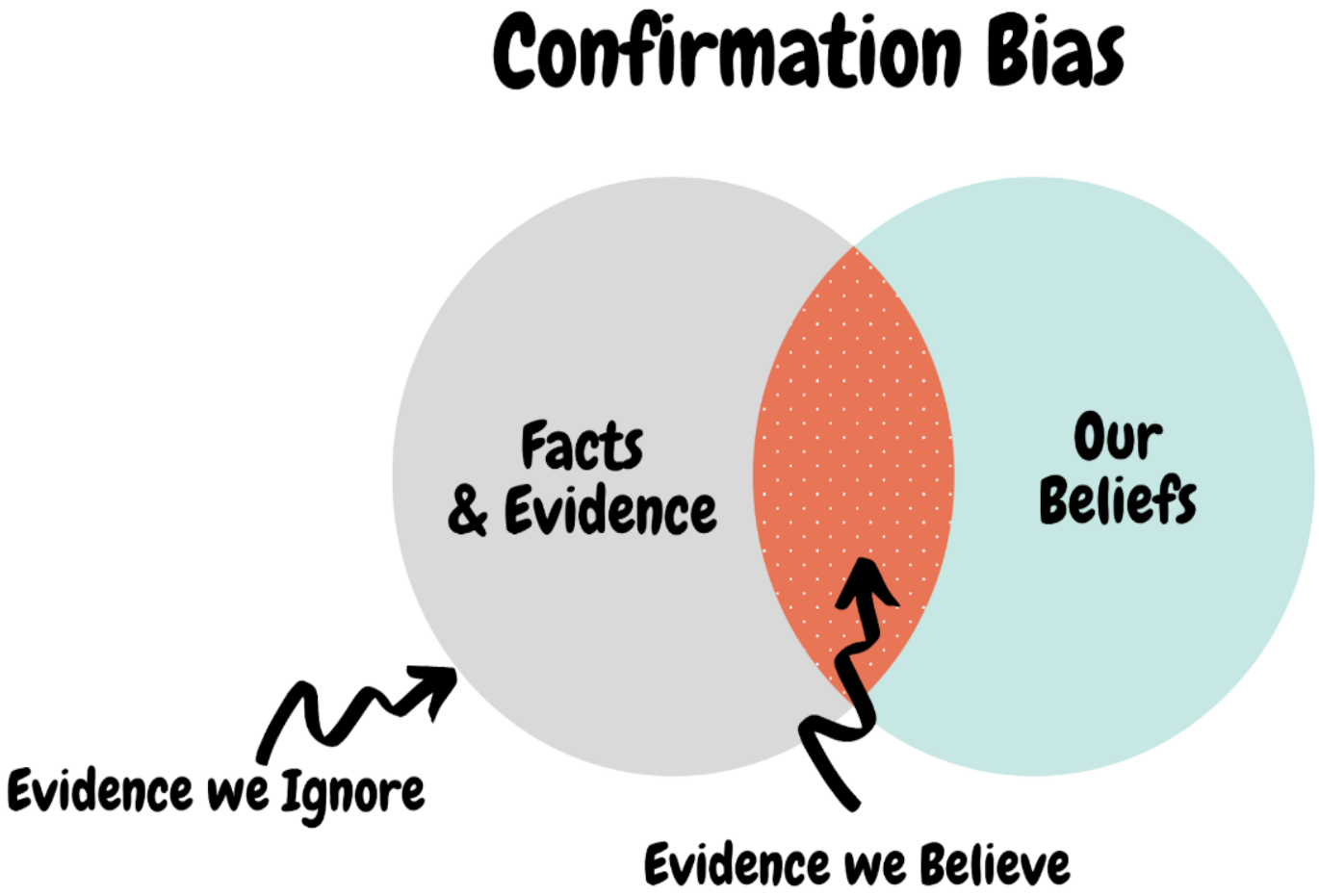


Image Credit: UX Collective

- ✔ What can you challenge?
- ✔ What should you leave alone?
- ✔ What needs to be addressed?

Distractions

Image Credit: Carolyn Moore

- ✔ Fit into their lives.
- ✔ Make learning worth their time.

Expectations

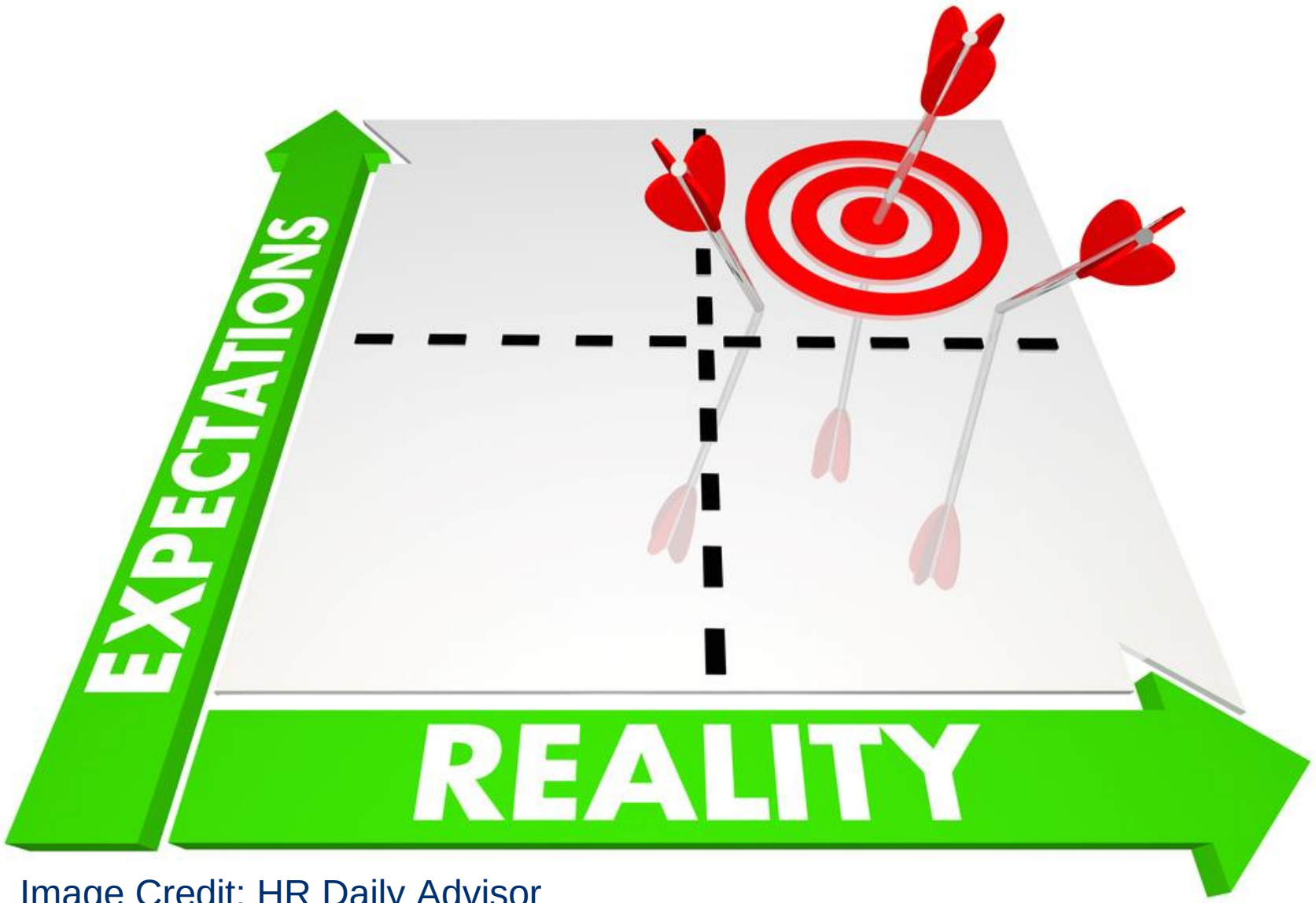
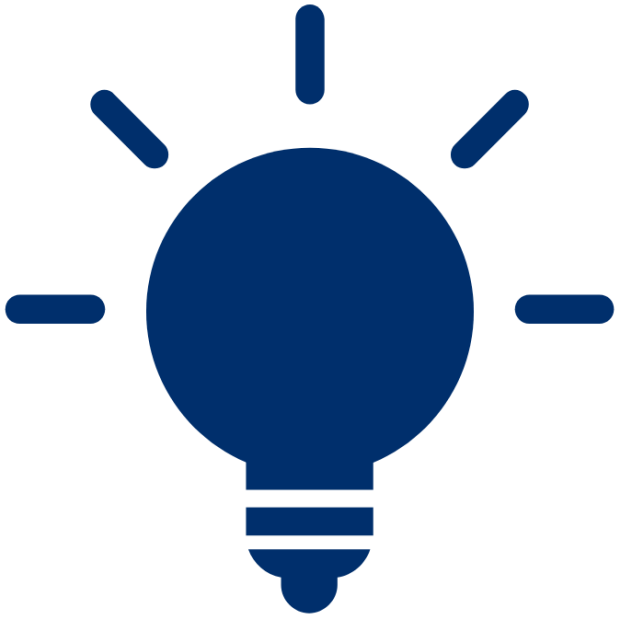


