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COLLABORATING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
COLLABORATING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
COLLABORATING INTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
1. Identify and prioritize other colleagues/teams within the organization for strategic collaboration.
2. Decide how to engage those colleagues/teams.
3. Collaborate with those colleagues/teams based on decisions reached.
We are not yet collaborating with other colleagues/teams within the organization.
COLLABORATING
INTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Internal Collaboration

- We collaborate with other colleagues/teams in an ad hoc fashion.
- Information silos are common.
COLLABORATING
INTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We *sometimes* collaborate with other colleagues/teams.

Intra-organizational collaboration is characterized by *information exchange*.
We **usually:**

- **Identify** other colleagues/teams who could have the greatest impact on planning and implementation.
- **Make decisions** about how to collaborate to increase efficiency and effectiveness.
- **Collaborate strategically** with those colleagues/teams based on decisions reached.
COLLABORATING
INTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We **consistently and systematically:**

- Identify other colleagues/teams who could have the greatest impact on planning and implementation.
- Make decisions about how to collaborate to increase efficiency and effectiveness.
- Collaborate strategically with those colleagues/teams based on decisions reached.
COLLABORATING
EXTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

COLLABORATING

External Collaboration

1. Identify and prioritize key stakeholders for strategic collaboration.
2. Decide how to engage key stakeholders.
3. Collaborate with key stakeholders based on decisions reached.

CLA IN THE PROGRAM CYCLE
COLLABORATING
EXTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We are not yet collaborating with external stakeholders.
COLLABORATING
EXTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Analysis of stakeholders is **informal and undocumented**.

We collaborate with stakeholders in an **ad hoc fashion**.

Stakeholders are **informed** of our plans and/or interventions.
COLLABORATING
EXTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Planning processes *sometimes* include a stakeholder analysis.

We collaborate with other government, private sector, civil society, and/or local organization stakeholders *when required to*.

Collaboration with additional stakeholders is limited to *consultation/information gathering* to inform our decisions.
COLLABORATING
EXTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We usually:

- Use **stakeholder analysis** to identify and prioritize stakeholders.
- **Engage with key stakeholders to decide** how to collaborate to increase efficiency and effectiveness.
- **Collaborate strategically** with key stakeholders based on decisions reached.
COLLABORATING
EXTERNAL COLLABORATION

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We **consistently and systematically**:

- Use stakeholder analysis to identify and prioritize stakeholders.
- Engage with key stakeholders to decide how to collaborate to increase efficiency and effectiveness.
- Collaborate strategically with key stakeholders based on decisions reached.
LEARNING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Learning

Implementing Partner Version 1

CLA Maturity Tool
KEY CONCEPTS

LEARNING

Technical Evidence Base

1. Track the technical evidence base.
2. Apply the technical evidence base in planning and implementation.
3. Contribute to/expand the technical evidence base.
LEARNING
TECHNICAL EVIDENCE BASE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
LEARNING

Technical Evidence Base

→ We are not familiar with the technical evidence base.
LEARNING
TECHNICAL EVIDENCE BASE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We informally track the existing technical evidence base. We have identified some knowledge gaps.
LEARNING
TECHNICAL EVIDENCE BASE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We primarily track and use *internal reports* to identify implications for programming.

We fill knowledge gaps using *informal or ad hoc approaches*.
We **usually**:

- Track the existing technical evidence base, including **up-to-date research and subject matter expertise** generated internally and externally.

- Use a **mix of relevant knowledge** types and sources to identify implications and inform planning and implementation.

