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Collaborating, Learning, and Adapting (CLA) in Practice

USAID MONITORING, EVALUATION, AND
LEARNING ACTIVITY

Agenda & Reflection Questions – Day 1

What is CLA and Why it is important?

How do you define CLA? Was any information in the presentation a surprise? How so?
What pieces of CLA do you feel you need to work on most? What comes easiest for you?
What comes hardest?

Integrating CLA into Activity MEL Plan

How are you integrating CLA into activity design now? How can you improve? What are you doing well right now?

WHAT IS CLA AND WHY IT IS IMPORTANT?



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Why CLA?

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



Photo by Jacob Lund from Noun Project

Evolution of CLA at USAID

- ✓ Learning has always been important.
- ✓ Mission practiced on their own and ad hoc.
- ✓ Trying to make more systematic and intentional.



Image Credit: Literary Hub

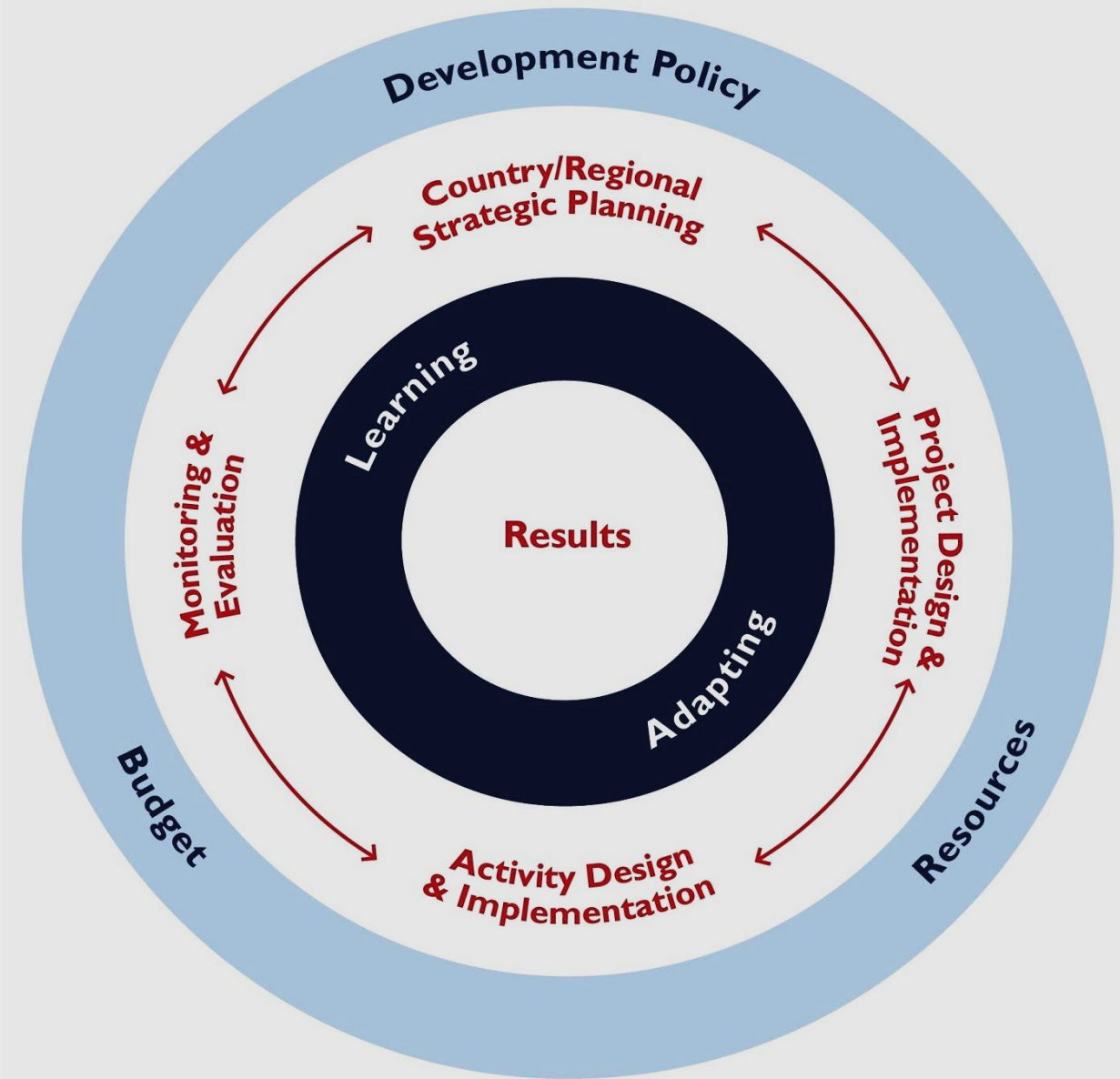


Image Credit: Wonderopolis

Key Things to Know about CLA

- ✓ Not the same for everyone!
- ✓ Rooted in collaboration.
- ✓ Share successes.