Image Credit: HR Daily Advisor

- ✔ USAID Expectations.
- ✔ IP Expectations.

Three Key Tips!

Connect



Listen

Involve

Day 2

Welcome and Recap

Agenda & Reflection Questions – Day 2

Collaboration

What is easier for you, internal or external collaboration? What steps outline do you follow? What do you need to get better at?

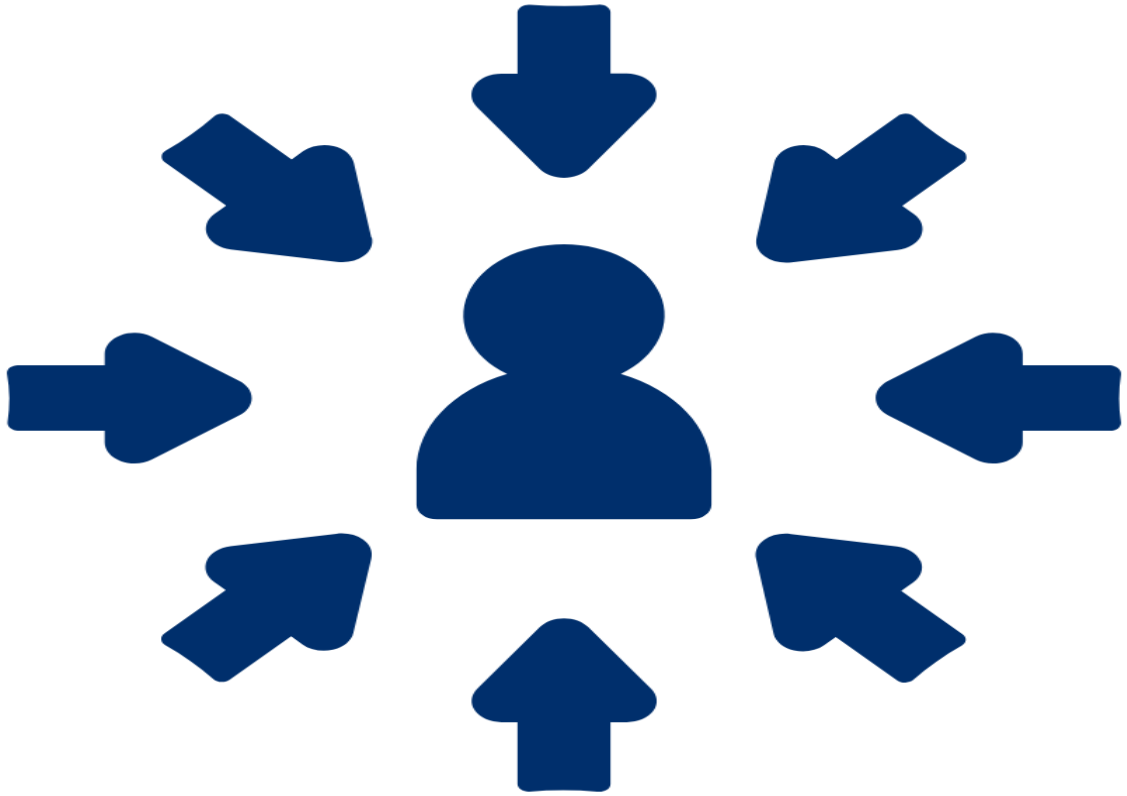
Knowledge Management

What common mistakes do you make in KM? What is hardest for you? What is the biggest challenge for utilizing data with IPs and internally for the Mission?

Find the Jellybeans!

Collaboration – Working Together

Building a Collaborative Environment - Internal



- ✔ Lead by example.
- ✔ What is working at USAID?
- ✔ What is not?

Start at the Top

Don’t Micromanage!

- ✔ Assign roles.
- ✔ Team effort.
- ✔ Learn to step back.

Full Transparency

Set Team Goals

- ✔ Set the goals together
- ✔ Track goals collaboratively

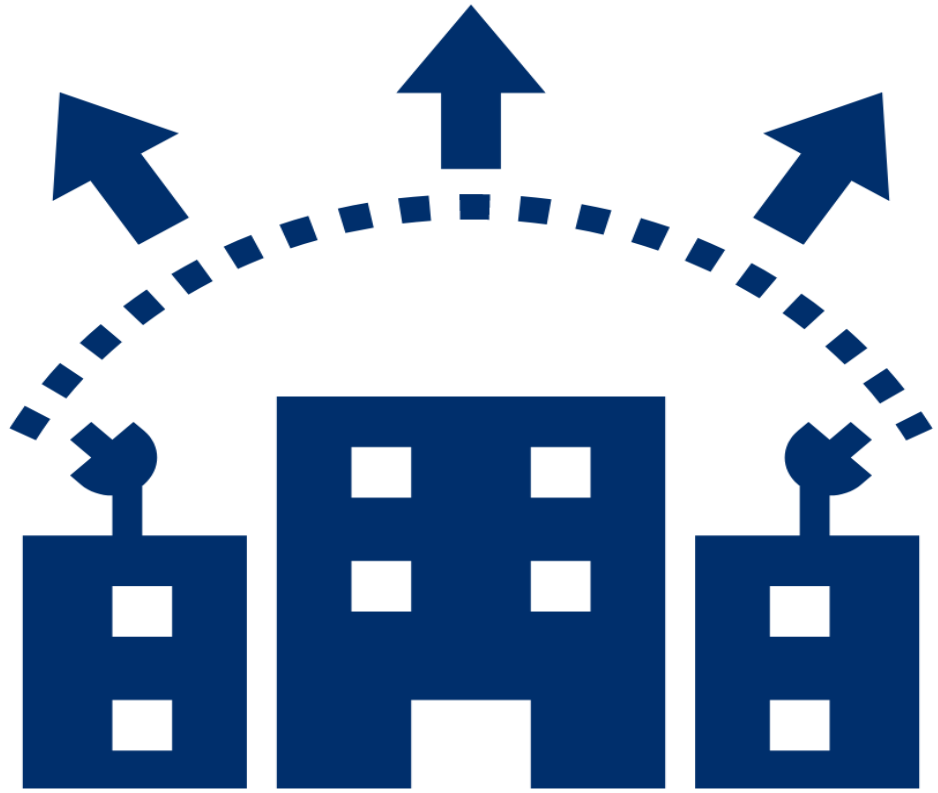
Use Technology

- ✔ What tools do you use?
- ✔ What isn't helpful?
- ✔ What is underutilized?

