USAID, CLA, and Aid Effectiveness

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What's our goal for these 3 days?

- Introduce "collaborating, learning & adapting"– and ourselves to each other

- Hear what USAID Missions and implementing partners are doing around CLA

- Share and learn from each other's experiences

What's our goal for these 3 days?

- Share some useful resources and hear what other kinds of support are needed

- Discuss options for continued engagement (community of practice, etc.)

- Hold a 3rd day with USAID staff internally to discuss how to move this work forward—we welcome suggestions from partners re: what we should focus on
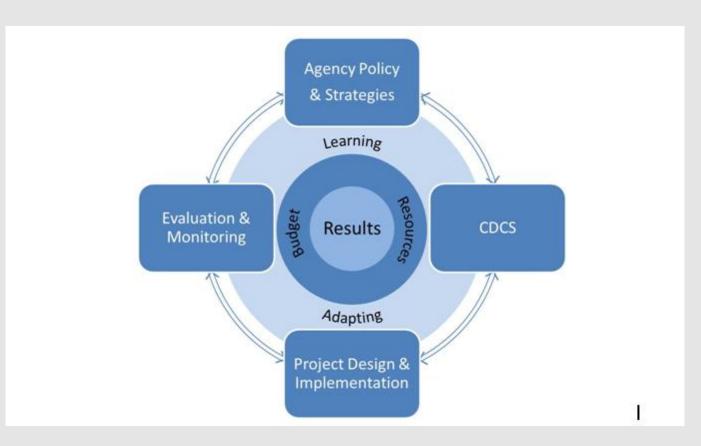
What is CLA? Where did it come from?

- Both a *conceptual framework* and *specific methods* for making development more effective

- Informed by existing practice inside & outside USAID

Chances are excellent you're already doing some of this!

- "CLA" developed with Uganda, adopted by 20+ Missions

- Many IPs are way ahead of USAID

CLA in the Program Cycle

Why CLA?
Because we keep getting the same things wrong.

- Data & evidence stay on the shelf, programs have weak evidence base

- Outdated practices are still used

- Programs have a poor fit with context

Why CLA?
Because we keep getting the same things wrong.

- Plans & implementation approaches are static

- Coordination is lacking, synergy is lost

- Development is donor-driven, not country-led

- Implementation modes assume service delivery to passive "beneficiaries"

CLA in CDCS

Fill gaps in evidence base
- analytic agenda: research, synthesis
- evaluations

Ground strategy in context
- game-changers
- advisory partners
- adaptive management

Build on experience
- candid conversations
- positive deviance

<u>Resources</u>, <u>staff</u> and <u>incentives</u> for collaborating, learning and adapting

CLA in Project Design

- Design project within broader context
- Program influence as well as dollars
- Choose flexible mechanisms
- Define deliverables to promote collaborating, learning and adapting
- New project construct requires IP coordination and collaborative learning
- Support it within/across projects (embedded, standalone)
- Catalyze learning for local development actors

CLA During Implementation

- Plan research, synthesis and periodic review to strengthen and update analytics

- Build learning focus into partners' meetings and portfolio reviews

- Capture learning from departing staff

- Institute informal, cross-sectoral discussion forums on game changers

- Fund IPs to capture and share learning (their own and others')

Adaptive management

Based on new learning or changes in context, make iterative course corrections to increase effectiveness

- Build flexibility into funding mechanisms

- Monitor performance but also broader context indicators, emergent trends, and other actors' activities and results

- Build iterative reflection into management processes

- Expect to need to adapt, and do so as soon as evidence indicates a more effective path is available

- Reward learning & adapting, not staying the course

Adaptive management examples

- ## Portfolio Reviews
  - Expanded to ask: What are we learning? Is implementation leading to results? Do we need to change course?

- ## "Big Picture" reflections
  - Multi-stakeholder reflection to ground-truth USAID programs in broader context of dynamic country conditions, emergent technical knowledge, and evolving assistance landscape

- ## Advisory groups
  - Local thought leaders engaged to bring local context and knowledge/experience to bear on strategic planning, project design, and program implementation

What we're doing to move this forward

- Building capacity within USAID
- Bringing partners into the conversation
- Sourcing and sharing examples
- Building lateral networks (such as this one?)
- Making the case for doing development differently
- Cracking the M&E nut

Selected Resources

Program Cycle Learning Guide (draft)

Practical models, methods, examples

http://usaidlearninglab.org/library/usaid-program-cycle-learning-guide-0

Program Cycle resources

Overview, online training, case study

http://usaidlearninglab.org/library/usaid-program-cycle-101