CLA In The Program Cycle



USAID Program Cycle

CLA Framework



Collaborating

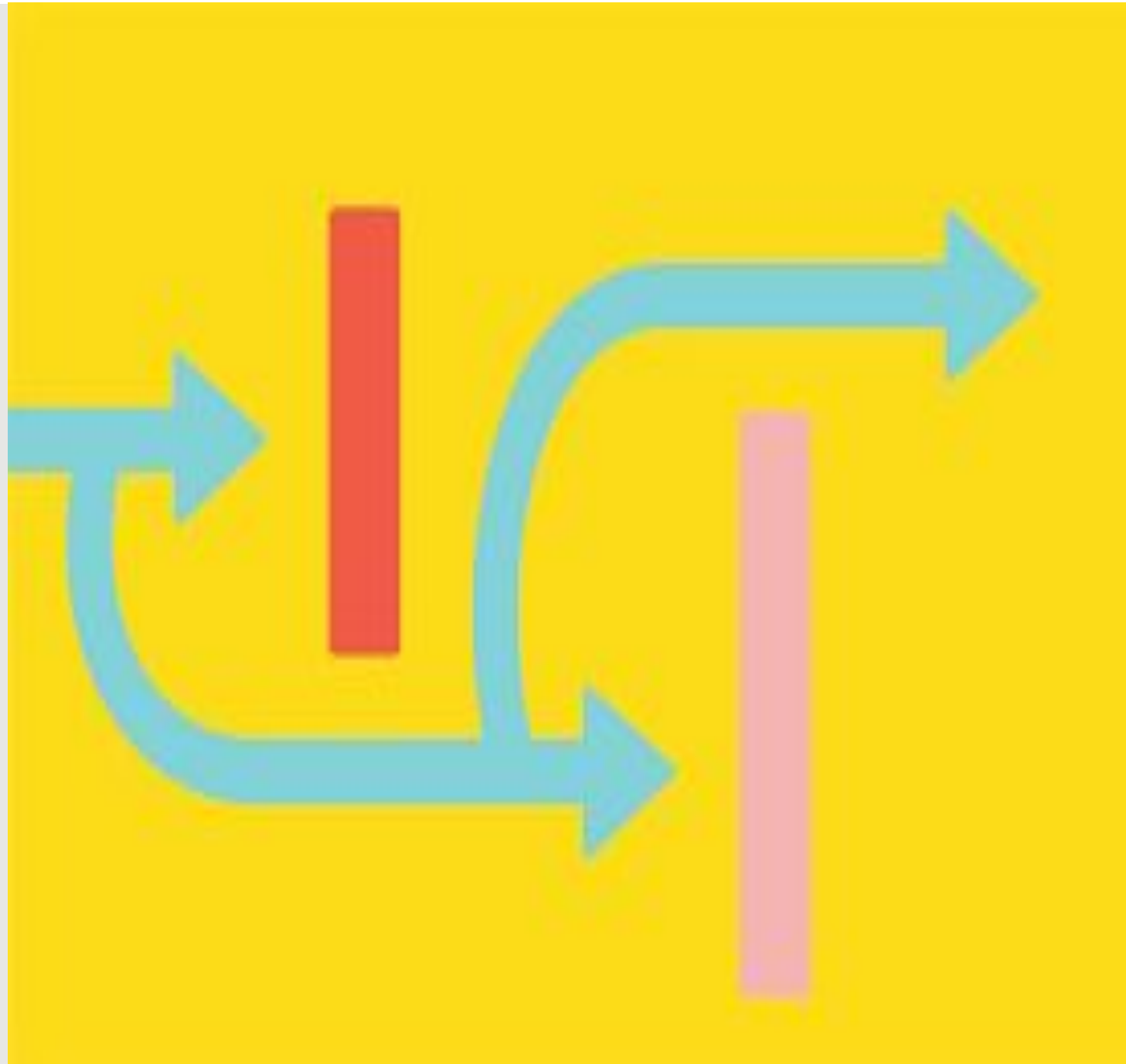


Collaborating

Learning



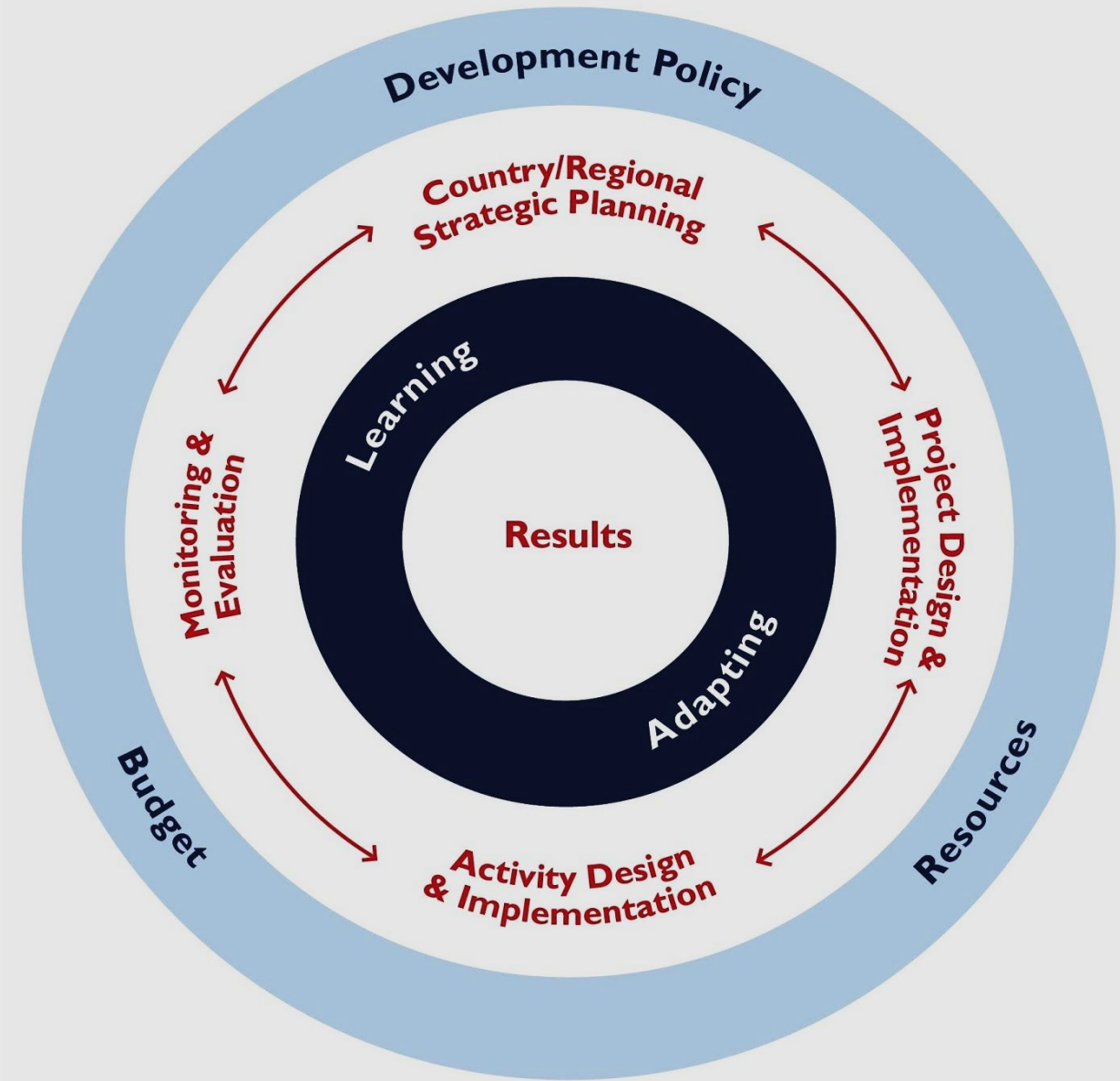
Adapting



Enabling Conditions



CLA In The Program Cycle



USAID Program Cycle

Integrating CLA into Activity Design



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Activity Design Overview



Previous Learning

- ✓ Follow-on Activities
- ✓ Activities in new subject areas



Image Credit: Teaching Better Institute

Review Existing/Develop New Research



Image Credit: Leverage Edu

- ✓ What data exists?
- ✓ What knowledge exists?
- ✓ What research is needed to fill in gaps?

Participatory Analysis



Image Credit: STEPS Centre

- ✓ Include stakeholders in analysis.
- ✓ Go beyond study analysis.
- ✓ Be creative!

Design Phase



- ✓ Review learning to date.
- ✓ Created informed ToC.
- ✓ Work with OAA.

