COLLABORATING, LEARNING AND ADAPTING TO FOSTER SELF-RELIANCE

KNIGHT CONFERENCE CENTER AT THE NEWSEUM | WASHINGTON, DC

USAID FROM THE AMERICAN PEOPLE

JUNE 26, 2019 LEARN
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<td>Sarah Schmidt, Chief of Party, USAID LEARN</td>
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<td>Susan Fine, Senior Deputy Assistant Administrator, USAID Bureau for Policy, Planning and Learning</td>
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CONNECT DURING THE EVENT

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Many donors and implementers are grappling with how better to support developing countries’ self-reliance and ownership over their development agendas, and how to deepen and leverage learning and adapting in their organizations and programs to achieve this result. USAID is committed to supporting developing countries on their Journey to Self-Reliance. The Agency is also an acknowledged leader in organizational learning, with a strong Collaborating, Learning, and Adapting (CLA) approach that stands out for its holistic scope, integration into Agency policies, and focus on capacity building.

Moving the Needle 2019 is not a traditional conference, but a learning experience that will offer examples of how CLA practices and approaches are being implemented across the international development sector by USAID staff and partners to improve development impact and operational effectiveness, and to support self-reliance, local ownership, and sustainability.

Today’s event brings together decision-makers, thought leaders, donors, and implementers to explore two questions:
1. How can we better leverage systematic, intentional and resourced collaborating, learning and adapting to operationalize and accelerate the shift toward a new relationship with developing countries that supports their self-reliance?
2. How can we further institutionalize organizational learning and adaptive management in our respective institutions to support this goal?

ABOUT THE BUREAU FOR POLICY, PLANNING AND LEARNING
The Bureau for Policy, Planning and Learning (PPL) shapes USAID’s development policy and programming guidance to ensure that the Agency’s work is grounded in evidence and reflects the state of the art in international development.

ABOUT LEARN
USAID LEARN is a mechanism within PPL’s Office of Learning, Evaluation and Research and supports CLA and other Program Cycle processes at USAID to improve the effectiveness of programs in achieving sustainable development outcomes. USAID Missions and Washington operating units can access organizational learning and adaptive management expertise through buy-ins to the mechanism. USAID LEARN works with PPL and its other support mechanisms to recommend standards, resources, and tools for integrating CLA into USAID programs and processes.
How to Collaborate, Learn, and Adapt in Support of the Journey to Self-Reliance

USAID is reorienting its strategies, partnership models, and program practices to achieve greater development outcomes and work towards a time when foreign assistance is no longer necessary. As partners on this Journey to Self-Reliance, we are empowering host country governments and our partners to achieve locally sustained results, helping countries mobilize public and private revenues, strengthening local capacities, and accelerating enterprise-driven development.

CLA practices and approaches support the Journey to Self-Reliance in a number of ways, some of which include:

- Pause and reflect with local actors on progress towards greater self-reliance and adjust as necessary.
- Use roadmaps and evidence to inform strategic choices.
- Recognize local actors as drivers, rather than passive recipients, of change.
- Identify relevant local actors and co-create shared understanding of challenges and solutions to achieve results.
- Invest in capacity strengthening in CLA for local actors to achieve results and greater self-reliance.
- Stay open and actively listen to local priorities and feedback.
- Maintain and strengthen trusting relationships with local actors.
- Draw on local sources of knowledge and share USAID learning with local actors.
- Include local actors in key decisions.

Can you think of other ways CLA approaches support the Journey to Self-Reliance?
James “Jim” Richardson is the Assistant to the Administrator in USAID’s Bureau for Policy, Planning and Learning (PPL) and is concurrently serving as the Coordinator of USAID’s Transformation Task Team, where he is leading the Agency’s historic reorganization.

