**LEARN BY THE NUMBERS**

- **DATES:** OCT 2014–JUN 2020
- **IMPLEMENTERS:** Dexis Consulting Group & RTI International
- **FINAL CONTRACT VALUE:** $48 million
- **32 clients from across the Agency, including 14 USAID missions, bought into LEARN through 66 obligations**
- **LEARN has reached 82 missions and 13 bureaus through our work**
- **106 TDYs**
- **444 CLA Case Competition entries**
- **372 participants in the 5-day Better Development Programming through CLA Course**
- **500+ USAID CLA Community of Practice members**
- **847 instances of CLA integration across USAID documented by LEARN**
- **375 new and existing CLA champions, 139 of whom hold leadership positions at USAID and 122 with high social influence**

**VALUES:**

- **VALUE:** $48 million
- **FINAL CONTRACT義務:** $48 million
- **IMPLEMENTERS:** Dexis Consulting Group & RTI International
- **DATES:** OCT 2014–JUN 2020
- **FINAL CONTRACT VALUE:** $48 million
- **32 clients from across the Agency, including 14 USAID missions, bought into LEARN through 66 obligations**
- **LEARN has reached 82 missions and 13 bureaus through our work**
- **106 TDYs**
- **444 CLA Case Competition entries**
- **372 participants in the 5-day Better Development Programming through CLA Course**
- **500+ USAID CLA Community of Practice members**
- **847 instances of CLA integration across USAID documented by LEARN**
- **375 new and existing CLA champions, 139 of whom hold leadership positions at USAID and 122 with high social influence**

**LEARN’S CLOSING REFLECTIONS ON HOW WE WALKED THE TALK OF CLA**

- **EOC Report, pg. 45**
  - “Walk the talk” was a key mantra for us. It meant that we integrated CLA practices into how we worked with clients and with each other as a team. It is our internal version of a systematic, intentional, and resourced approach to CLA. Here are some of our tactics mapped to the CLA Framework that you could try yourself:

<table>
<thead>
<tr>
<th>CULTURE: We …</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Focus on improved process facilitation to create lasting impact (pg. 33)</td>
</tr>
<tr>
<td>□ We emphasized that CLA is not an additional workstream, but a set of practices that support Agency priorities. Investing in strong facilitation to improve existing processes and apply CLA practices is essential to creating lasting change.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROCESSES: We …</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Created spaces to share knowledge in person and capture it digitally for institutional memory (pg. 52)</td>
</tr>
<tr>
<td>□ Defined clear roles and responsibilities, especially for decision-making (pg. 55)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES: We …</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Used an intentional scoping process to define buy-in objectives focused on behavior change (pg. 57)</td>
</tr>
<tr>
<td>□ Hired staff with an adaptive mindset (pg. 57)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COLLABORATING: We …</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Carefully considered how, and how often, we used team meetings (pg. 58)</td>
</tr>
<tr>
<td>□ Created co-accountability with our clients (pg. 66)</td>
</tr>
<tr>
<td>□ Took time to build trust with stakeholders (pg. 66)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEARNING &amp; ADAPTING: We …</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Developed a theory of change and revised it when necessary based on our learning (pg. 13)</td>
</tr>
<tr>
<td>□ Laid out a set of regular practices for team data gathering, analyzing, and reflecting at key inflection points throughout the year (pg. 68)</td>
</tr>
<tr>
<td>□ Made adaptations, large and small, based on new learning or changes in our context (pg. 69)</td>
</tr>
<tr>
<td>□ Documented our learning and changes (pg. 69)</td>
</tr>
</tbody>
</table>

We leave you with this challenge: be the champion who models, inspires, and motivates others.

---

This summary contains many ideas that are further described in LEARN’s End of Contract (EOC) Report. If you note something you’d like to explore more, we encourage you to indicate it by marking in the squares provided and then reference the report.

This publication was produced for review by the United States Agency for International Development (USAID). It was prepared by the USAID Learning and Knowledge Management (LEARN) Contract, implemented by Dexis Consulting Group (Contract Number: AID-OAA-M-14-00015). The authors’ views expressed in this document do not necessarily reflect the views of USAID or the United States Government.
LEARN’s JOURNEY BEGINS HERE

This timeline highlights selected achievements, outputs, events, etc., from the more than five and a half years of the USAID LEARN contract. A more complete timelines, including learnings and context, is available in the LEARN End of Contract Report. The data to the right shows the extent of LEARN’s reach within USAID.

**OCT 2014**
- LEARN contract begins

**DEC 2014**
- First LEARN work plan written

**NOV 2014**
- First Moving the Needle learning event

**OCT 2015**
- First 3-day CLA Training held
- CLA Initiative for Measurement (CLAIM) Network launched
- Second Moving the Needle event

**OCT 2016**
- FFP CLA Week held at USAID/Ethiopia
- Field-based portfolio reviews conducted at USAID/Azerbaijan
- CLA Toolkit formally launched on USAID Learning Lab and ProgramNet
- Mission of Leaders Framework developed at USAID/Mexico

**OCT 2017**
- FFP Design Workshop After Action Learning Event held
- Introduction to CLA in the Program Cycle online module launched

**DEC 2018**
- Theory of Change in Project Design workshop launched

**OCT 2018**
- 2018 LEARN Case Competition Analyses conducted
- 5-day CLA Training co-facilitated with FSNs at USAID/KEA