Solicitation Period



Award and Sharing Existing Learning



- ✓ Engage OAA
- ✓ Use learning to inform final design
- ✓ Continue learning events

Implementation



- ✓ Continue cycle of learning
- ✓ Build knowledge for next phase

Agenda & Reflection Questions – Day 2

Adaptive Management

How do you currently practice adaptive management? What about USAID's guidelines do you find helpful? What components would you like to learn more about?

Mid-Course Stocktaking

Where are you in the process right now? What changes may you make based on the conversations and group work? What areas do you need additional support from DC? From Jordan MELA?

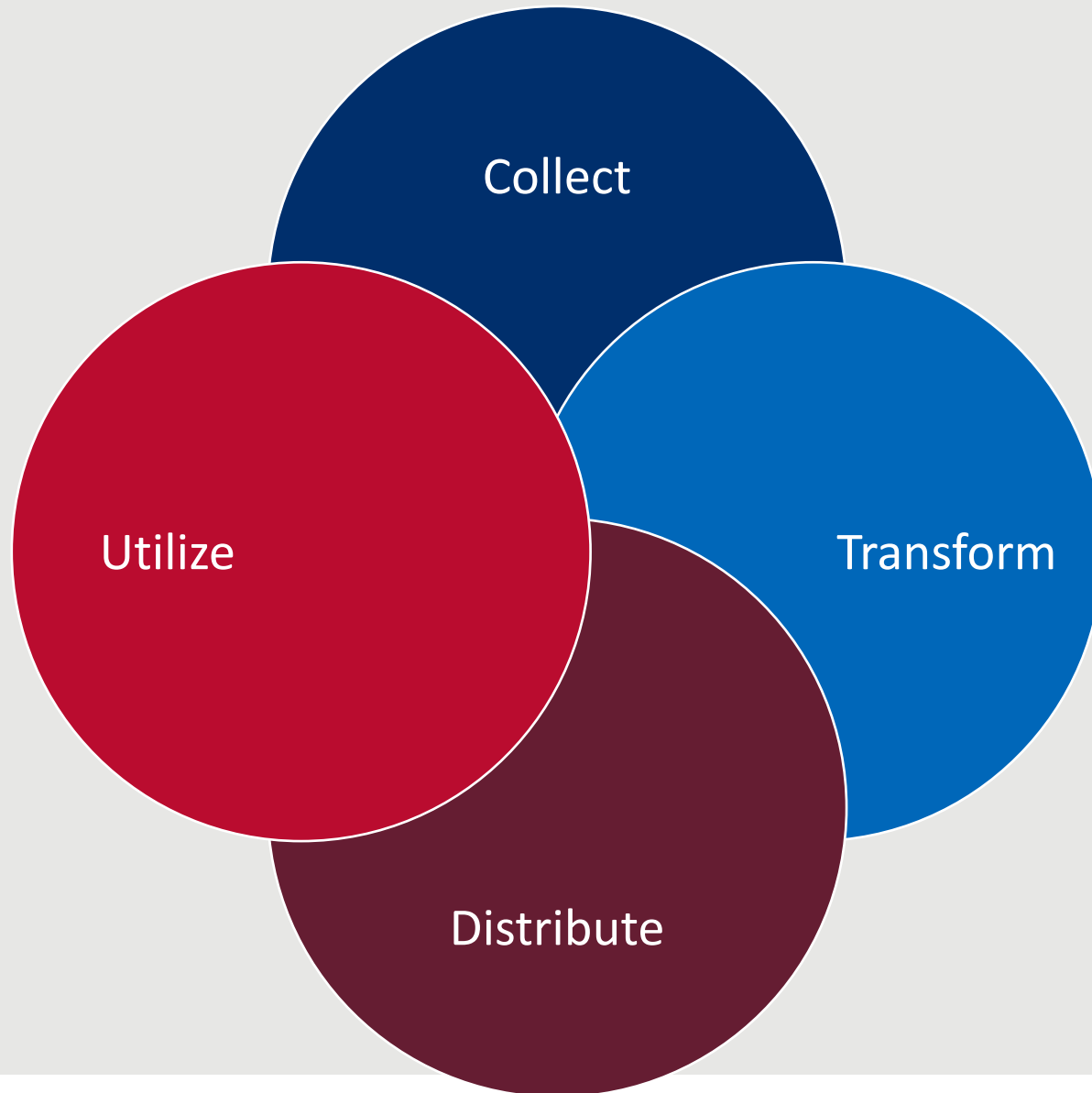


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من الشعب الأمريكي

Adaptive Management

Four Steps of Knowledge Management



Collect



Transform



Image Credit: LinkedIn

Distribute



Image Credit: Ritesh Seth

Utilize



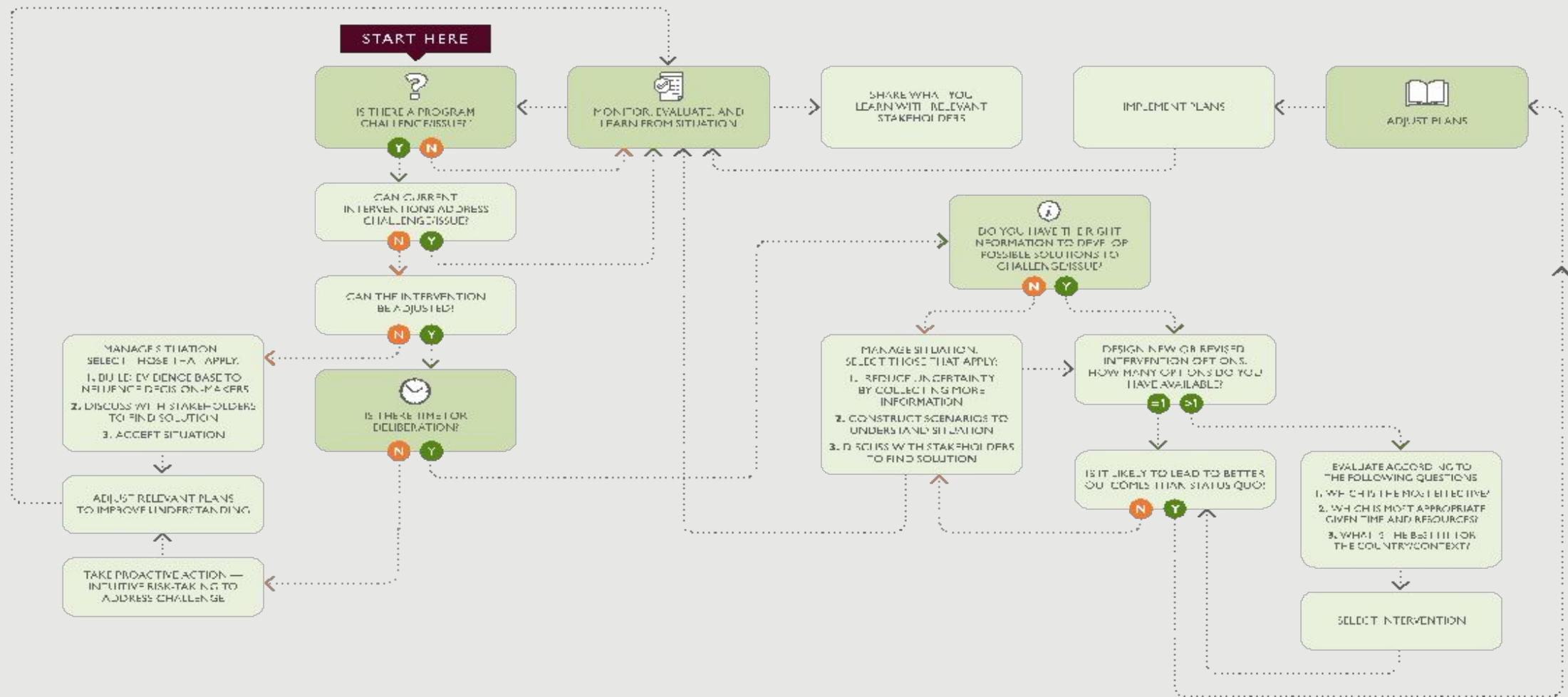
✓ Turn data into knowledge

✓ Role of systems

KNOWING WHEN TO ADAPT

DECISION TREE

This job aid will help you determine how best to resolve a challenge/issue in programming. It is intended for use by USAID, partners, and others working in international development.