Mr. Richardson has nearly 20 years of government and private sector experience. Prior to joining the Trump Administration, he was Chief of Staff for then-Congressman Mike Pompeo (KS-04) overseeing Pompeo’s offices in Washington, D.C., and in Wichita, Kansas, as well as the campaign organization. Throughout his years in Washington, Mr. Richardson has spearheaded numerous complex operations and developed an extensive background in public policy and the legislative process.

Prior to leading Congressman Pompeo’s staff, Mr. Richardson worked with the House Defense Appropriations Subcommittee for Congressman Todd Tiahrt (KS-04), the House Armed Services Committee for Congressman Jim Ryun (KS-02), and the Senate Foreign Relations Committee for Senator John Ashcroft (R-MO). He started his government career with Christopher “Kit” Bond (R-MO). In addition to his direct Capitol Hill experience, Mr. Richardson was a Senior Associate for Collins & Company, where he specialized in legislative strategy and federal government appropriations for universities and nonprofit organizations.

Mr. Richardson holds a Bachelor’s of Science degree in Government from Evangel University and a Master’s of Science in Defense and Strategic Studies from Missouri State University. He is also a graduate of the United States Air Force Air Command and Staff College.
Susan Fine, a Senior Foreign Service Officer with rank of Minister Counselor, has served in multiple positions in USAID/Washington and overseas, including Senior Deputy Assistant Administrator, PPL, responsible for policy and development cooperation; Director for PPL’S Office of Development Cooperation; and Mission Director for Senegal and the Sahel, where she managed a complex, multi-sector portfolio for Senegal, the Sahel Resilience program, and bilateral activities in Niger and Burkina Faso. Prior to that, she was Director for East African Affairs in the Africa Bureau where she oversaw USAID’s programs in the Horn of Africa and the Great Lakes countries.

From 2010–11, Ms. Fine was Deputy Mission Director responsible for southern Sudan during its historic self-determination referendum and transition to independence. Ms. Fine began her development career as a Peace Corps Volunteer in Swaziland and served with USAID in Uganda, South Africa, and Senegal before returning to Washington in 2004 to work in the Bureau for Asia and the Middle East and the Office of the Chief Operating Officer.

She holds a Bachelor’s Degree in Economics from Colby College and a Master’s of Science Degree in Public Policy from the Harvard Kennedy School of Government.
Salimah Samji is the Director of Building State Capability (BSC). She has more than 15 years of experience working in international development on the delivery of public services, transparency and accountability, strategic planning, monitoring, evaluation and learning. She joined the Center for International Development in 2012 to help create the BSC program. And is responsible for providing vision, strategic leadership, oversight and managing projects and research initiatives.

Before joining CID, she was an independent consultant working for the World Bank on issues of governance, and the Hewlett Foundation on strategic planning for one of their grantees. She has worked as a senior program manager at Google.org, leading a transparency and accountability initiative focused on empowering citizens and decision-makers, by making information on service delivery outcomes publicly available. Salimah has also worked at the World Bank as a social/rural development and monitoring and evaluation specialist in South Asia.

She has a Bachelor of Mathematics from the University of Waterloo (Canada) and a Masters in Public Administration in International Development (MPA/ID) from the Harvard Kennedy School. She is a qualified Casualty Actuary who changed careers after working for 18 months in Afghan refugee camps with a Canadian NGO (FOCUS Humanitarian Assistance) based in Pakistan. Salimah has worked and lived in Kenya, India, Pakistan, Tajikistan, Canada and the USA.
MORNING BREAKOUT SESSIONS

- How CLA Supports Risk-Taking in an Uncertain World
- CLA in Crisis Response and Recovery
- Oh, The Places We’ll Go: Reimagining What Local Partnership Looks Like
- Stop, Look, Listen, Learn: Using a Systems Lens
- Enabling Leadership at All Levels
MAKING STRATEGIC CHOICES AND BALANCING RISK
How CLA Supports Risk-Taking in an Uncertain World

In complex and uncertain environments, CLA practices support a balanced approach to risk-taking to achieve development objectives and foster self-reliance. But what does this look like in practice? And how can we leverage CLA to take advantage of opportunities as well as mitigate threats to increase country self-reliance? During this session, we will tackle these questions together by discussing the Agency’s current approach to risk management and offering practical examples of how CLA approaches support balanced and strategic risk-taking to innovate in, and improve, our development programs and better achieve our objectives. We will conclude the session with an interactive discussion about how CLA enables risk-taking.

