



USAID
FROM THE AMERICAN PEOPLE



Join us for the 2017 CLA Case Competition
ANNOUNCEMENT WEBINAR

Tuesday, September 12
9:00-10:00 AM EST

Link to join: <https://ac.usaid.gov/clacc>



**2017 CLA CASE
COMPETITION**

COLLABORATE • LEARN • ADAPT

— OVERVIEW OF THE 2017 CLA CASE COMPETITION



OBJECTIVE

- Capture real-life case studies of USAID staff and implementing partners using a CLA approach for organizational learning and better development outcomes
- Identify enablers and barriers to CLA integration
- Contribute to the evidence base for CLA
- Solicit examples of evaluation utilization*



KEY CHANGES IN 2017

- Streamlined submission form in a fillable PDF
- CLA framework subcomponents selection
- Focus on outcomes from CLA approach



THE JUDGING PROCESS

- 5 LEARN judges read all cases to choose ~25 finalists
- 5 USAID judges considered 23 finalists to choose **10 winners**
- Cases were scored on a 20-point scale
- Judges also considered regional and sectoral representation



CASES MAY BE FEATURED IN...

2017 CLA CASE COMPETITION
COLLABORATE · LEARN · ADAPT

The 2016 CLA Case Competition submission period lasted from June 1 – July 15 and resulted in 63 qualifying entries from 11 USAID missions and operating units and 37 implementing partners in 26 countries. A team of judges from the USAID LEARN contract read all 63 entries and selected finalists to be reviewed by a panel of judges in the USAID Bureau for Policy, Planning, and Learning. After much deliberation, five top cases were identified. Winners were announced in September and awards were distributed to winners at a CLA event in November 2016.

Important Dates

Friday, June 16
2017 Submission Deadline

Tuesday, September 12
Winners Announced

LEARN

The 2016 CLA Case Competition Winner and Finalist Cases are:

Filter By:

USAID/DFID ACCELERE! Working Together for Educational Success in the Democratic Republic of Congo

Submitter: Alesatou Balde Pascal Tahmings | USAID/DFRC
The education system in the Democratic Republic of Congo is under-resourced and access to education remains low. USAID and the U.K. Department for International Development (DFID) launched the \$180 million ACCELERE! program to improve the reading and learning outcomes of primary school children in 25 educational sub-provinces. CLA Approach Theory of Change: Working together, USAID and DFID articulated a robust theory of change, agreed on a results framework, and developed a joint program with four mechanisms to achieve the ACCELERE! objective and m...[Read More](#)

Tags: [Education](#) [USAID Mission or Operating Unit](#) [Democratic Republic of the Congo](#)

Encouraging a CLA Culture

Submitter: Marie-Ange Binagwaho | Engility
Rural areas of the African Sahel suffer from many hardships that dampen community resilience, leaving households prone to socioeconomic shocks. USAID's Resilience in the Sahel Enhanced (RISE) initiative includes 28 activities in Niger and Burkina Faso. Through the five-year Sahel Resilience Learning (SAREL) activity, we provide monitoring, evaluation, collaboration, and learning support to RISE, working to strengthen the capacity of RISE and other key stakeholders to engage in adaptive, evidence-based learning. CLA Approach Relationships & Net...[Read More](#)

Tags: [Cross-Sector](#) [Private Company/Contractor](#)

USAID Learning
@USAIDLearning

Learning Lab is a collaborative space where USAID staff and partners share practical approaches to ground programs in evidence, maximizing development outcomes.

Washington, DC
usaidearninglab.org
Joined February 2013

Tweets: 3,470 | Following: 2,979 | Followers: 3,986 | Likes: 1,447 | Lists: 5 | Moments: 0

Tweets | Tweets & replies | Media

USAIDLearning @USAIDLearning · 3h
Looking for collaborating, learning and adapting tools? Check out the CLA Toolkit on USAID Learning Lab! [ow.ly/wnv03oeVwL](#) #adaptdev

Your Tweet activity
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Framing CLA: Knowledge Management in Tanzania

FEB 16, 2017 by JARRET CASSANITI Comments (0)

FRAMING CLA:
A LOOK AT COLLABORATING,
LEARNING & ADAPTING IN PRACTICE

COMMUNITY CONTRIBUTION

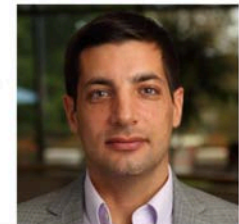
This blog post is part of USAID Learning Lab's *Framing CLA* blog series. Organized according to the subcomponents of the CLA Framework, the blog series features question and answer with development practitioners who submitted cases in the 2016 CLA Case Competition. This blog focuses on: Knowledge Management.