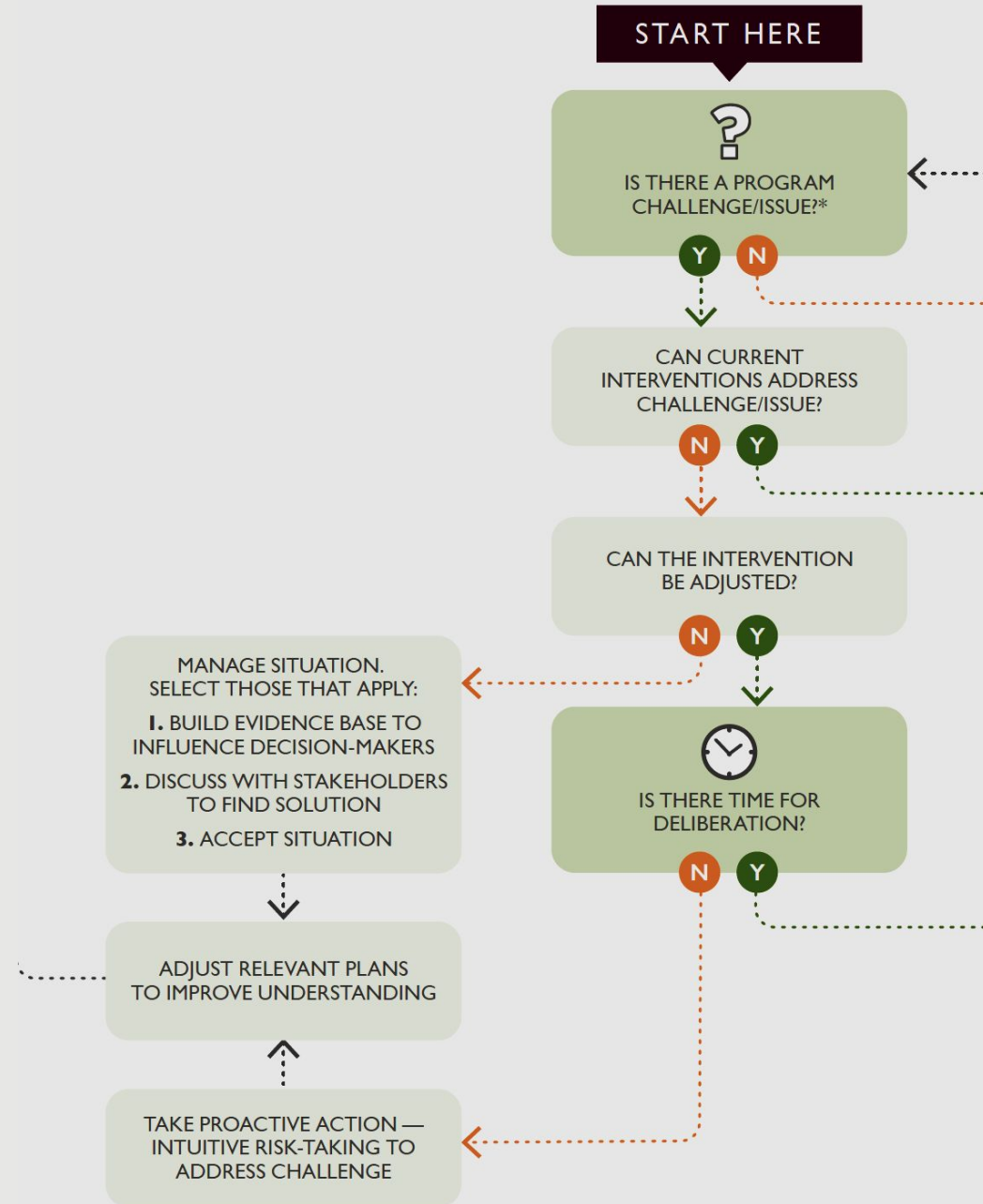


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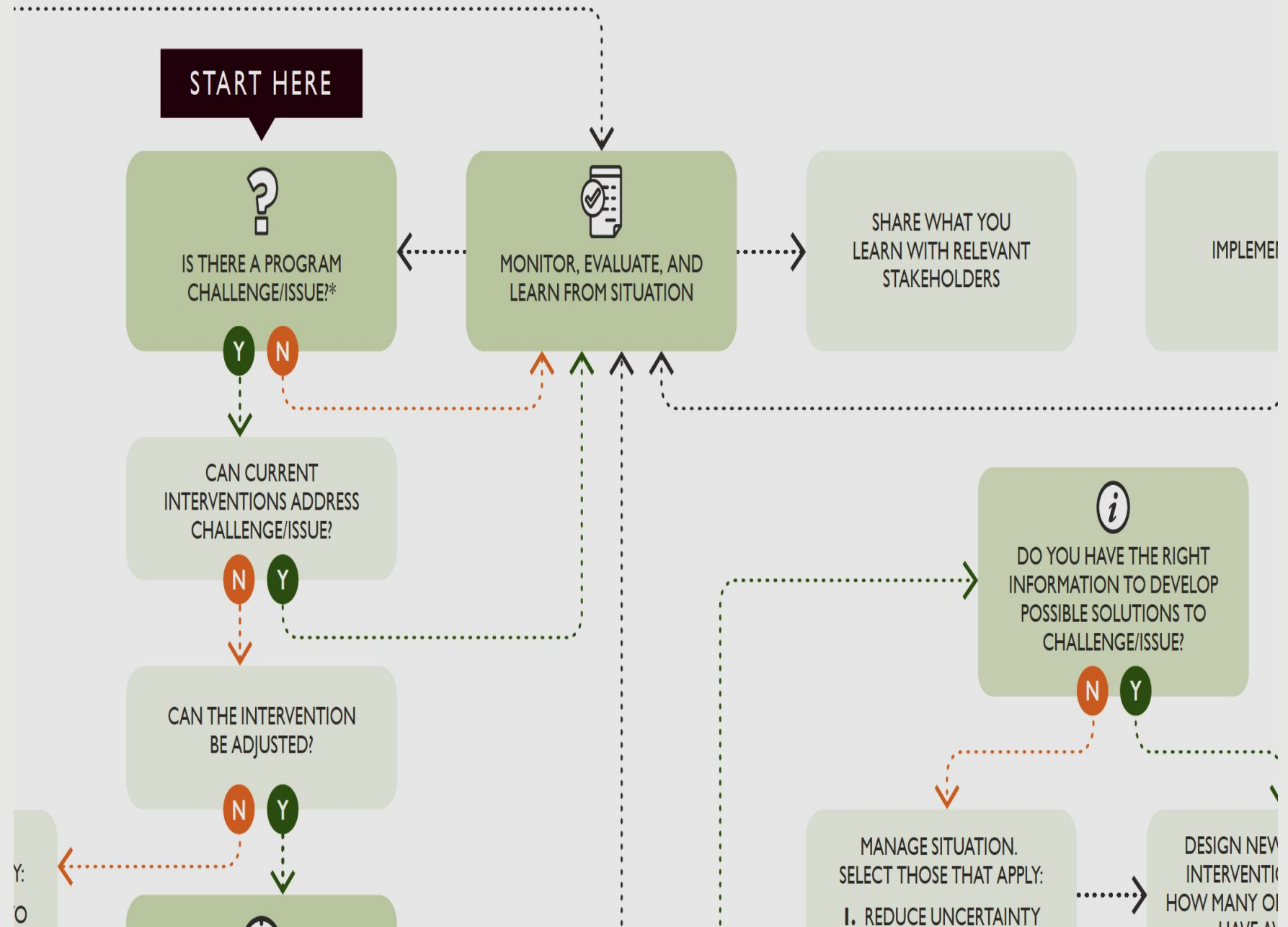
* A program challenge can be either positive or negative in nature, such as adapting because of a contextual shift, responding to poor program performance, or attempting to understand and address a problem.