MODERATOR
Lisa Whitley, USAID Bureau for Policy, Planning and Learning

SPEAKERS
Jennifer Kuzara, USAID Bureau for Policy, Planning and Learning
Danielle Pearl, USAID Office of Local Sustainability
Keetah Salazar-Thompson, USAID Bureau for the Middle East
RESPONDING TO CRISES AND BUILDING RESILIENCE
CLA in Crisis Response and Recovery

Most countries in which USAID works are progressing along the journey toward self-reliance, but many countries are also fragile. Approximately 80 percent of the places where USAID has programs are in acute crisis, recovering from crisis, or experiencing smaller-scale upheaval. In this session, we will discuss how USAID and implementing partners can intentionally and sensitively integrate CLA into programming in ways that enhance our ability to help communities prevent, mitigate, and/or recover from crisis. Using a winning case from the 2018 CLA Case Competition as a springboard, we will hear multiple perspectives on the challenges and opportunities that come with working in volatile contexts. Participants will then identify practical, transferable lessons applicable to their own work.

SPEAKERS

Jessica Davey, USAID/Regional Development Mission for Asia (RDMA), Office of Transition Initiatives
Stephen Gray, Adapt Peacebuilding
Salimah Samji, Center for International Development, Harvard University

LEARN MORE
https://bsc.cid.harvard.edu/ PDIAtoolkit
https://usaidlearninglab.org/ adapt-peacebuilding-myanmar
Worksheet on page 36.
REIMAGINING PARTNERSHIPS

Oh, The Places We’ll Go: Reimagining What Local Partnership Looks Like

Achieving greater self-reliance means that local stakeholders need to be in the driver’s seat. For that to happen, USAID and U.S.-based organizations need to be intentional about changing how they collaborate with local actors to maximize locally led development. As USAID Administrator Mark Green said, “I think we are too often in the development community unintentionally patronizing.” This session will highlight how donors and their partners can reimagine how we frame and pursue partnerships with various local stakeholders. Rather than seeing ourselves as donors, technical experts or even implementers, we will explore how CLA practices equip us to be effective listeners, facilitators, catalysts, and advisors, to change the very nature of our partnerships.

SPEAKERS

Hayden Aaronson, ACDI/VOCA
Laura Palmer Pavlovic, USAID/Serbia Office of Democracy and Economic Growth

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https://usaidlearninglab.org/
usaid-serbia-partnerships
https://usaidlearninglab.org/
transforming-market-systems
A key principle in ADS 201 (Program Cycle policy) is to promote sustainability through local ownership: “The sustainability and long-term success of development assistance ultimately requires local ownership and strengthening the capacity of local systems to produce development outcomes at the regional, national, sub-national, or community levels, as appropriate.” (ADS 201.3.1.2)

As this USAID Program Cycle Principle makes clear, USAID and its implementers have many opportunities for collaboration in a country, including with all levels of government, but also—and equally important—well beyond, with a wide range of actors. Every interaction in that broader country relationship matters on the Journey to Self-Reliance, so we need to use a systems lens to truly and deeply understand the local context before we determine how to most effectively collaborate and with whom. This session will provide an introduction to the four systems practices of USAID’s Local Systems Framework. Attendees will get a chance to learn how different offices have approached the first practice—listening—in their efforts to strengthen local systems. Join us to hear more about Political Economy Analysis (PEA), Whole System in the Room (WSR), and listening tour approaches.