- Fill gaps and **contribute new knowledge** to the evidence base through a mix of knowledge synthesis, research, piloting/experimentation, and evaluation.
LEARNING
TECHNICAL EVIDENCE BASE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
LEARNING
Technical Evidence Base

We **consistently and systematically:**

- Track the existing technical evidence base, including up-to-date research and subject matter expertise generated internally and externally.
- Use a mix of relevant knowledge types and sources to identify implications and inform planning and implementation.
- Fill gaps and contribute new knowledge to the evidence base through a mix of knowledge synthesis, research, piloting/experimentation, and evaluation.
LEARNING
THEORIES OF CHANGE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

LEARNING

Theories of Change

1. Quality of theories of change.
2. Testing and exploration of theories of change.
3. Awareness among stakeholders about theories of change and the learning that results from testing them.
LEARNING
THEORIES OF CHANGE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
LEARNING

Theories of Change

We have not yet developed a theory of change.
LEARNING
THEORIES OF CHANGE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Our theory of change is a simple If/Then statement that is not well connected to entry points in the local context.
LEARNING THEORIES OF CHANGE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Our theory of change (TOC) is developed based on an understanding of the local context.

Some aspects of our TOC are reviewed through M&E.

Our TOC is shared and understood among a limited number of staff and key stakeholders.
LEARNING
THEORIES OF CHANGE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Our context-driven theory of change (TOC) articulates clear entry points, interventions, assumptions, and outcomes.

We check in on aspects of our TOC using a variety of learning approaches at least once per year.

Our TOC is widely shared and understood by the majority of staff and key stakeholders.
LEARNING
THEORIES OF CHANGE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Our context-driven, high-quality theory of change (TOC) is developed with local stakeholders.

We systematically check in on aspects of our TOC—particularly assumptions and progress towards outcomes—and modify theories (when needed) based on learning.

We use and share learning from exploring our TOC to inform other stakeholders’ planning and implementation.
LEARNING
CONTEXTUAL AWARENESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

LEARNING

Contextual Awareness

1. Identify risks and opportunities in the local context.
2. Monitor shifts in the local context.
3. Respond to and apply learning from monitoring.

CLA IN THE PROGRAM CYCLE
LEARNING
CONTEXTUAL AWARENESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We are not yet aware of how the local context affects our programming.
LEARNING CONTEXTUAL AWARENESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We informally identify and monitor changes in the local context.
LEARNING
CONTEXTUAL AWARENESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We sometimes:

- **Identify risks and opportunities** in the local context.
- **Monitor shifts** in the local context.
- Respond to and **apply learning**.
LEARNING
CONTEXTUAL AWARENESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
LEARNING

Contextual Awareness

We usually:

- Identify risks and opportunities in the local context.
- Monitor shifts in the local context.
- Respond to and apply learning.
LEARNING
CONTEXTUAL AWARENESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
LEARNING

Contextual Awareness

We **consistently and systematically**:

- Identify risks and opportunities in the local context and **conduct scenario planning** when appropriate to be ready for shifts in context.
- Monitor shifts in the local context.
- Respond to and apply learning.
LEARNING
M&E FOR LEARNING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

LEARNING

M&E for Learning

1. Ensure relevance of monitoring data to decision-making.
2. Design and conduct research and internal evaluation activities to inform ongoing and future programming.
3. Align monitoring, evaluation, and learning efforts across the organization.

CLA IN THE PROGRAM CYCLE
LEARNING
M&E FOR LEARNING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
M&E efforts are implemented primarily for meeting reporting requirements.
LEARNING
M&E FOR LEARNING
IMPLEMENTING PARTNER VERSION 1
CLA MATURITY TOOL
Data from monitoring, research, and internal evaluation are generally disconnected from decision-making.
LEARNING
M&E FOR LEARNING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Monitoring data is **sometimes relevant** and of **sufficient rigor** to inform decision-making.

We use research and internal evaluation findings to **inform future** strategies and programming.

We align learning across **multiple projects** to **inform future strategies and programming**.
LEARNING
M&E FOR LEARNING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We usually identify and collect good-quality, credible monitoring data that informs decision-making.

We regularly design and conduct research and internal evaluations to inform ongoing and future strategies and programming.

We intentionally design M&E efforts so resulting learning can be aggregated across the organization to inform ongoing and future strategies and programming.
LEARNING
M&E FOR LEARNING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We **consistently prioritize** and collect **high-quality**, credible monitoring data that informs decision-making.