Include Everyone!

Image Credit: Faculty

Taking it Outside - External Collaboration



Identify a Shared Vision

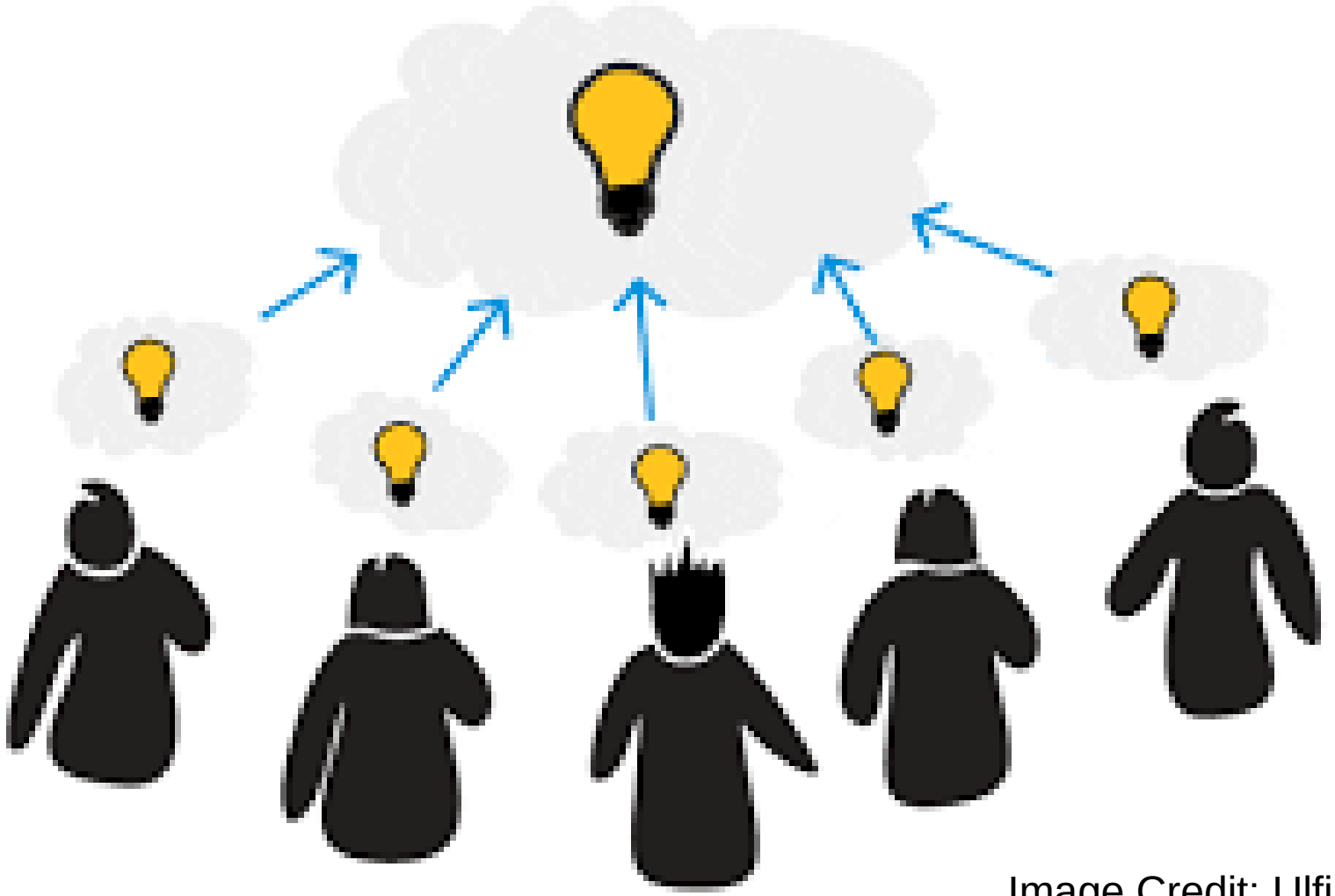


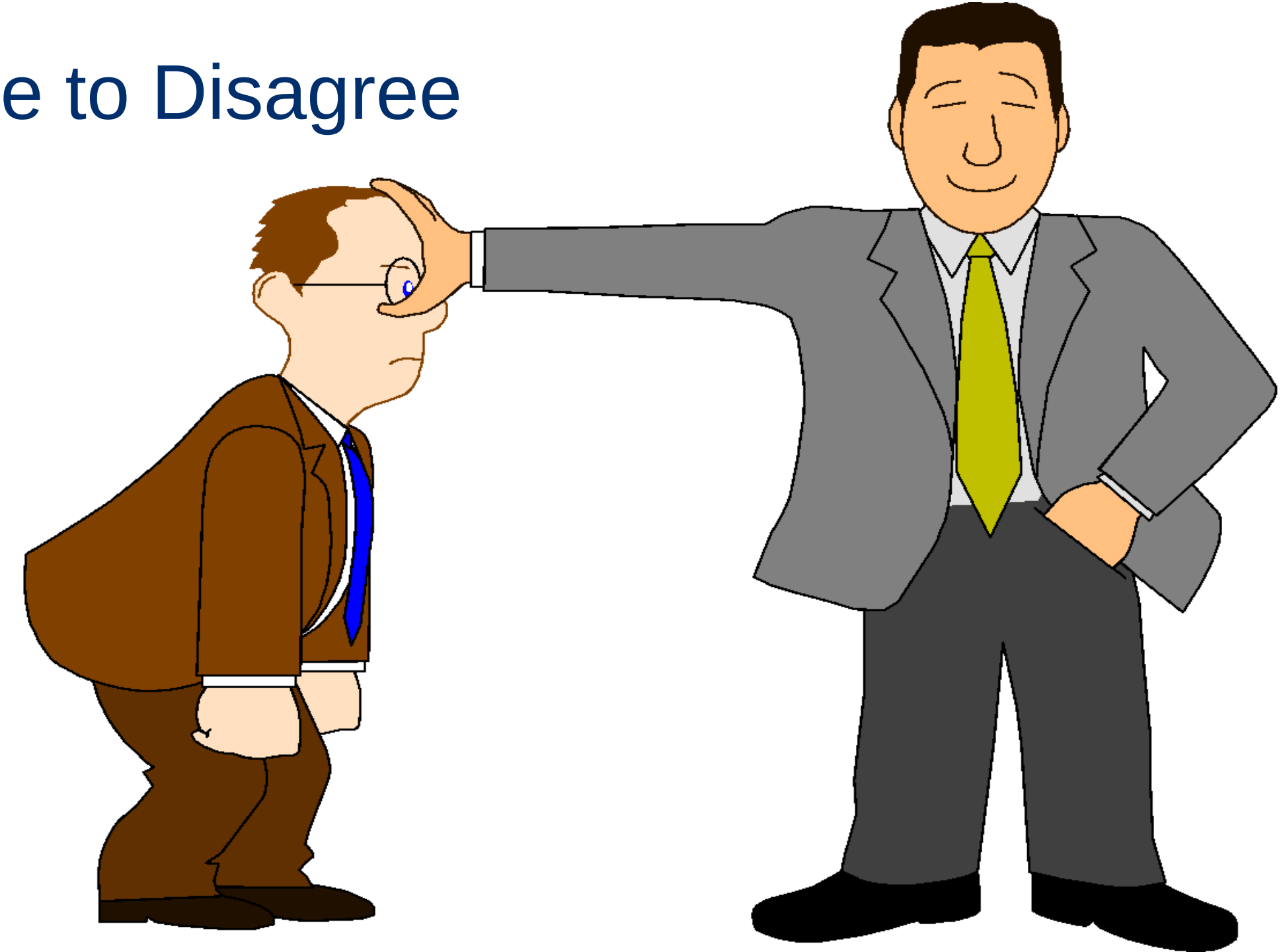
Image Credit: Ulfire

- ✔ Big-picture outcomes?
- ✔ What can be done together?

Agree on a Realistic Strategy

- ✔ Vision
- ✔ Approach
- ✔ Process

Agree to Disagree



Keep Promises

Image Credit: Salesforce

- ✔ Don’t make too many promises