**FACILITATOR**

Chelsea Jaccard Kaufman, USAID Bureau for Policy, Planning and Learning

**SPEAKERS**

Riley Abbott, USAID Global Development Lab
Dan Grant, USAID Office of Local Sustainability
Kelly Saldana, USAID Office of Health Systems
Tjip Walker, USAID Bureau for Policy, Planning and Learning

LEARN MORE
https://usaidlearninglab.org/5Rs-framework
USAID’s Leadership Philosophy articulates a common understanding of desired leadership practices and behaviors that all staff should demonstrate and is meant to foster a culture of respect, learning and accountability. During this session, we will hear an update from USAID leadership on how the philosophy is being introduced and operationalized at the Agency. Then, we will learn about how the Enabling Conditions components of the CLA framework support the Leadership Philosophy through two examples from USAID Missions. Representatives from USAID will share how they have used CLA approaches to build a culture of leadership and learning. Participants will discuss how to apply these examples and approaches to leadership challenges in their offices.

SPEAKERS

Keith Battles, USAID Bureau for Latin America and the Caribbean
Leslie Marbury, USAID/Rwanda
Susan Pascocello, USAID Office of the General Counsel

LEARN MORE

https://usaidlearninglab.org/usaid-paraguay-organizational-culture
https://usaidlearninglab.org/usaid-senegal-FEVS
COLOR ME!
LIGHTNING TALKS

Join us during the lunch break for a series of lightning talks focused on how the principles, practices, and approaches of collaborating, learning, and adapting can intentionally inform implementation that supports country self-reliance.

USAID staff and implementing partners will share stories from the field—in 5 minutes or less—about how CLA practices and approaches are being implemented across the international development sector to improve development impact and operational effectiveness and to support self-reliance and local ownership.

These lightning talks are intended to inspire and excite you. You won’t want to miss them!
AFTERNOON BREAKOUT SESSIONS

• Making Strategic Choices to Support Self-Reliance through CLA
• The Key to Resilience is CLA
• From Policy to Action: Using CLA Practices to Advance Private Sector Engagement and Sustainable Outcomes
• Engaging, Discovering, and Adapting to Strengthen Local Systems
• Adaptive Management: From Procurement to Personal Practice
MAKING STRATEGIC CHOICES AND BALANCING RISK
Making Strategic Choices to Support Self-Reliance through CLA

To build upon what the Agency already knows about self-reliance, various bureaus across the Agency have integrated CLA approaches, such as learning agendas, into their research, evaluation and learning efforts. The evidence and learning that comes from these initiatives will help USAID and its partners make strategic choices to support countries on the Journey to Self-Reliance. Come to this session to learn about several practical examples of how CLA in action supports strategic decision-making and ultimately, contributes to improved development outcomes. During this session, you will also have a chance to connect with your peers about the CLA approaches you use to make strategic choices in your work.

SPEAKERS
Amy Lovejoy, USAID Bureau for Africa
Jessica Lucas, USAID Global Development Lab
Stacey Young, USAID Bureau for Policy, Planning and Learning

LEARN MORE
https://usaidlearninglab.org/self-reliance-learning-agenda
https://usaidlearninglab.org/learning-in-the-lab
RESPONDING TO CRISSES AND BUILDING RESILIENCE
The Key to Resilience is CLA

The USAID Center for Resilience and Mercy Corps within the REAL partnership are using CLA approaches to improve the resilience of vulnerable communities to increasingly complex shocks and stressors. In this session, we will share some of what we are learning about how CLA approaches can be applied to resilience programs in ways that inform adaptive management and further learning. Participants will have the opportunity to practice applying a resilience lens by collaboratively working through a case study. Through this exercise, you will explore how integrating CLA during activity design, start-up and implementation can support efforts to foster self-reliance through resilience programming.