We design and conduct **timely research and internal evaluations** that inform ongoing and future programming.

We intentionally design M&E efforts so resulting learning can be aggregated across the organization and feeds up to inform **achievement of organizational results**.
ADAPTING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
ADAPTING
PAUSE & REFLECT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
ADAPTING
Pause & Reflect

1. Variety and purpose of pause & reflect (P&R) opportunities.
2. Timeliness of P&R opportunities to inform decision-making.
3. Quality of P&R opportunities.
ADAPTING
PAUSE & REFLECT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We have not yet participated in pause & reflect opportunities.
ADAPTING
PAUSE & REFLECT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Pause & reflect (P&R) opportunities are identified, but are *not acted upon*.
We participate in ad hoc pause & reflect (P&R) activities focused primarily on learning from programming.

P&R activities are not aligned to design, work planning, and implementation schedules.

P&R activities are characterized by information dissemination and basic knowledge exchange.
ADAPTING
PAUSE & REFLECT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Pause & Reflect

We usually:

- Host and attend a variety of relevant pause & reflect (P&R) activities to reflect on progress and learning to date.

- Hold P&R activities to feed into design, work planning, and implementation schedules so learning is generated when most usable.

- Facilitate P&R activities for staff and relevant stakeholders, using a variety of participatory approaches to encourage candid conversation.
ADAPTING
PAUSE & REFLECT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We **consistently and systematically**:

- Host and attend a variety of relevant pause & reflect (P&R) activities to reflect on progress and learning to date.

- Hold P&R activities to feed into design, work planning, and implementation schedules so learning is generated when most usable.

- Facilitate P&R activities for staff and relevant stakeholders, using a variety of participatory approaches to encourage candid conversation.
ADAPTING
ADAPTIVE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

ADAPTING

Adaptive Management

1. Analyze learning from implementation and/or pause & reflect opportunities.
2. Inform decision-making.
3. Follow through on decisions reached to manage adaptively.

CLA IN THE PROGRAM CYCLE
ADAPTING
ADAPTIVE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We have not yet identified opportunities to apply learning or course correction.
ADAPTING
ADAPTIVE MANAGEMENT
IMPLEMENTING PARTNER VERSION 1
CLA MATURITY TOOL
We identify successes, challenges, and subjects that warrant further exploration within our project/organization.
ADAPTING
ADAPTIVE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We work with donors to:

- Identify program successes, challenges, and subjects that warrant further exploration.
- Use learning to inform decisions on maintaining or adapting current approaches.
- Sometimes take action based on decisions reached.
ADAPTING
ADAPTIVE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We *usually*:

- Work with **key internal and external stakeholders** to **analyze** successes, challenges, and **failures** to identify lessons and subjects that warrant further exploration.

- Use learning to inform decisions on maintaining, adapting, or **discontinuing** current approaches.

- Work with donors (as appropriate) to take action to **adapt strategies and programming** accordingly.
ADAPTING
ADAPTIVE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We **consistently and systematically:**

- Work with key internal and external stakeholders to analyze successes, challenges, and failures to identify lessons and subjects that warrant further exploration.

- Use learning to inform decisions on maintaining, adapting, or discontinuing current approaches.

- Work with donors (as appropriate) to take action to adapt strategies and programming accordingly.
CULTURE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
CULTURE
OPENNESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

CULTURE

Openness

1. Sense of comfort in sharing opinions and ideas.
2. Openness to hearing alternative perspectives.
3. Willingness to take action on new ideas.