- ✔ If rules change – give people advance warning

Develop Common Tools

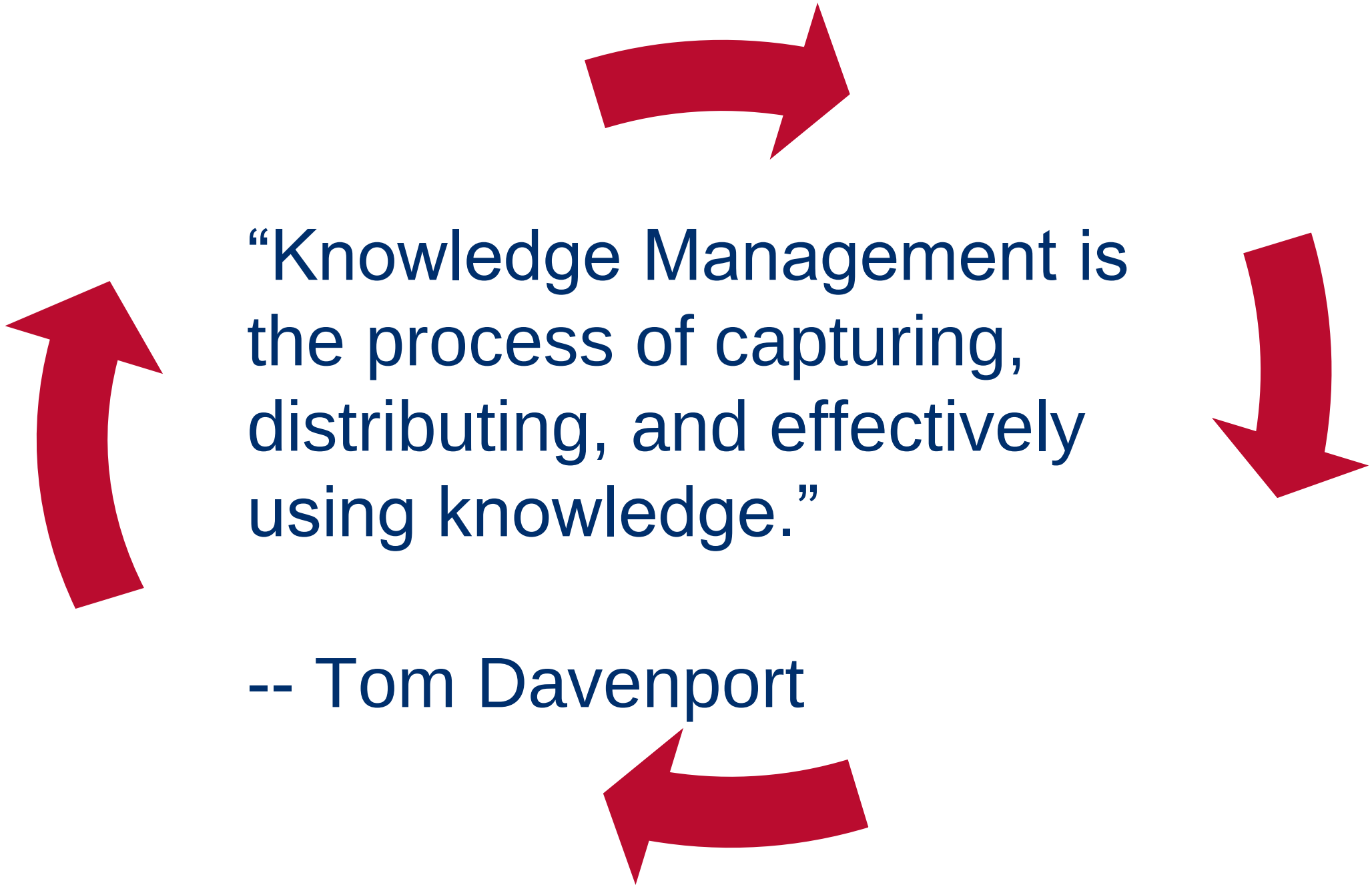
- ✔ Don’t push your tools on IPs
- ✔ Make tool selection part of collaboration

Ownership for Everyone!

Image Credit: XBox

Knowledge Management and CLA

Image Credit: Alcea Technologies, Inc.



“Knowledge Management is the process of capturing, distributing, and effectively using knowledge.”