USAID Learning Lab: What is your full name, title, and organization?

Cassaniti: Jarret Cassaniti, Program Officer II, Knowledge for Health (K4Health)

USAID Learning Lab: What was the development challenge you addressed in your CLA Case Competition submission?

Cassaniti: In East, Central and Southern Africa, many development challenges are complex. They require regional action and



Listen to the USAID Learning Lab Podcast

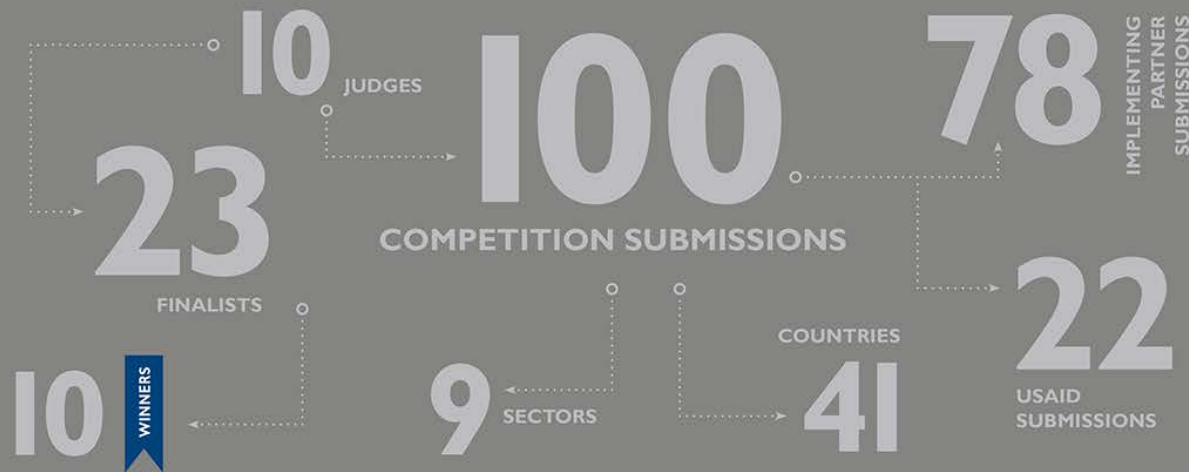
Episode 3: How (and Why) is USAID Learning?