This tool was prepared for use by the United States Agency for International Development (USAID). It was prepared by the USAID/ELAP Network with funding from the Office of Evaluation and Impact Assessment in the US Global Development Lab. USAID/ELAPN is managed by ProDev Consulting Group.

Is there a program challenge or issue?

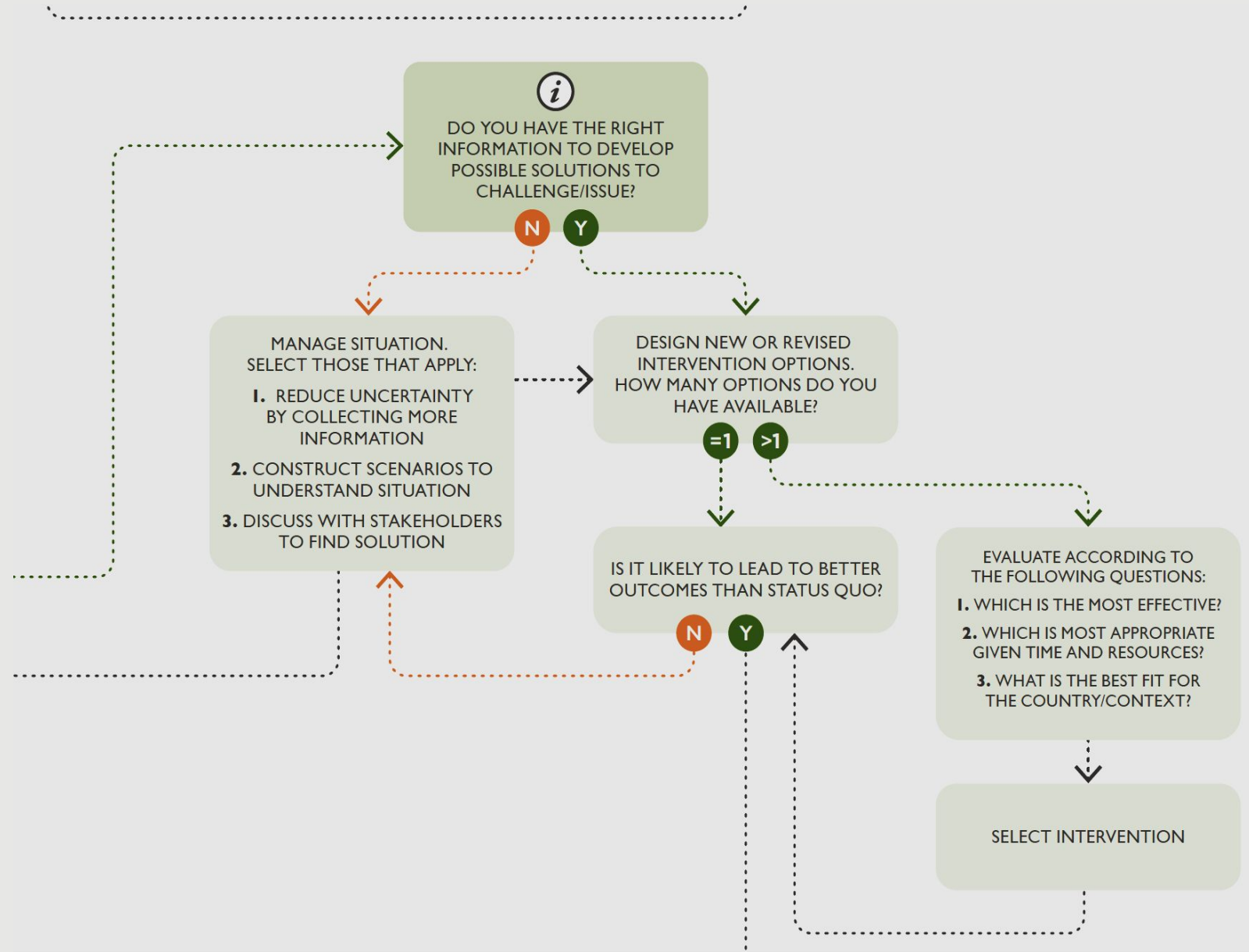


Monitor, evaluate, and learn from situation.

