

END OF CONTRACT SUMMARY

In September 2014, USAID’s Office of Learning, Evaluation & Research within the Bureau for Policy, Planning and Learning awarded the Knowledge Management and Learning (LEARN) contract to Dexis and subcontractor RTI. LEARN’s primary purpose was to support organizational change at USAID. More specifically, the contract was designed to help USAID staff integrate collaborating, learning, and adapting (CLA) approaches into program design, implementation, monitoring, and evaluation. It was clear that most staff, whether they realized it or not, were already integrating CLA into their work to some extent. The focus of our efforts, therefore, was to make those CLA practices more systematic, intentional, resourced, and ultimately more widespread throughout the Agency, thereby having a ripple effect on implementing partners and other stakeholders, such as host country governments.

At the contract’s conclusion, we want to share the lessons we’ve learned through this five and a half year change management effort. Our End of Contract Report details our reflections, but also serves as a practical resource for the reader that tells you more about the “how” and “why” of what we did in hopes that others might try and apply it to their change effort. These tips, approaches, and practices, summarized here, may be especially relevant for other institutional support mechanisms.

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.

LEARN’S CLOSING REFLECTIONS ON HOW WE CONTRIBUTED TOWARD IMPACT

EOC Report, pg. 12

- Create a shared language to support organizational change** (EOC, pg. 14)

A shared conceptualization of CLA, especially through the CLA Framework and Maturity Tool, created an entry point for increased CLA integration.

- Go where there is energy by focusing on champions and individual change** (pg. 19)

The core building block of organizational transformation is individual behavior change, so we needed to focus our efforts on where there was already energy for CLA by working through existing champions or those with high potential to become CLA champions. We supported new and existing champions by meeting them where they were, providing them with the information they needed to make the case for CLA, connecting them to each other, and celebrating and recognizing them.

- Focus on improved process facilitation to create lasting impact** (pg. 33)

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.

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:

CULTURE: We ...

- Documented, reinforced, and recognized our values (pg. 45)
- Modeled openness by inviting and piloting new ideas and being honest about failure (pg. 48)
- Created ways to get to know each other as people, not just coworkers (pg. 49)

PROCESSES: We ...

- Created spaces to share knowledge in person and capture it digitally for institutional memory (pg. 52)
- Defined clear roles and responsibilities, especially for decision-making (pg. 55)

RESOURCES: We ...

- Used an intentional scoping process to define buy-in objectives focused on behavior change (pg. 57)
- Hired staff with an adaptive mindset (pg. 57)

COLLABORATING: We ...

- Carefully considered how, and how often, we used team meetings (pg. 58)
- Created co-accountability with our clients (pg. 66)
- Took time to build trust with stakeholders (pg. 66)

LEARNING & ADAPTING: We ...

- Developed a theory of change and revised it when necessary based on our learning (pg. 13)
- Laid out a set of regular practices for team data gathering, analyzing, and reflecting at key inflection points throughout the year (pg. 68)
- Made adaptations, large and small, based on new learning or changes in our context (pg. 69)
- Documented our learning and changes (pg. 69)

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

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

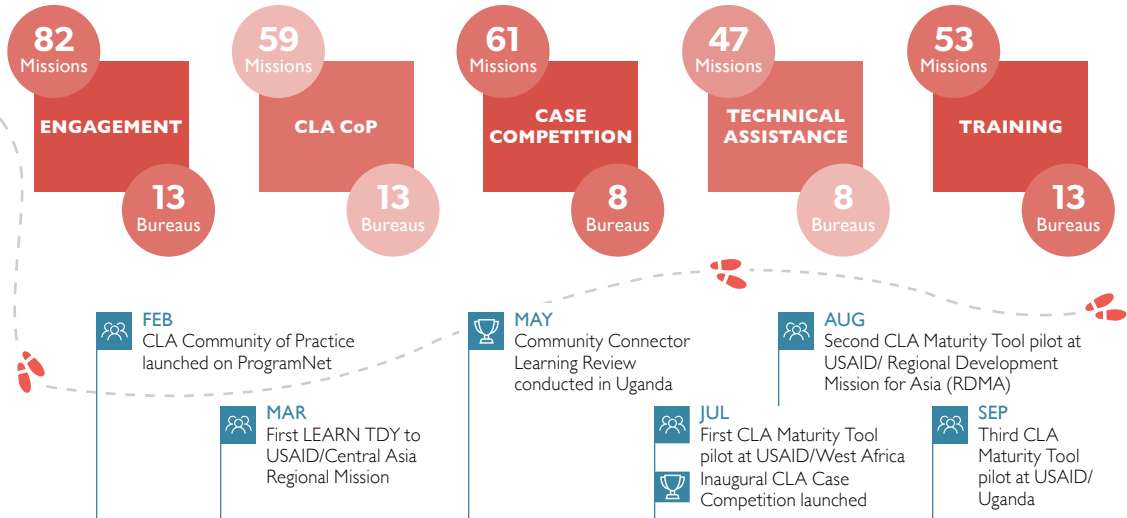
“LEARN was a spectacular mix of creative and task-oriented individuals that produced exceptional quality work that consistently improved USAID’s core business practices.”