-- Tom Davenport

Capturing Knowledge – Tools and Strategies

Distributing Knowledge – Tools and Strategies

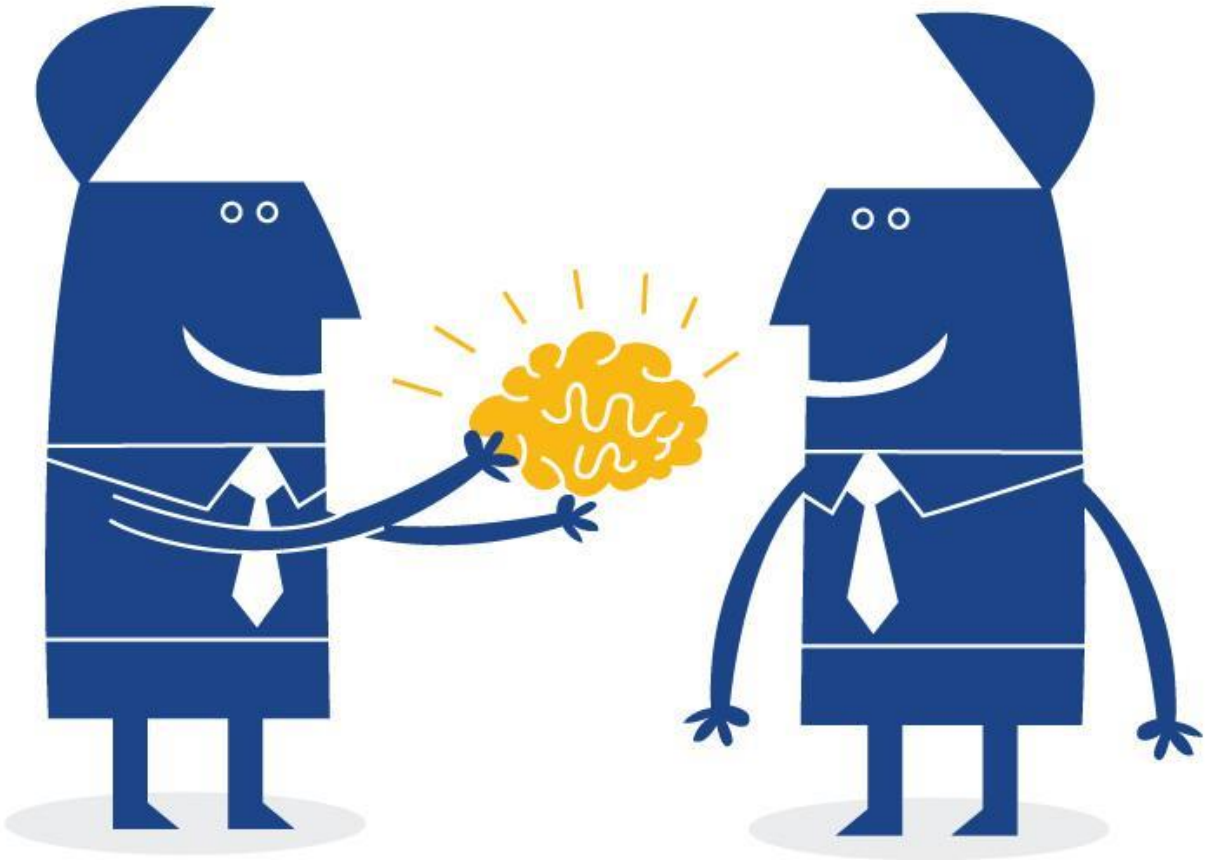


Image Credit: Ritesh Seth

Using Knowledge – Tools and Strategies

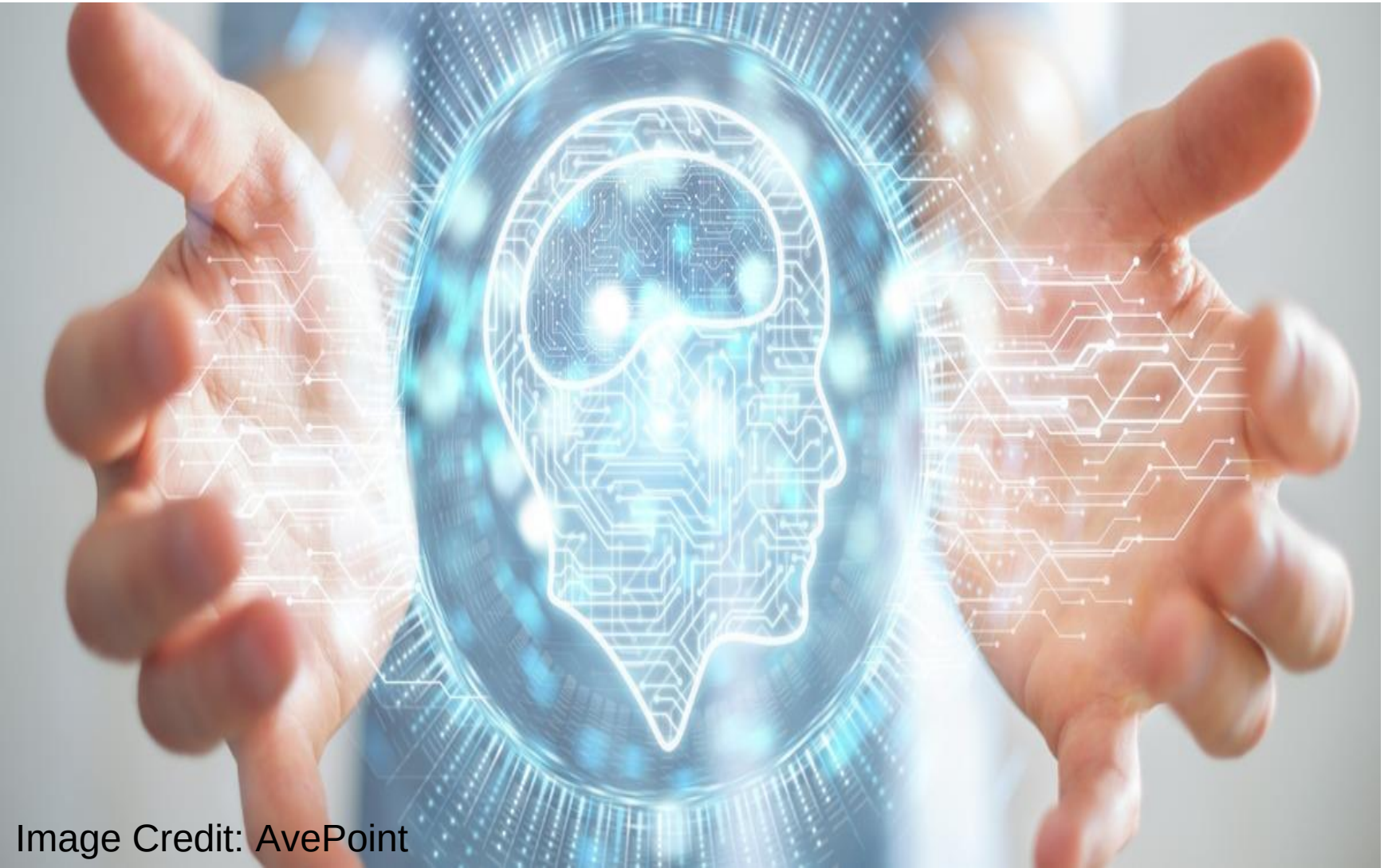
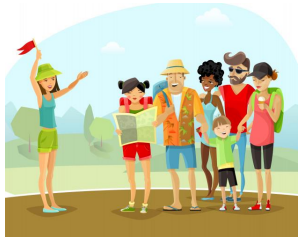


Image Credit: AvePoint

- ✔ Turn data into knowledge
- ✔ Role of systems

Types of Knowledge Workers



Reinhardt, W., Schmidt, B., Sloep, P., & Drachsler, H. (2011). Knowledge Worker Roles and Actions-Results of Two Empirical Studies. Knowledge and Process Management, 18(3), 150–174. https://doi.org/10.1002/kpm.378