— THE 2017 CLA CASE COMPETITION, BY THE NUMBERS

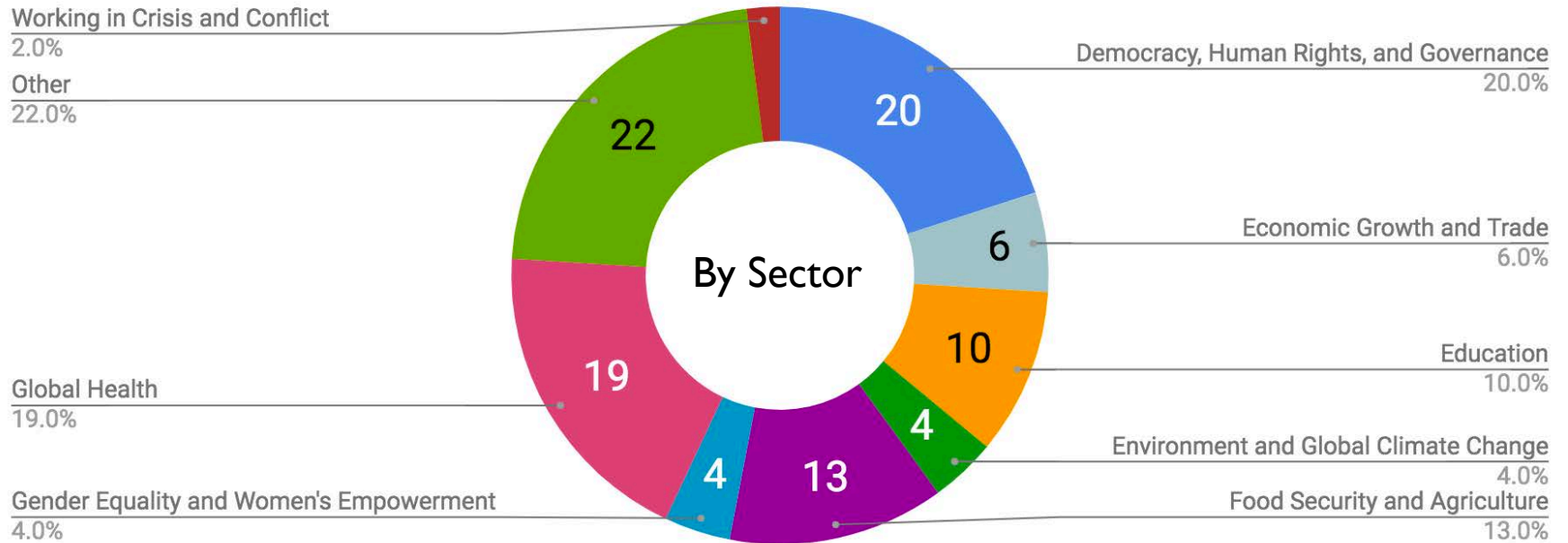
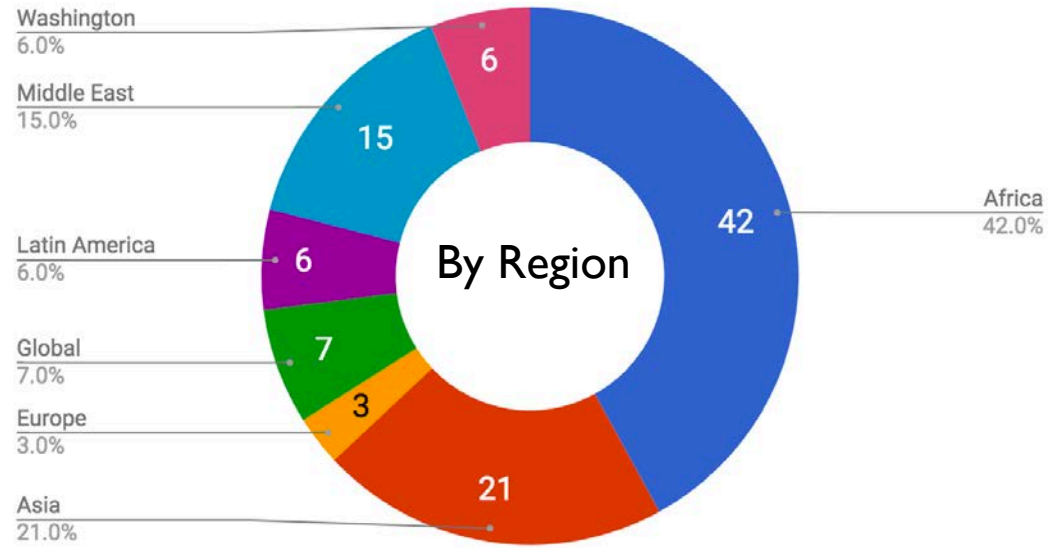
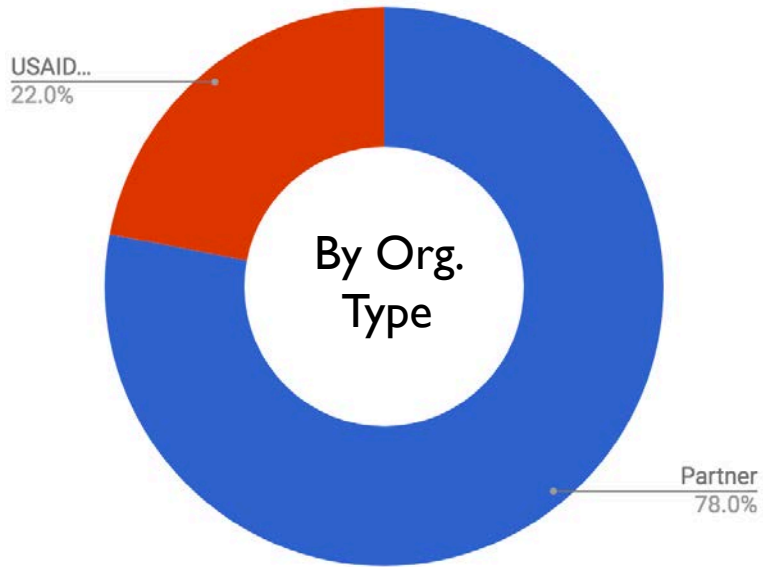