SPEAKERS
Jessie Anderson, USAID Center for Resilience
Sonia Moldovan, Mercy Corps
Diana Picón, Mercy Corps

LEARN MORE
https://www.usaid.gov/resilience/resources
https://www.fsnnetwork.org/resilience-measurement-practical-guidance-series-overview
REIMAGINING PARTNERSHIPS
From Policy to Action: Using CLA Practices to Advance Private Sector Engagement and Sustainable Outcomes

Private sector engagement is an important catalyst for helping countries accelerate their journey to self-reliance. USAID recently released the Agency’s first-ever Private Sector Engagement Policy, which is a call to action to staff and partners to work hand-in-hand with the private sector to design and deliver development and humanitarian programs across sectors. As per USAID Administrator Mark Green, implementing this policy will require a major cultural and operational transformation in the way that USAID works. How can CLA practices advance implementation of the policy? Join this interactive session if you want to be part of the visioning for how to move from policy to action and reimagine our partnerships and collaboration with the private sector for greater outcomes.

FACILITATOR
Lane Pollack, USAID Bureau for Policy, Planning and Learning

SPEAKER
Beverly Hoover, USAID Private Sector Engagement Policy Team

STRENGTHENING LOCAL SYSTEMS
Engaging, Discovering, and Adapting to Strengthen Local Systems

Having an idea of how local systems work is an essential starting point to do our work effectively, but it’s not enough. If we are committed to true collaboration for sustainability and self-reliance, we need to think differently about the entire Program Cycle. One approach is to find ways to help strengthen the whole system’s ability to produce sustainable and desired outcomes rather than intervening only at certain points in the system.

Building upon the Strengthening Local Systems track’s morning session that introduced four stages of systems practice, this interactive session offers a chance to explore what Engaging, Discovering, and Adapting might mean throughout the Program Cycle. Participants will experience the system of Ebola response in Liberia, based on a featured CLA Case Competition entry. Then we will discuss how, throughout the entire program cycle (during strategic planning, program design and implementation, and monitoring, evaluation and learning), we can use key systems practices as we collaborate, learn and adapt to catalyze wider, lasting change.

FACILITATOR
Chelsea Jaccard Kaufman, USAID Bureau for Policy, Planning and Learning

SPEAKERS
Riley Abbott, USAID Global Development Lab
Neetu Hariparan, USAID Bureau for Global Health
Ashleigh Mullinax, Global Communities
Danielle Pearl, USAID Office of Local Sustainability
Tjip Walker, USAID Bureau for Policy, Planning and Learning

LEARN MORE
https://usaidlearninglab.org/rapid-cla-ebola-case
https://usaidlearninglab.org/ebola-case-deep-dive
SUPPORTING TRANSFORMATION

Adaptive Management: From Procurement to Personal Practice

By managing programs adaptively, USAID and implementing partners will be better equipped to support countries on their journey to self-reliance. During this session, we will learn how USAID is working to enable adaptive management through efforts focused on institutional and individual change. We will hear an update from USAID leadership on partnering and procurement reforms and the Agency’s first Acquisition & Assistance Strategy and how they are intended to enable adaptive management. At the individual level, we will explore research on ‘adaptive managers’—employees who collaborate with relevant stakeholders and systematically acquire and use knowledge to make decisions in order to achieve greater impact. Join the discussion to learn about how you can incorporate adaptive management practices into your daily work and your awards.

SPEAKERS

Gayle Girod, USAID Office of General Counsel
Shannon Griswold, USAID Global Development Lab
Monica Matts, USAID Bureau for Policy, Planning and Learning
J. Randy Tift, USAID Management Bureau Office of Acquisition and Assistance

LEARN MORE

https://usaidlearninglab.org/hiring-adaptive-employees
COLOR ME!
1. **MORNING REFLECTION**
What is my key question about how CLA can support the Journey to Self-Reliance?

2. **MID-DAY REFLECTION**
What CLA practice or approach from this morning am I going to share with my colleagues?