Controller

Image Credit: Asana

Helper

Learner

Image Credit: TalentLMS

Linker

Image Credit: OpenEd Ex

Networker

Image Credit: Stacey Couch

Agenda & Reflection Questions – Day 3

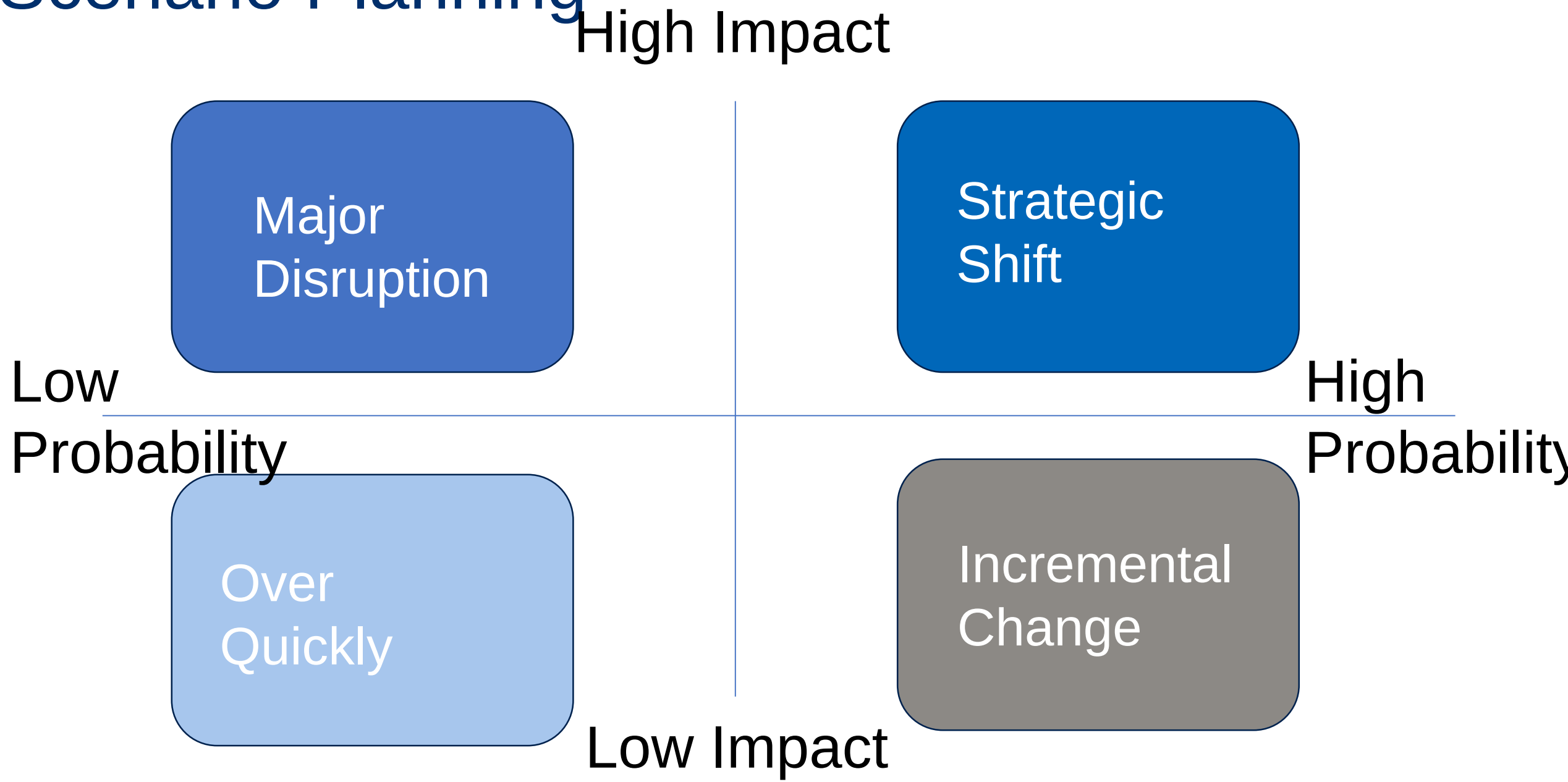
Adaptive Management	What about adaptive management do you find easy? What do you find hard? What external challenges are there to adaptive management at USAID?
Learning Agenda	What does your personal learning agenda look like? How can you support your contract and awardees learning agenda? What role should you play in their learning agenda development?
Case Study Exercise	What thoughts about your work did this case study spark?

Adaptive Management

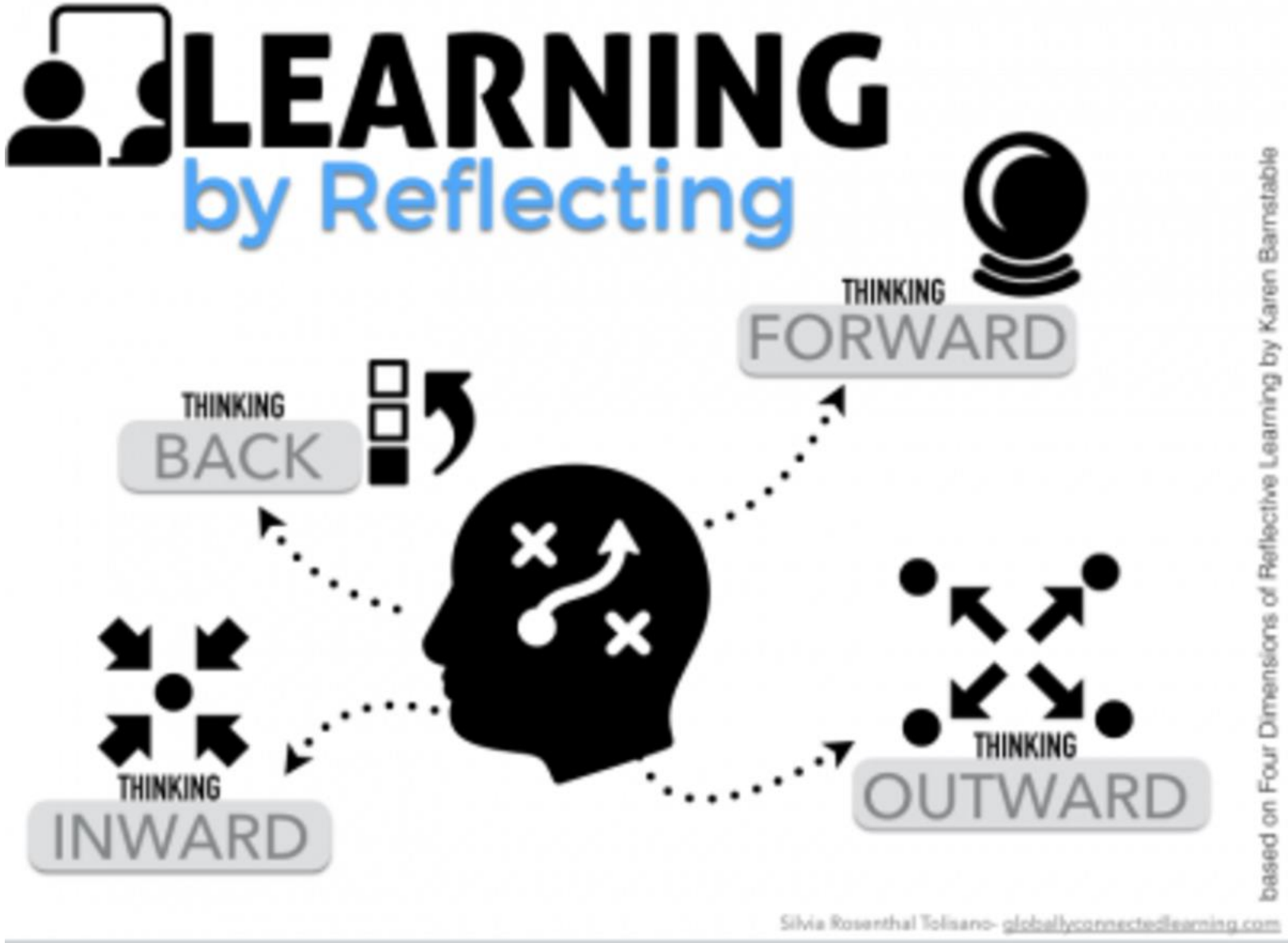
“an intentional approach to making decisions and adjustments in response to new information and changes in context.”
- ADS 201.6