The 2017 CLA Case Competition submission period was May 1–June 16th. This annual event captures real-life case studies of USAID staff and implementing partners using a CLA approach for organizational learning and better development outcomes.



| Competition Growth | 2015 | 2016 | 2017 |
|------------------------------|------|------|------|
| Submissions | 57 | 63 | 100 |
| USAID Mission/OU Submissions | 5 | 11 | 22 |
| Countries | 24 | 26 | 41 |



TOP 10 LESSONS LEARNED ABOUT CLA, AS REPORTED IN 2017 CASE SUBMISSIONS

“So often, we **look outside** of the Agency for best practices in organizational learning and development, when the lessons that come from **looking inside** are perhaps even more relevant and helpful.”



BRIT STEINER, USAID
GLOBAL DEVELOPMENT LAB

TOP 10 LESSONS LEARNED ABOUT CLA AS REPORTED IN 2017 CASE SUBMISSIONS

1. Be deliberate. Good CLA is intentional, systematic, and resourced:

“Even with high capacity teams, collaboration will not always happen organically. Invest time in ensuring channels for collaboration are used consistently, and prioritize productive collaboration.” - Alexis Teyie, Mercy Corps

2. Leadership buy-in helps:

“Having leadership support and people that are skilled at and responsible for helping CLA is imperative, not only for ensuring that organizations know how and when to collaborate, learn, or adapt, but also to ensure that they actually do it.” - Rebecca Herrington, Social Impact

3. To get buy-in for CLA, show, don't tell:

“The demand for CLA activities and a true awareness of the benefits of CLA often comes after CLA successes.” - Tanya Garnett & Monica Gadkari, Social Impact & USAID/Liberia

4. Suspend “the rush” to an easy answer:

“CLA is about figuring out the ‘why’ and suspending the rush to an easy conclusion, to create space for examining and debating the data and other sources of evidence.” - Erin Baldrige & Guy Sharrock, Catholic Relief Services

5. Include relevant stakeholders, and use decision-making to empower staff:

“[Our team] advises project leadership to hold open pause and reflect sessions, and empower staff and partners to choose what is delivering results and make recommendations for optimization. If the team members understand how this will help them deliver better results, most people will embrace these mechanisms.” - Kate Heuisler, DAI Global, LLC

TOP 10 LESSONS LEARNED ABOUT CLA (CONT) AS REPORTED IN 2017 CASE SUBMISSIONS

6. Walk the talk of CLA:

“Empower your team to model CLA in how they interact with all team members, not only program beneficiaries.” - Kurt Richter, Global Center for Food Systems Innovation

7. Learn to act, and plan to share:

“Plan for communication and dissemination. Learning needs to be actionable and digestible for decision making and adaptive management.” - Claire Daley and Komal Bazaz Smith, DAI

8. CLA is worth the investment of time and resources:

“While these approaches take time and resources, the results are immeasurable in terms of the resulting quality and effectiveness of implementation and programming.” - Dareen Tadros, Raya Abu Ziad, Jill Jarvi, Rachel Surkin, and Fadi Khoury, IREX

9. Know and use your resources, as they are plentiful:

“Use your resources! USAID/PPL has incredible resources to get you started on your CLA journey. Have you taken the CLA training? Have you looked at Program Net? Leverage your M&E requirements! Everyone is required to do M&E for reporting requirements. But you can leverage these processes to generate information that is available to you on the day to day.” - Suzannah Dunbar, The Global Development Lab

10. You are probably already doing CLA:

“Many organizations are using CLA without knowing it. When it is applied knowingly, it becomes more fun and easier to embrace.” - Governance, Accountability, Participation and Performance (GAPP) Program, USAID/Uganda

— THE FINALISTS ARE...