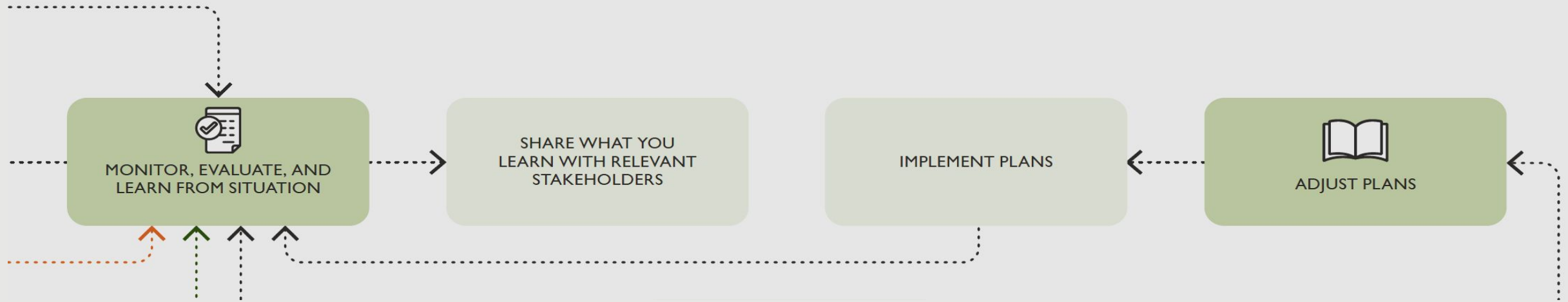


Is there time for
deliberation?

Yes



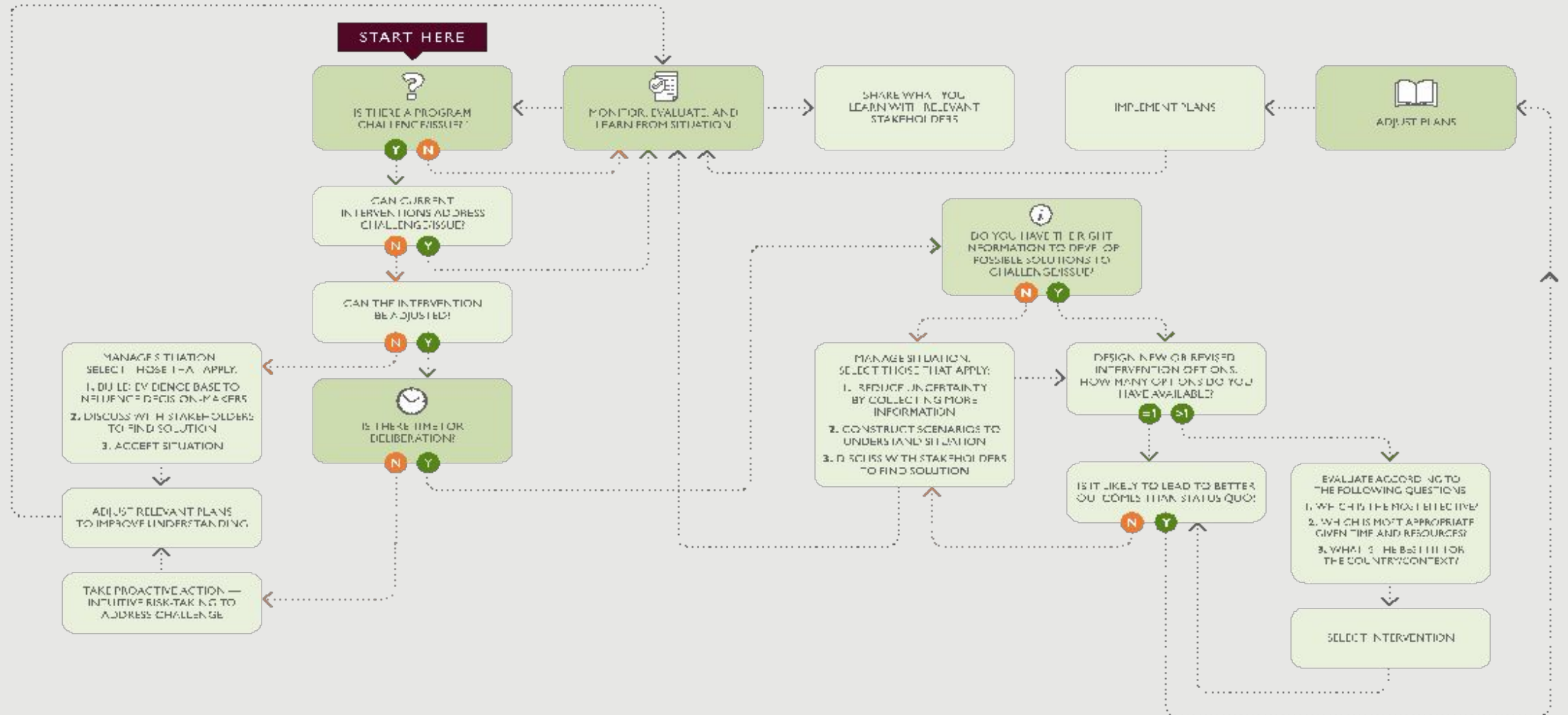
Adjusting and implementing



KNOWING WHEN TO ADAPT

DECISION TREE

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Mid-Course Stocktaking

Mid-Course Stocktaking

"A structured opportunity for reflection"