Photo Credit: Shutterstock

Scenario Planning



Learning and Reflection

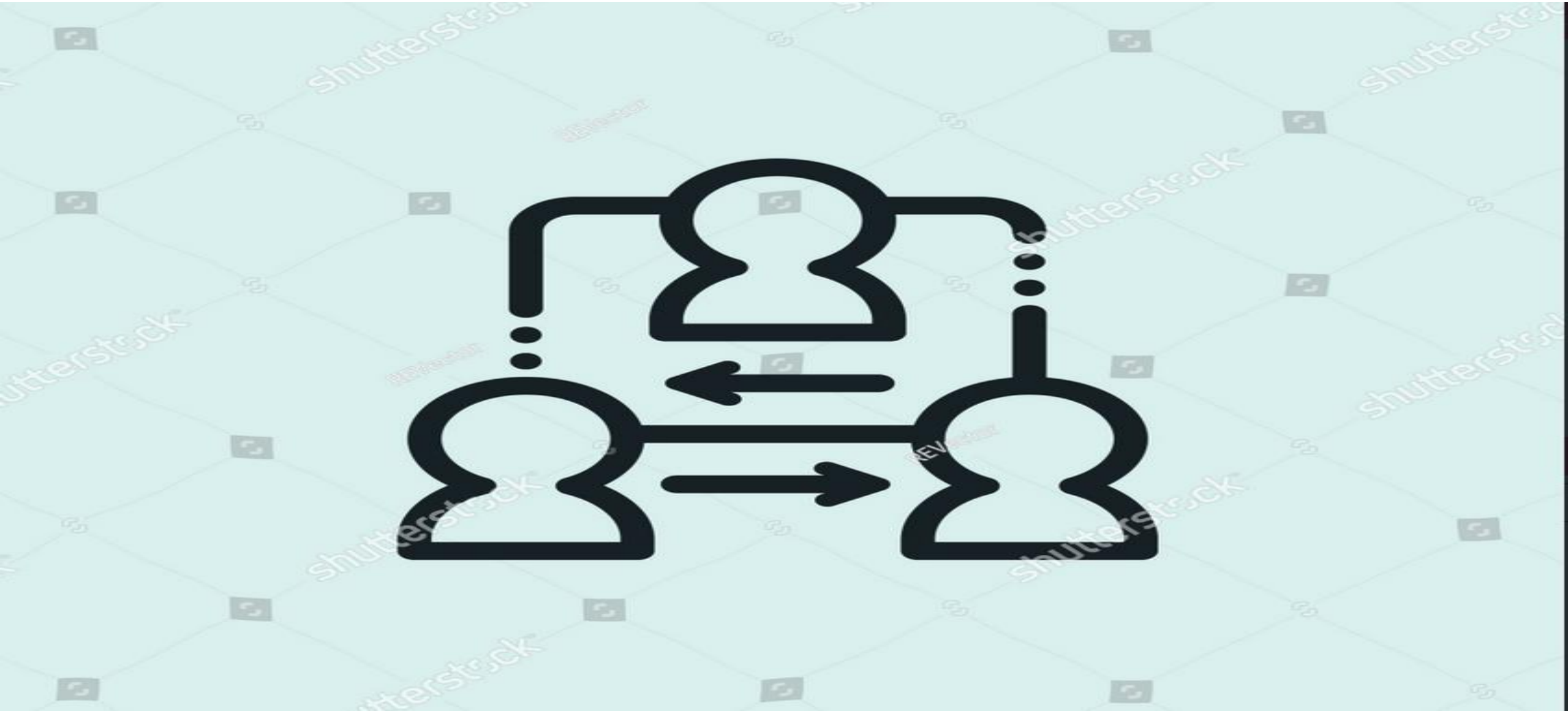


Context Analysis

Image Credit: Insights

- ✔ Information developed but not used?
- ✔ Make dynamic.