THE FINALISTS

IN ALPHABETICAL ORDER BY ORGANIZATION

- **Cardno** Building a Better Business Environment in Serbia through CLA
- **CARE** Practice What You Preach: A Tool For Staff Transformation
- **Catholic Relief Services** Making Connections, Measuring Results: CLA in a Food Security Program in Zambia
- **Creative Associates Int'l** Nigeria Education Crisis Response: Using Feedback Loops to Drive Project Success
- **DAI** Learning and Adapting Enables Civil Society Innovations in Cambodia
- **EnCompass LLC** Walking the Walk: Building Internal Capacity for Performance Improvement
- **Global Communities** Collaborating, Learning and Adapting to Build Resilience in Fragile States
- **Land O'Lakes** Understanding Social Infrastructure to Increase Uptake of Improved Technologies
- **MSI** Rising Coca Production and USAID/Colombia: Responding with Rapid Iterative Learning
- **Save the Children** From Goats to Poultry: How Transitioning to New Value Chains Enhances Livelihoods
- **Social Impact** Development Conference Builds Technical Evidence Base in Liberia
- **Social Impact** Stakeholder Consultation Visits Improve Strategic Planning
- **The Manoff Group** Stop, Reflect, Improve: Using CLA to Engage Men to Improve Women & Children's Health
- **USAID/Afghanistan** CLA in Afghanistan: Promoting Enabling Conditions in a Non-Permissive Environment
- **USAID/Bangladesh** Using Evidence & Expertise to Build a Sustainable Health Service Delivery Network
- **USAID/Guatemala** Building Bridges to Collaboration: How Co-Creation Led to the Puentes Project
- **USAID/Indonesia** A Collaborating, Learning and Adapting Approach to a Gender Workshop
- **USAID/Jordan** No One Can Know Everything: Collaborating for Better Evaluation Recommendations
- **USAID/Jordan** USAID/Jordan Health Office's Joint Work Plan: Driving Portfolio-Wide Coordination
- **USAID/Middle East** Scenario Planning for Assistance to Yemen
- **USAID/Morocco** USAID/Morocco's State of the Mission Address: Improving Feedback Loops
- **USAID/Paraguay** Cost-savvy Learning and Adapting Maximizes Impact in Rural Paraguay
- **USAID/Senegal** Leveraging the Annual Federal Employee Viewpoint Survey for Reflection and Change

— THE WINNERS ARE...



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Leveraging the Annual Federal Employee Viewpoint Survey for Reflection and Change

Author: Elizabeth Callender

Organization: USAID/Senegal

Country: Senegal



- Used the Federal Employee Viewpoint Survey (FEVS) as a tool to generate organizational and cultural change
- Designed the process to strengthen relationships and empower employees to communicate and problem-solve

Practice What You Preach: A Tool for Staff Transformation

Author: Pranati Mohanraj, Emily Janoch, & Emily Hillenbrand

Organization: CARE

Country: Mali



- Noticed that it was hard to get communities to change their gender norms, so staff decided to examine their own behaviors first
- Invented a tool to collect data and create safe spaces for conversation about behavior change
- Adapted work plan accordingly
- **Result:** Women farmers were more likely to have control over household assets (from 10% at baseline to 47% at endline) and more likely to be involved in decisions about income and expenditures (now 48% from 25% at baseline).

Learning and Adapting Enables Civil Society Innovations in Cambodia

Author: Kate Heuisler

Organization: DAI Global, LLC

Country: Cambodia



- Pursued evidence-based learning by conducting a rapid demand survey, using online forms, focus groups discussions, and interviews
- Based on mid-term evaluation findings and rapid demand survey, adapted programmatic approach to focus on scaling piloted tech training services and establishing local implementing partners to take over key services

Nigeria Education Crisis Response: Using Feedback Loops to Drive Project Success

Author: Jake Thomsen

Organization: Creative Associates International

Country: Nigeria



- Employed feedback loops to gather evidence and adapted when necessary
- Convened meetings to brainstorm evidence-based solutions
- Shared experience with stakeholders in other regions so that they could learn from the process and adjust implementation in their geographic areas

Stop, Reflect, Improve: Using CLA to Engage Men to Improve Women and Children's Health

