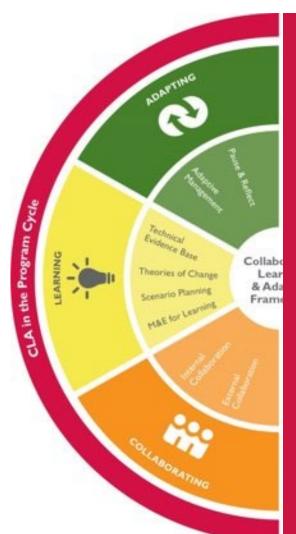
CLA in the Program Cycle



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



Collaborating

Internal Collaboration

- Identify and prioritize other teams/offices for strategic collaboration.
- Decide how to engage those teams/offices.
- Collaborate with those teams/ offices based on decisions reached.

External Collaboration

- Identify and prioritize key stakeholders for strategic collaboration.
- Decide how to engage key stakeholders.
- Collaborate with key stakeholders based on decisions reached.

- É-

Technical Evidence Base

- Track the technical evidence base.
- Apply the technical evidence base in planning and implementation.
- Contribute to/expand the technical evidence base.

Theories of Change

- Quality of theories of change.
 Testing and exploration of theories of change.
- Awareness among stakeholders about theories of change and the learning that results from testing them.

Adapting

Pause & Reflect

- Variety and purpose of pause & reflect opportunities.
- Timeliness of pause & reflect opportunities to inform decision-making.
- Quality of pause & reflect opportunities.

Adaptive Management

- Analyze learning from implementation and/or pause & reflect opportunities.
- Inform decision-making.
 Follow through on decisions reached to manage adaptively.

Scenario Planning

- Identify risks and opportunities through scenario planning.
- Monitor trends related to scenarios.
- Respond to and apply learning from monitoring.

M&E for Learning

- Relevance of monitoring data to decision-making.
- Design and conduct evaluations to inform ongoing and future programming.
- Align M, E & L efforts across the strategy project, and activity levels.

CLA in the Program Cycle

Enabling Conditions



Openness

- Sense of comfort in sharing opinions and ideas.
- Openness to hearing alternative perspectives.
- Willingness to take action on new ideas.

Relationships & Networks

- Development of trusting relationships.
- Exchange of up-to-date information.
- Use of networks across the system to expand situational awareness.

Continuous Learning & Improvement

- Staff take time for learning and reflection.
- 2. Motivation for learning.
- Use of iterative approaches that enables continuous improvement.



Knowledge Management

- Source various types of knowledge from stakeholders.
- 2. Distill knowledge.
- Share knowledge with stakeholders.

Institutional Memory

. Access to institutional

3. Contributions of Foreign

Service Nationals to

institutional memory.

knowledge.

2. Staff transitions.

Resources

Mission Resources

- Roles and responsibilities vis-avis CLA.
- Professional development in CLA
- 3. Procurement of CLA support.

CLA in Implementing Mechanisms

- Mechanism type and scope enables CLA.
- 2. Budgeting.
- Staff composition and skills.

Enabling Conditions:

The extent to which the organizational culture, processes, and resource allocation support CLA institutionalization



Learning & Decision-Making

- Awareness of decision-making processes.
- 2. Autonomy to make decisions.
- Appropriate stakeholder involvement in decision-making.