– LEARN’s COR

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.

Events, Trainings, and TDYs
 Significant Achievements and Outputs



2014 OCTOBER 2015 JANUARY

<p> OCT LEARN contract begins</p> <p> DEC First LEARN work plan written</p>	<p> FEB CLA Community of Practice launched on ProgramNet</p> <p> MAR First LEARN TDY to USAID/Central Asia Regional Mission</p>	<p> MAY Community Connector Learning Review conducted in Uganda</p> <p> JUL First CLA Maturity Tool pilot at USAID/West Africa Inaugural CLA Case Competition launched</p>	<p> AUG Second CLA Maturity Tool pilot at USAID/ Regional Development Mission for Asia (RDMA)</p> <p> SEP Third CLA Maturity Tool pilot at USAID/ Uganda</p>
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2015 OCTOBER 2016 JANUARY

<p> OCT First CDCS Mid-Course Stocktaking (MCST) facilitated at USAID/Kosovo</p> <p> NOV First Moving the Needle learning event</p>	<p> FEB Workstream to build the evidence base for CLA (EB4CLA) established</p> <p> MAR CDCS MCST facilitated at USAID/Cambodia</p>	<p> APR BAA process facilitated with USAID/Guatemala</p> <p> MAY First CLA Maturity Tool Facilitation Training conducted with USAID/Senegal</p>	<p> JUN Second CLA Case Competition held</p> <p> JUL 2-day CLA Training held CDCS MCST facilitated at USAID/ Mozambique</p>	<p> SEP CLA Framework & Maturity Tool formally released Program Cycle Dashboard launched</p>
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2016 OCTOBER 2017 JANUARY

<p> OCT 3-day CLA Training held</p> <p> CLA Initiative for Measurement (CLAIM) Network launched</p> <p> NOV Learning Dojo launched Second Moving the Needle event</p>	<p> JAN First 5-day CLA Training held CDCS MCST facilitated at USAID/Jamaica</p> <p> FEB CLA at USAID podcast series premiered</p>	<p> MAR CDCS MCST facilitated at USAID/Malawi</p> <p> APR Learning Agenda Landscape Analysis conducted STIP Integration Report completed</p>	<p> MAY Third CLA Case Competition held</p> <p> JUN Food for Peace (FFP) Design Workshop held First mission-based CLA Training held at RDMA</p>	<p> AUG 2015 CLA Case Competition Analyses conducted</p> <p> SEP Program Cycle Learning Agenda questions developed Analysis of Federal Employee Viewpoint Survey conducted First USAID Center for Resilience Learning event Buy-in from USAID/ Kenya and East Africa (KEA) launched</p>
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2017 OCTOBER 2018 JANUARY

<p> OCT 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</p> <p> NOV Mission of Leaders Framework developed at USAID/Mexico</p>	<p> JAN Bureau for Africa's Division of Economic Growth, Environment and Agriculture (EGEA) buy-in launched CLA Case Competition Map launched on USAID Learning Lab</p>	<p> FEB LEARN's Measures of Success developed</p> <p> MAR CDCS MCST facilitated at USAID/Rwanda First Program Cycle Learning Agenda pause & reflect session held</p>	<p> APR Program Cycle Longitudinal Study interviews conducted Fourth CLA Case Competition held</p> <p> MAY 2-day CLA workshop for mission leadership held at USAID/KEA Thought Leaders in Learning podcast series premiered</p>	<p> JUN Third Moving the Needle event Multi-Donor Learning Partnership launched</p> <p> JUL EB4CLA Dashboard launched on Learning Lab</p> <p> SEP MCST Online Module launched on Learning Lab</p>
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2018 OCTOBER 2019 JANUARY 2020 JANUARY

<p> OCT FFP Design Workshop After Action Learning Event held</p> <p> DEC Theory of Change in Project Design workshop launched</p>	<p> FEB Introduction to CLA in the Program Cycle online module launched</p> <p> JAN 2018 CLA Case Competition Analyses conducted 5-day CLA Training co-facilitated with FSNs at USAID/KEA</p>	<p> MAY Review of USAID Office of Food for Peace Refine and Implement Approach held A Guide to Hiring Adaptive Employees published</p> <p> MAR PIVOT Cohort launched as part of the EGEA buy-in Fifth CLA Case Competition held</p>	<p> JUL ProgramNet 2.0 launched</p> <p> SEP The Lab's Evidence, Research, and Learning Plan and playbook published</p> <p> JUN Fourth Moving the Needle event Self-Reliance Learning Agenda questions published on USAID.gov</p>	<p> OCT ResilienceLinks website launched</p> <p> NOV Breaking Gender Barriers conference held</p> <p> MAR PIVOT Learning Review published J2SR online module and external video launched</p>
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