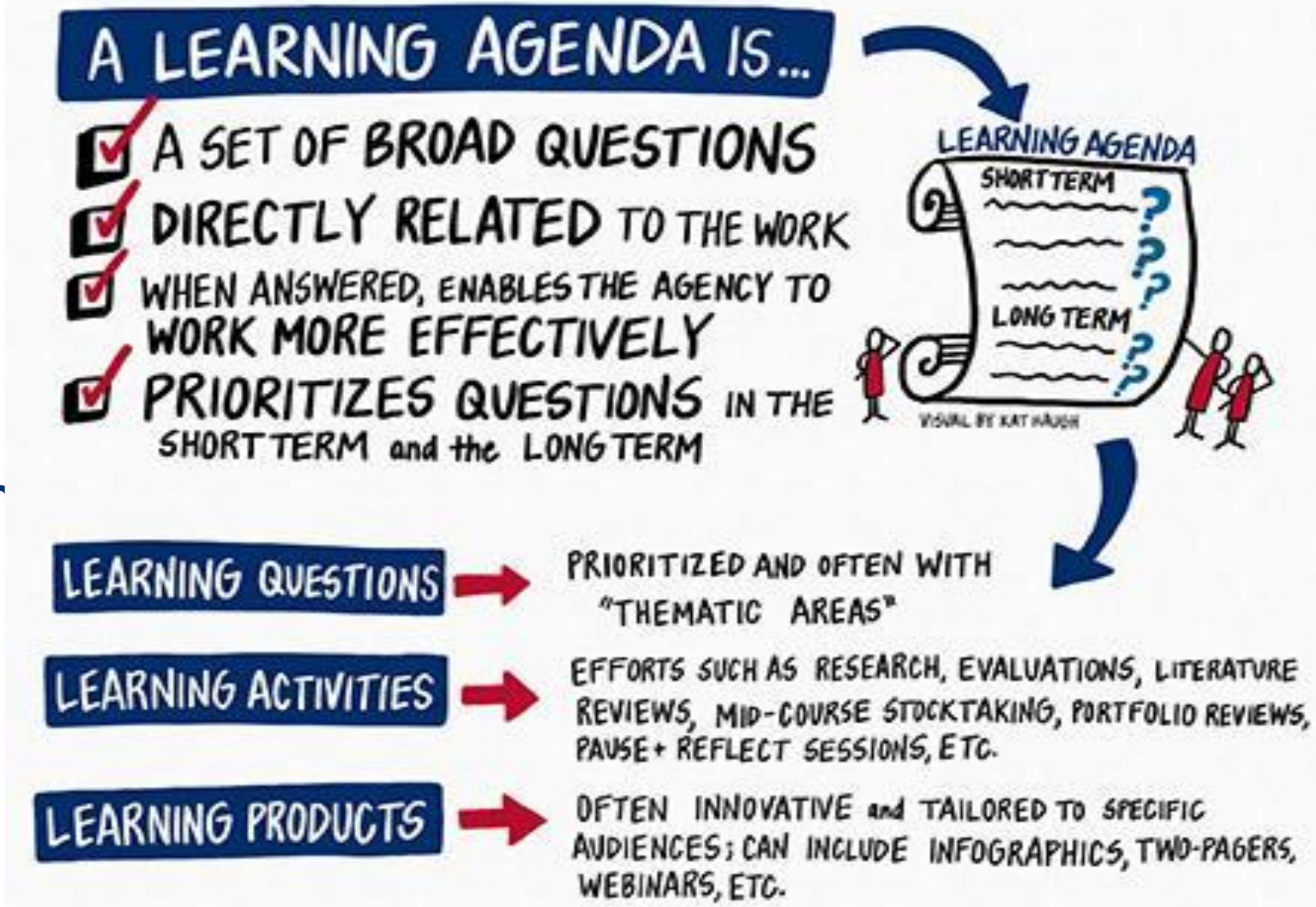
Engage with Contracts Office



Creating Enabling Conditions

Setting a Learning Agenda

Learning Agenda – Official Definitior



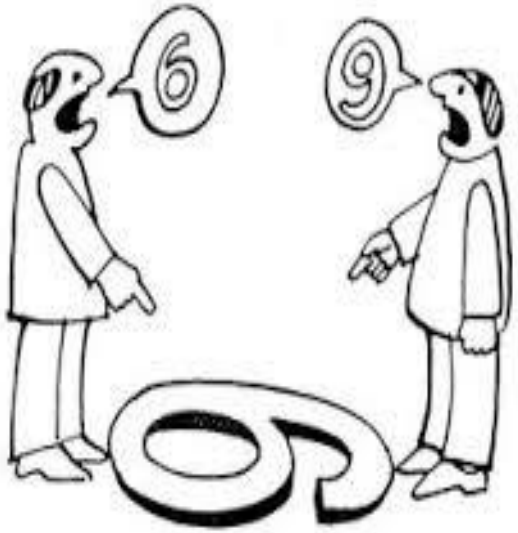
Components of a Learning Agenda

Learning Questions

Useful

Answerable

Clear



Collaborative

Learning Activities

Contextual Review

Portfolio Review

Staff Retreats

Pause and Reflect

Learning Products

MEASURE Evaluation's Health Information System Learning Agenda

What are the factors and conditions of HIS performance progress?

Health information system (HIS) performance is the ability of low- and middle-income countries' national HIS to capture, store, manage, share, and use data to monitor and measure their progress toward sustainable health-related development goals and to meet health sector decision-making needs at all levels. **The following factors are associated with HIS performance progress:**

- Solutions are local and aligned with health ministry information system and national priorities.
- Leaders are engaged and serve as change agents and there is general political will to change.
- Interventions are integrated and mutually reinforcing.
- Processes are standardized and institutionalized.
- Approaches are flexible and adaptable, and improvement is iterative.
- Feedback systems are regular and routine.
- Assessments, review, and stakeholder collaboration occur regularly and inform interventions.
- Good teamwork and positive attitudes are in place.
- Human resources and capacity are sufficient.
- System improvements support subsequent improvements in system capabilities.

Contextual factors must also be considered. (See the HIS Strengthening Model on page 2.)

What are the stages of progression to a strong HIS and how are they measured?

Progression to a strong HIS can be **measured across five stages:**

1. **Emerging:** Formal knowledge and processes around HIS are limited; functional capabilities may be in place for specific projects but not nationally.
2. **Repeatable:** Efforts are being made to standardize processes; existing processes are based on previous activities.
3. **Defined:** Approved, documented processes and guidelines exist. Stakeholders share knowledge and collaborate, using innovative methods and tools.
4. **Managed:** Activities are regularly implemented using standard processes; HIS requirements and goals are detailed and achieved.
5. **Optimized:** Best practices are applied and the system is capable of adapting. Experiences and feedback are used for continuous improvement.

The **HIS Stages of Continuous Improvement Assessment Tool** measures the stages across five core domains, and is available here: https://www.measureevaluation.org/resources/publications/fs-17-246

What are the characteristics of a strong HIS?

A strong HIS has the following characteristics:

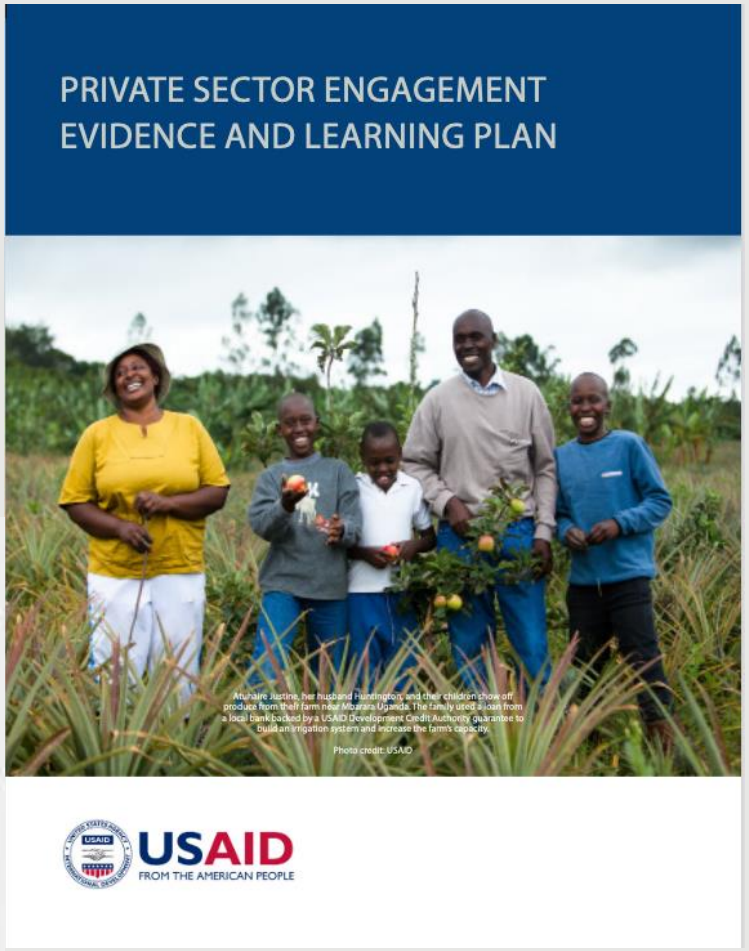
Well-defined: It has a strategy with standards and principles; defined health indicators and data sources that are used consistently; a user-friendly structure; and standard operating procedures for data collection, analysis, and use.

Comprehensive: It captures and monitors all health services and functions (e.g., medicines, human resources, technology); includes all levels of the health system; and encompasses all data sources (e.g., routine records, population surveys, and civil registration and vital statistics).

Functional: It uses appropriate technology (including paper records) for the context; has a plan for data quality checks and strategies for using and sharing data; and has appropriate training for health workers.

Adaptable and scalable: It has the in-country capacity to redesign, reform, expand, or roll out the HIS at national and subnational levels.

Resilient: It must be able to withstand social, political, and biological crises.



Creating a Learning Agenda

Collaborate

Develop Learning Questions

Write a Plan

Implement Plan

Collaborate

Develop Learning Questions

Write a Plan

Implement Plan

Characteristics of a Learning Agenda

Case Study Exercise

Questions?