Author: Melissa Antal

Organization: The Manoff Group

Country: Zimbabwe



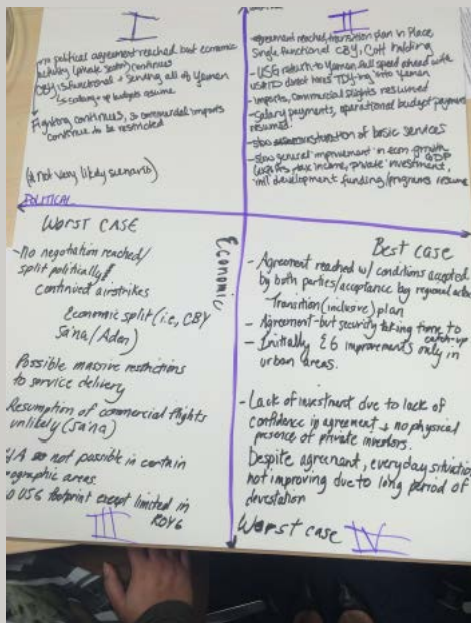
- Based on mid-project survey that showed behaviors were not improving, engaged men and women in consultative process that identified behaviors that could be promoted with men
- Leveraged respected local leaders to discuss men's roles and responsibilities in infant and young child feeding
- **Result:** Study found a statistically significant improvement in key behaviors in pilot area.

Scenario Planning for Assistance to Yemen

Author: Laura McAdams

Organization: USAID/Middle East

Country: Yemen



- Used a facilitated process for scenario planning
- Identified key themes used them to build out four draft scenarios most likely to unfold over the following 18 months
- Held various roundtables to validate scenarios and solicit feedback
- Planned quarterly reviews to re-validate and revise scenarios and contextual indicators

No One Can Know Everything: Collaborating for Better Evaluation Recommendations

Author: Kenana Amin

Organization: USAID/Jordan Program Office

Country: Jordan



- Enhanced the utility of evaluations for learning and adaptive management
- Improved collaboration between evaluation team members and USAID activity managers to ensure that evaluation recommendations were implemented
- Added a workshop to evaluation process for stakeholders to co-generate actionable recommendations

Making Connections, Measuring Results: CLA in a Food Security Program in Zambia

Author: Erin Baldrige & Guy Sharrock
Organization: Catholic Relief Services
Country: Zambia



- Reflected on feedback from farmers who applied project-promoted technologies
- Used demonstration plots to test an adapted technology in response to weeding concerns
- Encouraged farmers to observe and make sense of demo plots by comparing intercrops planted in trials

Collaborating, Learning and Adapting to Build Resilience in Fragile States



Author: Joanna Springer & Patrick O'Mahony

Organization: Global Communities

Country: South Sudan



- Developed learning agenda to test development hypothesis and pilot and document good practices for strengthening resilience capacities
- Created M&E tools and reporting procedures that addressed learning agenda
- Created lessons learned tracker
- Prepared community dashboards to inform project prioritization

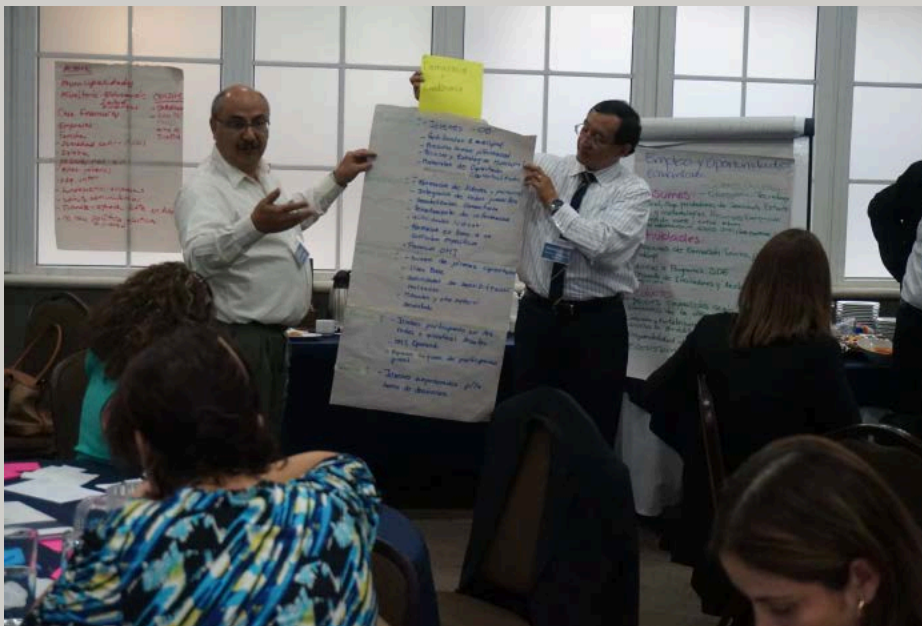
Building Bridges to Collaboration: How Co-Creation Led to the Puentes Project