ENABLING CONDITIONS
CULTURE
OPENNESS
IMPLEMENTING PARTNER VERSION 1
CLA MATURITY TOOL
Openness to sharing and hearing alternative perspectives or trying novel approaches is not yet part of our organizational culture.
Only certain individuals:

- Ask difficult questions or feel able to express unpopular viewpoints.
- Invite alternative perspectives.
- Are willing to explore untested or novel ideas.
CULTURE
OPENNESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
A minority of staff:

- Ask difficult questions or feel able to express unpopular viewpoints.
- Invite alternative perspectives.
- Are willing to explore untested or novel ideas.
CULTURE
OPENNESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
The majority of staff:

- Ask difficult questions or feel able to express unpopular viewpoints.
- Invite alternative perspectives.
- Are willing to explore untested or novel ideas.
CULTURE
OPENNESS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
All staff throughout the organization, with the support of leadership, consistently:

- Ask difficult questions or feel able to express unpopular viewpoints.
- Invite alternative perspectives.
- Are willing to explore untested or novel ideas.
CULTURE
RELATIONSHIPS & NETWORKS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

CULTURE

Relationships & Networks

1. Development of trusting relationships.
2. Exchange of up-to-date information.
3. Use of networks across the system to expand situational awareness.
CULTURE
RELATIONSHIPS & NETWORKS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
CULTURE

Relationships & Networks

Staff are not yet leveraging relationships and networks.
CULTURE
RELATIONSHIPS & NETWORKS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Only certain individuals:

- Have strong internal and external relationships and networks based on mutual trust.
- Consistently and transparently communicate with a wide range of stakeholders (as appropriate) to exchange up-to-date information and tacit knowledge.
- Use relationships and networks to remain aware of developments across the system that may affect the project/organization.
CULTURE

Relationships & Networks

A minority of staff:

▷ Have strong internal and external relationships and networks based on mutual trust.

▷ Consistently and transparently communicate with a wide range of stakeholders (as appropriate) to exchange up-to-date information and tacit knowledge.

▷ Use relationships and networks to remain aware of developments across the system that may affect the project/organization.
CULTURE
RELATIONSHIPS & NETWORKS

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
The majority of staff:

- Have strong internal and external relationships and networks based on mutual trust.

- Consistently and transparently communicate with a wide range of stakeholders (as appropriate) to exchange up-to-date information and tacit knowledge.

- Use relationships and networks to remain aware of developments across the system that may affect the project/organization.
CULTURE
RELATIONSHIPS & NETWORKS

IMPLEMENTING PARTNER VERSION 1
All staff throughout the organization:

- Have strong internal and external relationships and networks based on mutual trust.

- Consistently and transparently communicate with a wide range of stakeholders (as appropriate) to exchange up-to-date information and tacit knowledge.

- Use relationships and networks to remain aware of developments across the system that may affect the project/organization.
KEY CONCEPTS

CULTURE
Continuous Learning & Improvement

1. Prioritization of learning and reflection.
3. Use of iterative approaches that enable continuous improvement.
CULTURE
CONTINUOUS LEARNING & IMPROVEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Continuous Learning & Improvement

Staff are only able to focus on personal learning and reflecting outside of regular working hours.
CULTURE
CONTINUOUS LEARNING & IMPROVEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Only certain individuals:

- Participate in learning and reflection opportunities.
- Are motivated to learn in order to improve organizational effectiveness and achieve shared goals.
- Use iterative approaches that enable continuous improvement.
CULTURE
CONTINUOUS LEARNING & IMPROVEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
A minority of staff:

- Participate in learning and reflection opportunities.
- Are motivated to learn in order to improve organizational effectiveness and achieve shared goals.
- Use iterative approaches that enable continuous improvement.
CULTURE
CONTINUOUS LEARNING & IMPROVEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
A majority of staff:

- Participate in learning and reflection opportunities.
- Are motivated to learn in order to improve organizational effectiveness and achieve shared goals.
- Use iterative approaches that enable continuous improvement.
CULTURE
CONTINUOUS LEARNING & IMPROVEMENT
IMPLEMENTING PARTNER VERSION 1
CLA MATURITY TOOL
Staff throughout the organization, with the support of leadership, participate in learning opportunities and capture how they contribute to the organization’s effectiveness.