Reflect on Lessons Learned

Benefits

Share Institutional Knowledge

Engage Stakeholders

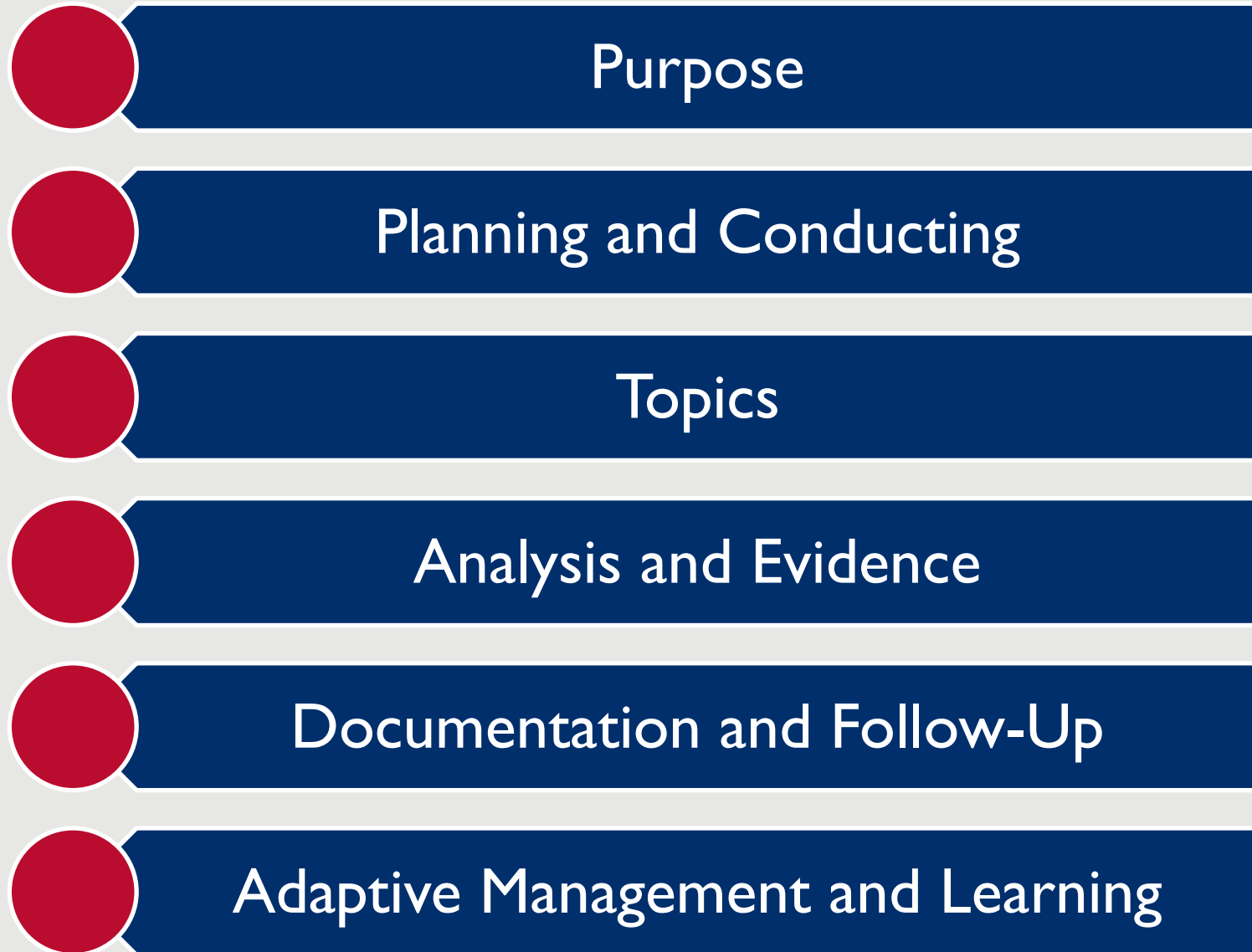
Promote Adaptive Management

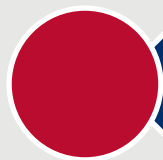
Inform next CDCS design



Image Credit: Eye on Books

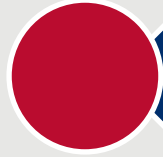
What is a Stocktaking?





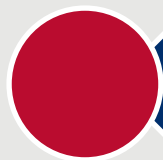
Purpose





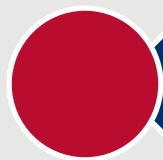
Planning and Conducting





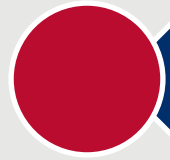
Topics





Analysis and Evidence





Documentation and Follow-Up



Adaptive Management and Learning



Mid-Course Stocktaking

"A structured opportunity for reflection"

Planning

- Assemble the team
- Define Objectives
- Make Key decisions on process
- Identify collaborators
- Collect and analyze information
- Distribute information to relevant stakeholders



Led by Program Office, but involve other teams. Advance planning is critical.



Image Credit: AIHR

Assemble the Team



- ✓ Program Office
- ✓ Cross-office team
- ✓ Support contracts

Define the Objectives



- ✓ Cumulative progress
- ✓ Adapting
- ✓ Critical Assumptions
- ✓ Learning
- ✓ Themes
- ✓ Resources
- ✓ Challenges

Make Key Decisions on Process



Image Credit: ATD

- ✓ Timing
- ✓ Location
- ✓ Format
Options
- ✓ Process

Identify Collaborators

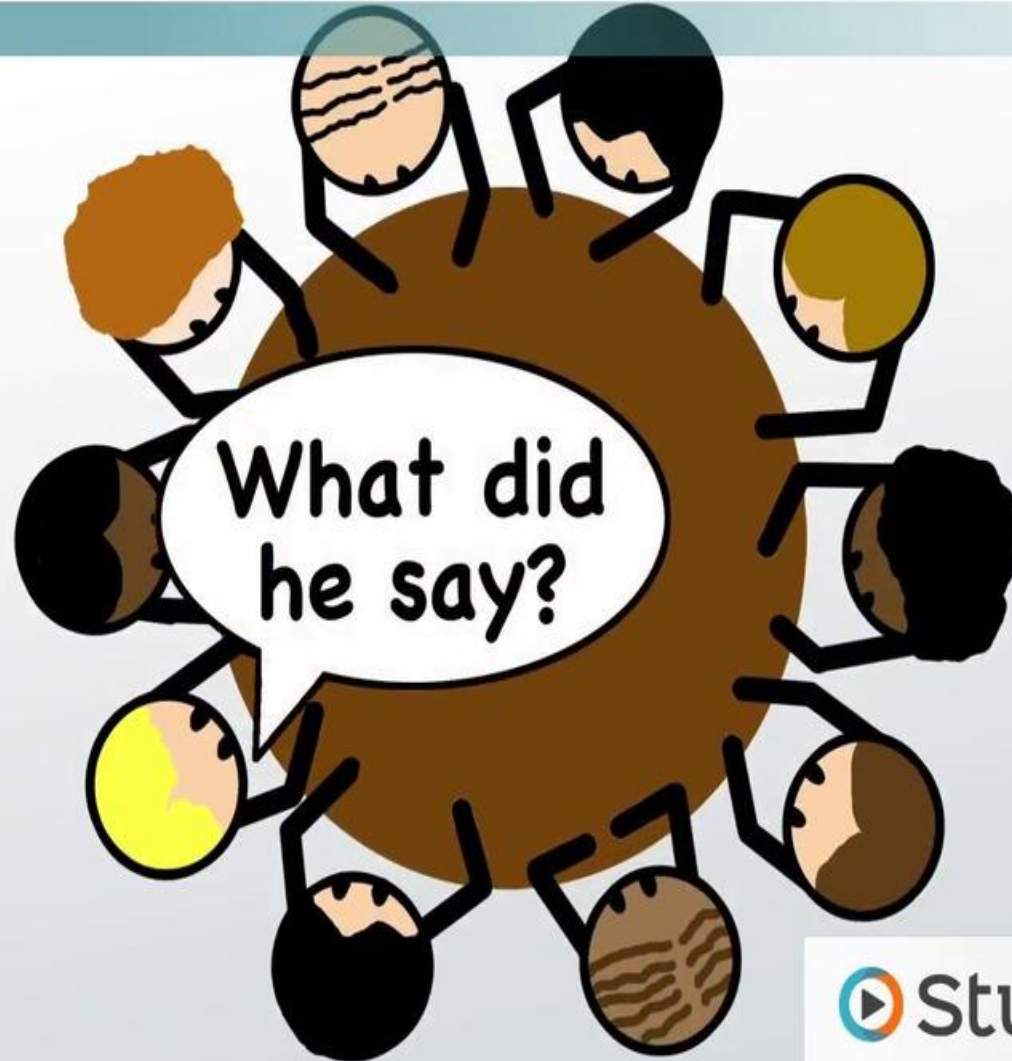


Image Credit: Software Engineering Daily

- ✓ Internal
- ✓ USAID
- ✓ Implementing Partners
- ✓ Government Partners
- ✓ Other stakeholders