3. **END-OF-DAY REFLECTION**
How do we, as organizational learning and knowledge management practitioners and advocates, advance self-reliance through sustained CLA practices?
LET’S GET LOUD
Creating a Collective Crescendo

Have you ever been in a situation when more voices would have helped you amplify your message? What did it feel like to carry that solo note?

Now imagine a room full of different voices—chattering, laughing, some soft voices and some loud, a few high-pitched and others low. What if they all came together to create one unified harmony? What would it feel like to be part of a crescendo?

In this culminating session, we will celebrate our collective work through co-creation, music, and reflection. Get ready to get loud!
USAID’s Self-Reliance Learning Agenda

The Bureau for Policy, Planning and Learning and the Global Development Lab are leading USAID’s Self-Reliance Learning Agenda (SRLA). Both a process and a set of products, the SRLA generates, collects, synthesizes, and disseminates evidence and learning, and facilitates their use to inform USAID’s efforts to support countries on their journey to self-reliance. The SRLA aims to contribute to broader discussions in international development around aid effectiveness and local ownership. To do this, the Agency is working to answer the following 13 questions:
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<th>QUESTIONS</th>
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<tr>
<td>1. What are the change pathways around how capacity and commitment come together to build self-reliance, and what are the implications for USAID programs? How can we foster the capacity and commitment of all actors at different levels of the system (local, sub-national, national, and regional)?</td>
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<td>2. What is the spectrum of trajectories countries follow toward self-reliance? What determines these trajectories? What are the implications for how we best support countries at different points along the spectrum?</td>
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<td>3. How are countries, Missions, donors, implementing partners, and local actors using metrics and data to understand progress toward self-reliance? How are they applying this understanding?</td>
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<td>4. How can private sector engagement support countries in advancing on the Journey to Self-Reliance?</td>
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<td>5. How can we apply evolving approaches to Financing Self-Reliance in different contexts?</td>
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<td>6. In what ways can humanitarian assistance approaches and funds contribute to country progress toward self-reliance, while also meeting urgent needs?</td>
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<td>7. How can USAID and its partners foster self-reliance in fragile contexts?</td>
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<td>8. How can different approaches to design, procurement, and management of programs foster self-reliance? What promising partner engagement practices emerge from these approaches?</td>
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<td>9. In fostering self-reliance, how can we use influence, knowledge, and convening power to complement projectized support?</td>
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<td>10. How can local, sub-national, national, and regional voices, priorities, and contributions be integrated into how USAID fosters self-reliance?</td>
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<td>11. How can we engage local and other relevant systems such that they become more self-reliant and sustain results?</td>
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<td>12. How can we best measure USAID’s contribution to countries’ progress on their journeys to self-reliance at the local, sub-national, national, and regional levels?</td>
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<td>13. How can USAID’s organizational structures and staffing, policies, guidance, technical assistance, and capacity-building enable us to foster self-reliance? In what ways can USAID/Washington provide effective field services to operationalize the Journey to Self-Reliance?</td>
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Christine Obester
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The Bureau for Policy, Planning and Learning provides a variety of resources to help USAID staff and implementing partners with their CLA efforts.

**COLLABORATING, LEARNING AND ADAPTING FRAMEWORK**

Although collaborating, learning and adapting (CLA) are not new to USAID, they often do not happen regularly or systematically and are not intentionally resourced. The CLA framework at right identifies components and subcomponents to help you think more deliberately about what CLA approaches might be best tailored to your organizational or project context. The framework recognizes the diversity of what CLA can look like in various organizations and projects while also giving CLA structure, clarity and coherence across two key dimensions: CLA in the Program Cycle (how CLA is incorporated throughout Program Cycle processes, including strategy, project, and activity design and implementation), and Enabling Conditions (how an organization’s culture, business processes and resource allocation support CLA integration).