Author: Laura Villegas

Organization: USAID/Guatemala

Country: Guatemala



- Used a Broad Agency Announcement to invite partners to collaborate early in the project design process
- Established trust and facilitated co-creation among a group of partners that usually compete for bids

SEARCH THE CASES ON USAID LEARNING LAB

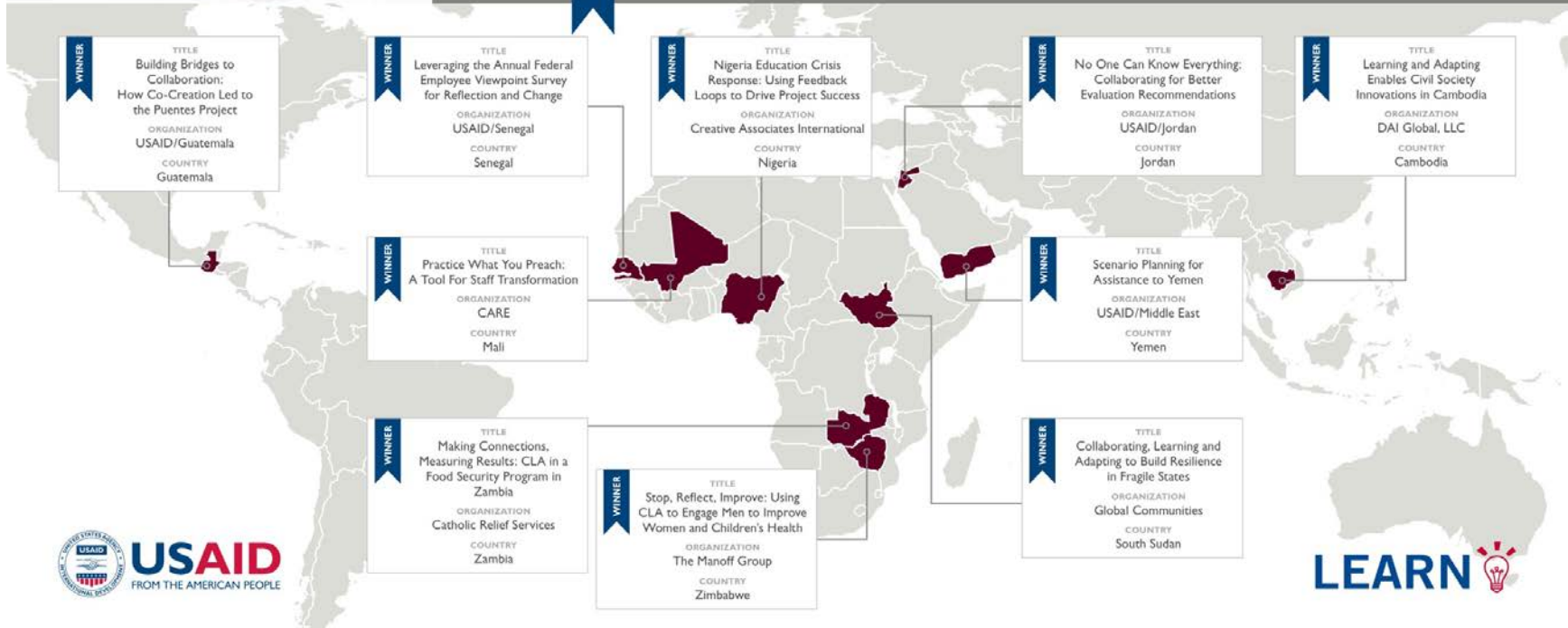
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| Title | Organization | Country |
|--|-------------------|-------------|
| Afghanistan's CLA Turning Point: Enabling Conditions in a Non-Permissive Environment | USAID/Afghanistan | Afghanistan |
| Using Evidence & Expertise to Build a Sustainable Health Service Delivery Network | USAID/Bangladesh | Bangladesh |
| Learning and Adapting Enables Civil Society Innovations in Cambodia | DAI | Cambodia |
| Rising Coca Production and USAID/Colombia: Responding with Rapid Iterative Learning | MSI | Colombia |
| Stakeholder Consultation Visits Enabled Better Understanding of Development Trajectory in Ethiopia | Social Impact | Ethiopia |
| Walking the Walk: Building Internal Capacity for Performance | EnCompass LLC | Global |



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QUESTIONS?

To **request** feedback on your case, or **share** feedback on your experience participating in the competition, email Amy Leo: aleo@learning4dev.org.



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