Information Gathering and Analysis

SITUATION



 Study.com®

- ✓ Organize
- ✓ Form data working groups
- ✓ Use analysis
- ✓ Data management

Documentation and Guidance



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- ✓ Purpose
- ✓ Timeline
- ✓ Key questions
- ✓ Templates

Mid-Course Stocktaking

"A structured opportunity for reflection"

Conducting

- Develop an agenda
- Facilitate (consider external)
- Note-taking



Different needs means
no standard format -
make the agenda
design an iterative
process.



Image Credit: Medium

Developing the Agenda



Image Credit: Sample Templates

- ✓ Time
- ✓ Objectives
- ✓ Participatory
- ✓ Methods

Key Tool – Internal Participation



- ✓ DO Capstone Session
- ✓ Issue Papers
- ✓ Interactive formats

Image Credit: Marketing 91

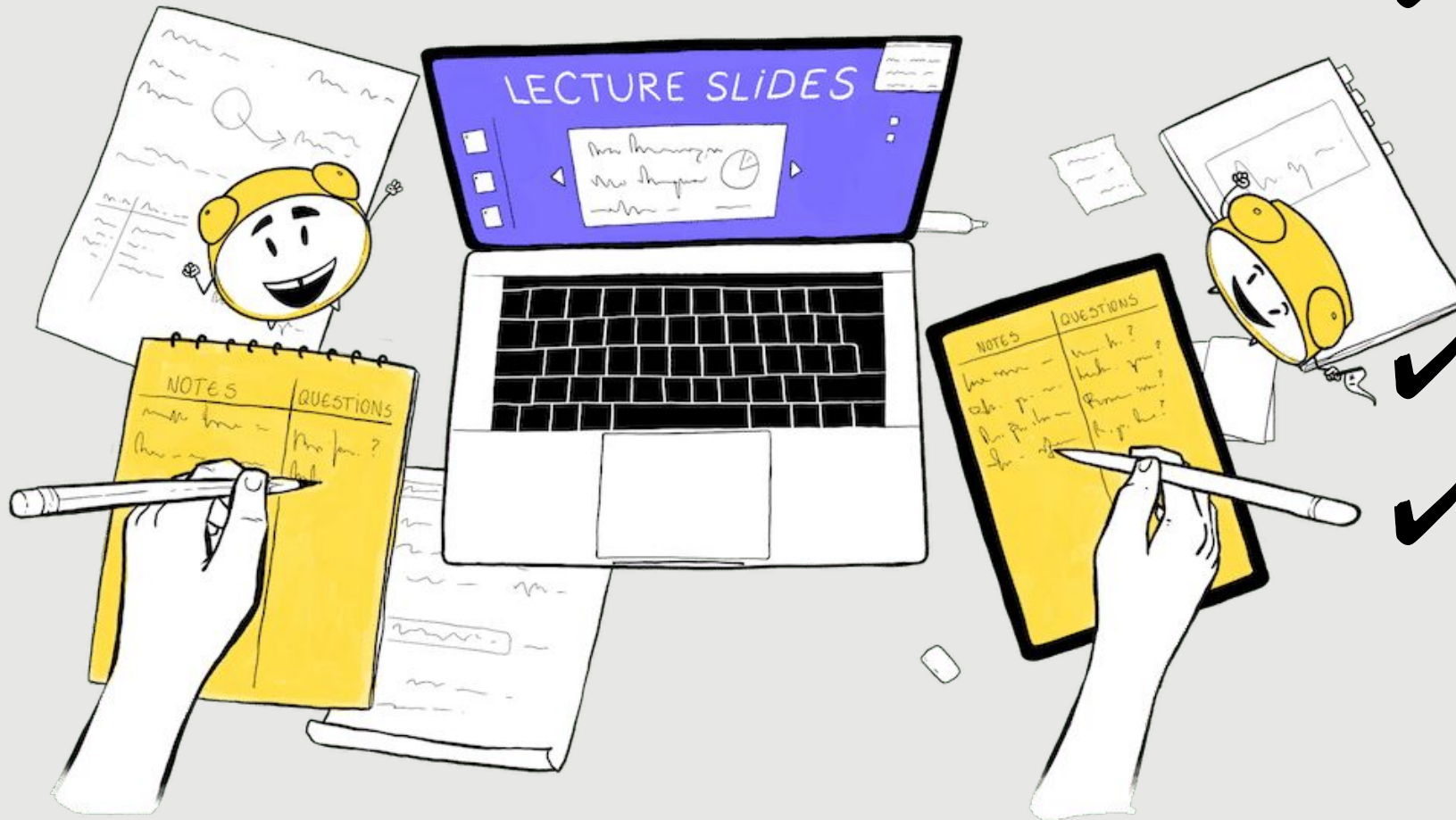
Key Tool – External Stakeholders



- ✓ Site visits
- ✓ Stakeholder collaboration

Image Credit: X5 Management

Key Tool – Note-Taking and Knowledge Management



✓ Document
(writing and
photos)

✓ Plan

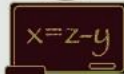
✓ Use

Mid-Course Stocktaking

"A structured opportunity for reflection"

Following-Up

- Information memo
- Action plan
- Distribution
- After Action Review



Make a plan to use the knowledge developed during the stock-taking.

The Gold is in the Follow Up



Image Credit: Gerry Black

Information Memo



- ✓ Required
- ✓ Goes on file at PPL
- ✓ Use template

Action Plan

TEMPLATE FOR ACTION PLAN

DO:

Action:					
Outcome:					
Steps	Rationale	PoC	Expected Outputs	Next Steps	Timing
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	<ul style="list-style-type: none">Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Communicating and Implementing Decisions



Image Credit: Implementation Engineers

- ✓ Regular check-ins
- ✓ Planned meetings
- ✓ Internal tracker

After-Action Review



- ✓ Optional
- ✓ Opportunity for reflection
- ✓ Look for improvement