

# CLA in the Program Cycle



**CLA in the Program Cycle:**

**The extent to which CLA is incorporated throughout Program Cycle processes, including strategy, project, and activity design and implementation.**

CLA in the Program Cycle		
 <b>Collaborating</b>	 <b>Learning</b>	 <b>Adapting</b>
<b>Internal Collaboration</b> 1. Identify and prioritize other teams/offices for strategic collaboration. 2. Decide how to engage those teams/offices. 3. Collaborate with those teams/offices based on decisions reached.	<b>Technical Evidence Base</b> 1. Track the technical evidence base. 2. Apply the technical evidence base in planning and implementation. 3. Contribute to/expand the technical evidence base.	<b>Pause &amp; Reflect</b> 1. Variety and purpose of pause & reflect opportunities. 2. Timeliness of pause & reflect opportunities to inform decision-making. 3. Quality of pause & reflect opportunities.
<b>External Collaboration</b> 1. Identify and prioritize key stakeholders for strategic collaboration. 2. Decide how to engage key stakeholders. 3. Collaborate with key stakeholders based on decisions reached.	<b>Theories of Change</b> 1. Quality of theories of change. 2. Testing and exploration of theories of change. 3. Awareness among stakeholders about theories of change and the learning that results from testing them.	<b>Adaptive Management</b> 1. Analyze learning from implementation and/or pause & reflect opportunities. 2. Inform decision-making. 3. Follow through on decisions reached to manage adaptively.
	<b>Scenario Planning</b> 1. Identify risks and opportunities through scenario planning. 2. Monitor trends related to scenarios. 3. Respond to and apply learning from monitoring.	
	<b>M&amp;E for Learning</b> 1. Relevance of monitoring data to decision-making. 2. Design and conduct evaluations to inform ongoing and future programming. 3. Align M, E & L efforts across the strategy, project, and activity levels.	

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Enabling Conditions		
 <p><b>Culture</b></p> <p><b>Openness</b></p> <ol style="list-style-type: none"> <li>1. Sense of comfort in sharing opinions and ideas.</li> <li>2. Openness to hearing alternative perspectives.</li> <li>3. Willingness to take action on new ideas.</li> </ol> <p><b>Relationships &amp; Networks</b></p> <ol style="list-style-type: none"> <li>1. Development of trusting relationships.</li> <li>2. Exchange of up-to-date information.</li> <li>3. Use of networks across the system to expand situational awareness.</li> </ol> <p><b>Continuous Learning &amp; Improvement</b></p> <ol style="list-style-type: none"> <li>1. Staff take time for learning and reflection.</li> <li>2. Motivation for learning.</li> <li>3. Use of iterative approaches that enables continuous improvement.</li> </ol>	 <p><b>Processes</b></p> <p><b>Knowledge Management</b></p> <ol style="list-style-type: none"> <li>1. Source various types of knowledge from stakeholders.</li> <li>2. Distill knowledge.</li> <li>3. Share knowledge with stakeholders.</li> </ol> <p><b>Institutional Memory</b></p> <ol style="list-style-type: none"> <li>1. Access to institutional knowledge.</li> <li>2. Staff transitions.</li> <li>3. Contributions of Foreign Service Nationals to institutional memory.</li> </ol> <p><b>Decision-Making</b></p> <ol style="list-style-type: none"> <li>1. Awareness of decision-making processes.</li> <li>2. Autonomy to make decisions.</li> <li>3. Appropriate stakeholder involvement in decision-making.</li> </ol>	 <p><b>Resources</b></p> <p><b>Mission Resources</b></p> <ol style="list-style-type: none"> <li>1. Roles and responsibilities vis-a-vis CLA.</li> <li>2. Professional development in CLA.</li> <li>3. Procurement of CLA support.</li> </ol> <p><b>CLA in Implementing Mechanisms</b></p> <ol style="list-style-type: none"> <li>1. Mechanism type and scope enables CLA.</li> <li>2. Budgeting.</li> <li>3. Staff composition and skills.</li> </ol>

**Enabling Conditions:**  
 The extent to which the organizational culture, processes, and resource allocation support CLA institutionalization