Staff are consistently motivated to learn in order to improve organizational effectiveness and achieve shared goals.

Organizational leaders consistently encourage staff to use iterative approaches that enable continuous improvement.
Processes

Implementing Partner Version 1

CLA Maturity Tool
PROCESSES

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
PROCESSES
KNOWLEDGE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
**KEY CONCEPTS**

**PROCESSES**  
**Knowledge Management**

1. Source various types of knowledge from stakeholders.
2. Distill knowledge.
3. Share knowledge with stakeholders.

**ENABLING CONDITIONS**
PROCESSES
KNOWLEDGE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Processes

Knowledge Management

We are not yet sourcing, distilling, and/or sharing knowledge.
Processes
Knowledge Management
Implementing Partner Version 1
CLA Maturity Tool
In planning and implementation, we **rarely**:

- Source relevant technical, contextual, and experiential knowledge from key stakeholders.
- Distill knowledge to inform decisions.
- Share knowledge strategically and in user-friendly formats to influence decisions among donors and other stakeholders.
CLM MATURITY TOOL

PROCESSES

KNOWLEDGE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLM MATURITY TOOL
In planning and implementation, we sometimes:

- Source relevant technical, contextual, and experiential knowledge from key stakeholders.
- Distill knowledge to inform decisions.
- Share knowledge strategically and in user-friendly formats to influence decisions among donors and other stakeholders.
PROCESSES
KNOWLEDGE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
In planning and implementation, we **usually**:

- Source relevant technical, contextual, and experiential knowledge from key stakeholders.
- Distill knowledge to inform decisions.
- Share knowledge strategically and in user-friendly formats to influence decisions among donors and other stakeholders.
CLA MATURITY TOOL

PROCESSES
KNOWLEDGE MANAGEMENT

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
In planning and implementation, we consistently and systematically:

- Source relevant technical, contextual, and experiential knowledge from key stakeholders.
- Distill knowledge to inform decisions.
- Share knowledge strategically and in user-friendly formats to influence decisions among donors and other stakeholders.
Processes
Institutional Memory
Implementing Partner Version 1

Cla Maturity Tool
KEY CONCEPTS

1. Access to explicit knowledge.
2. Tacit knowledge capture.
3. Management of on-boarding and staff transitions.

ENABLING CONDITIONS
CLA MATURITY TOOL

PROCESSES
INSTITUTIONAL MEMORY

IMPLEMENTING PARTNER VERSION 1

CLÁ MATURITY TOOL
We do not yet have processes in place to maintain institutional memory.
PROCESSES
INSTITUTIONAL MEMORY

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We have knowledge management guidance and tools that are **not in use**.

We recognize we have tacit knowledge though it is **not discussed or documented**.

On-boarding and transition processes are **articulated, but not implemented**.
EXPANDING

PROCESSES

Institutional Memory

- Staff use a knowledge management system for daily operational needs and basic access to organizational knowledge.

- We discuss tacit knowledge internally on an ad hoc basis.

- Ad hoc knowledge transfer between incoming and outgoing staff depends largely on individual initiative.
PROCESSES
INSTITUTIONAL MEMORY

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Staff and relevant stakeholders are able to access needed information and knowledge.

We have a routine practice of discussing tacit knowledge in a variety of team/organizational forums.

Departing and/or current staff usually transfer organizational knowledge, understanding of the local context, and key relationships to incoming staff and consultants.
PROCESSES
INSTITUTIONAL MEMORY

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
Staff and relevant stakeholders are able to easily access up-to-date information and knowledge in a timely manner.

We consistently and systematically discuss and document our tacit knowledge so that it is available to the wider organization beyond the life of the project.