Organizations need both integrated CLA practices appropriate for their context and conducive enabling conditions to become stronger learning organizations capable of managing adaptively. The framework stresses the holistic and integrated nature of the various components of CLA to reinforce the principle that CLA is not a separate workstream—it should be integrated into existing processes to strengthen the discipline of development and improve aid effectiveness.
LEARNING LAB

USAID Learning Lab is an interactive community where you can access and contribute to a growing repository of tools and resources on integrating CLA throughout the USAID Program Cycle. The platform is open to everyone, but its content is tailored to organizational learning and knowledge management enthusiasts, USAID staff and implementing partners, and development practitioners interested in maximizing development outcomes. To learn more, visit usaidlearninglab.org.

PROGRAMNET

ProgramNet is USAID’s internal repository of collective knowledge and experience around implementing the Program Cycle. A repository of guidance and examples, and an interactive online community of more than 7,000 members, ProgramNet connects USAID development professionals around the world to exchange ideas and support innovation to improve the way the Agency achieves and sustains development results. It provides a platform for peer-to-peer and mission-to-Washington dialogue to support collaboration and facilitate more effective implementation of the Program Cycle. To learn more, visit programnet.usaid.gov. Note: ProgramNet is only accessible to USAID staff.

The CLA Community of Practice, housed on ProgramNet, is a space for USAID staff to support one another in planning for, implementing and gaining capacity in CLA. Peer exchange is at the heart of this community, which focuses on sharing concrete lessons and methods. USAID staff can join the CLA Community of Practice on ProgramNet.
MONITORING, EVALUATION, CLA TOOLKITS

USAID Learning Lab hosts three toolkits to provide USAID staff and implementing partners with the resources to plan, implement and integrate monitoring, evaluating and CLA-related practices into USAID programming. Learn more at usaidlearninglab.org/mel-toolkits.

CLA TOOLKIT: The CLA Toolkit is a growing set of curated resources on collaborating, learning and adapting to help you more effectively plan and implement Program Cycle activities. Searchable by the CLA Framework and Program Cycle components, the CLA Toolkit houses practical tools, examples of what CLA looks like in practice, and guidance on how to plan for CLA programming.

EVALUATION TOOLKIT: The Evaluation Toolkit contains the latest USAID guidance, tools and templates for initiating, planning, managing, and learning from evaluation. This toolkit is primarily for USAID staff members who are involved in any phase of the evaluation process. It also serves as a resource for USAID staff members and external contractors who participate in or conduct evaluations for the Agency.

MONITORING TOOLKIT: The Monitoring Toolkit consists of the latest USAID Program Cycle guidance, tools, and templates for monitoring USAID strategies, projects and activities. It is a resource for USAID staff members and external partners who manage or implement USAID efforts.

EVIDENCE BASE FOR CLA

As part of a broader effort to improve the effectiveness of development assistance through organizational learning and adaptive management, USAID/PPL has initiated a number of activities to build the Evidence Base for CLA (EB4CLA) by answering these key questions: Does a systematic, intentional and resourced approach to collaborating, learning and adapting contribute to improved organizational effectiveness and development outcomes? If so, how and under what conditions? How do we measure the contribution? The EB4CLA work addresses these questions through literature reviews, internal and external learning networks, case analyses, and additional studies. Learn more at usaidlearninglab.org/eb4cla.
## CLA IN CRISIS RESPONSE AND RECOVERY

What are your top 3 transferable lessons about how CLA can support crisis response and recovery efforts?

<table>
<thead>
<tr>
<th>Lesson</th>
<th>Relevant CLA Framework Practice or Principle</th>
<th>Design Space Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><img src="/images/cla_collaborating_icon.png" alt="Collaborating" />, <img src="/images/cla_learning_icon.png" alt="Learning" />, <img src="/images/cla_adapting_icon.png" alt="Adapting" /></td>
<td>Administratively and politically feasible (we know how to do them)</td>
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<td>Technically correct solutions (we have seen them work)</td>
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<td>2.</td>
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COLOR ME!