Departing and/or current staff systematically transfer organizational knowledge, understanding of the local context, and key relationships to incoming staff and consultants.
PROCESSES
DECISION-MAKING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

PROCESSES  
Decision-Making

1. Awareness of decision-making processes.
2. Autonomy to make decisions.
3. Appropriate stakeholder involvement in decision-making.
CLA MATURITY TOOL

PROCESSSES
DECISION-MAKING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We do not yet have clarity around decision-making processes or authority.
CLA MATURITY TOOL

PROCESSES
DECISION-MAKING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
EMERGENT

PROCESSES
Decision-Making

- Only certain staff understand organizational decision-making processes or the scope of their own autonomy.
- Rationale for decisions taken is rarely documented and only shared with staff and stakeholders after the fact.
A minority of staff understand organizational decision-making processes.

The level of autonomy staff have to make decisions about their work differs according to the teams and individuals involved.

Decisions are sometimes made after soliciting input from staff, and the rationale is documented and shared with them.
Processes
Decision-Making
Implementing Partner Version 1

CLA Maturity Tool
The majority of staff understand organizational decision-making processes.

Staff are usually granted an appropriate level of autonomy to make decisions about their work.

Decisions are usually made after soliciting input from appropriate internal and external stakeholders, and the rationale is documented and shared with them.
PROCESSSES
DECISION-MAKING

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
The process for making decisions is fully transparent.

Staff are consistently granted an appropriate level of autonomy to make decisions about their work.

Decisions are consistently made after soliciting input from appropriate internal and external stakeholders, and the rationale is documented and shared with them.
RESOURCES

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
KEY CONCEPTS

RESOURCES

People

1. Roles and responsibilities vis-a-vis CLA.
2. CLA capacity development.
3. CLA skills in hiring and performance reviews.
We are not yet leveraging our human resources to integrate CLA in our work.
RESOURCES
PEOPLE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
EMERGENT

RESOURCES

People

Only certain individuals:

- Incorporate CLA into their roles and responsibilities.
- Are trained in and recognized for CLA-related knowledge and skills.
- Are assessed for CLA-related skills to complement technical skills during hiring and performance reviews.

ENABLING CONDITIONS
RESOURCES
PEOPLE

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
The minority of staff:

- Incorporate CLA into their roles and responsibilities.
- Are trained in and recognized for CLA-related knowledge and skills.
- Are assessed for CLA-related skills to complement technical skills during hiring and performance reviews.
People

The majority of staff:

- Incorporate CLA into their roles and responsibilities.
- Are trained in and recognized for CLA-related knowledge and skills.
- Are assessed for CLA-related skills to complement technical skills during hiring and performance reviews.
RESOURCES

People

All staff:

- Incorporate CLA into their roles and responsibilities.
- Are trained in and recognized for CLA-related knowledge and skills.
- Are assessed for CLA-related skills to complement technical skills during hiring and performance reviews.
KEY CONCEPTS

RESOURCES

Other Resources

1. Time and budget for CLA activities.
2. Resource flexibility.
3. MEL and KM systems.
We are not yet allocating time, financial, or other resources for CLA activities or MEL and KM systems.
RESOURCES
OTHER RESOURCES

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We allocate time and financial resources for CLA activities on an ad hoc basis.

We shift resources (e.g., time/staff, budget) when directed by donors.

We minimally invest in system(s) that fit a few of our MEL and KM needs.
EXPANDING

RESOURCES

Other Resources

- We *sometimes* allocate time and financial resources for CLA activities.
- We can *sometimes* shift resources in response to adaptive management decisions.
- We invest in system(s) that fit *some* of our MEL and KM needs.
RESOURCES
OTHER RESOURCES

IMPLEMENTING PARTNER VERSION 1

CLA MATURITY TOOL
We usually allocate time and financial resources for regular CLA activities.

We can usually shift resources in response to adaptive management decisions.

We sufficiently invest in MEL and KM systems.
We **consistently**:

- Allocate time and financial resources for regular and **on-demand** CLA activities.
- **Build in buffers/slack** to our resource allocation so that we are able to easily shift resources in response to adaptive management decisions.
- Make **strategic** investments in **fit-for-purpose** MEL and KM systems.