

# CLA PLAYBOOK: A PRACTICAL RESOURCE FOR PROGRAM MANAGERS AND DESIGNERS

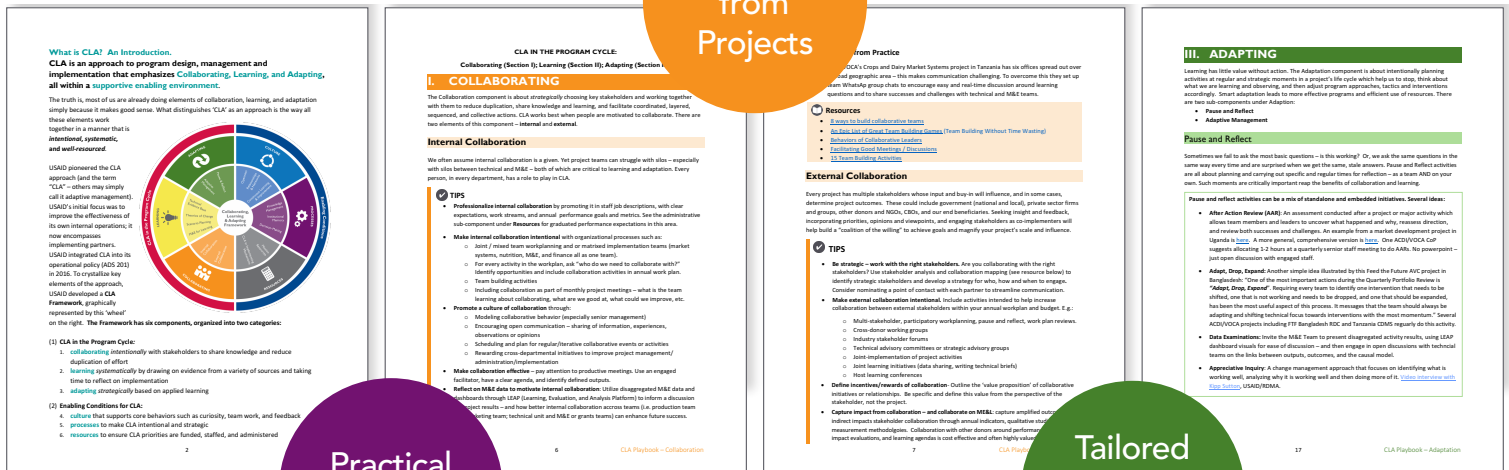
ACDI/VOCA's custom CLA Playbook provides practical resources, tips, and tools to help ACDI/VOCA project teams collaborate, learn, and adapt in more systematic and intentional ways.

It combines experiences and expertise across a diverse cross-section of our global project staff with existing resources from USAID and others in our industry.

Available in  
English,  
Spanish and  
French!



Examples  
from  
Projects



Practical  
Tips

Tailored  
Resources and  
Templates

For more on CLA at ACDI/VOCA, contact  
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# A SNEAK PEEK OF TIPS AND RESOURCES

COLLABORATING	LEARNING	ADAPTING
<p>Intentionally engaging with strategic external and internal stakeholders to reduce duplication, enhance learning, and magnify influence.</p> <p><b>Key Tips:</b></p> <ul style="list-style-type: none"> <li>Professionalize &amp; reward collab. in staff SOWs, annual reviews</li> <li>Define stakeholder's 'value proposition' (incentive) to collab.</li> <li>Be efficient and strategic</li> <li>Capture impact of collab., use data to motivate internal collab, and share ME&amp;L efforts externally</li> </ul> <p><b>Select Resources:</b></p> <ul style="list-style-type: none"> <li>Collaboration Worksheet</li> <li>Stakeholder Analysis and Collaboration Mapping Tool</li> <li>8 ways to build collab. teams</li> <li>Case studies on donor working groups, strategic planning, etc</li> </ul>	<p>Learning with a purpose: tools, approaches, behaviors which enable strategic learning for better outcomes.</p> <p><b>Key Tips:</b></p> <ul style="list-style-type: none"> <li>Build shared understanding of the Theory of Change; regularly adapt based on learning</li> <li>Develop a concise, strategic learning agenda, using a mixture of traditional and 'action' research methods</li> <li>Consider scenario planning exercises to challenge assumptions</li> <li>Formalize learning activities in annual workplan and budget</li> </ul> <p><b>Select Resources:</b></p> <ul style="list-style-type: none"> <li>LEAP Tutorial</li> <li>Theory of Change MEL Guide</li> <li>Learning Agenda Template</li> <li>Case studies on project learning questions, mid-point ToC adaptations</li> </ul>	<p>Take time to 'pause and reflect' on learning that informs decisions about maintaining, adapting, or dropping an approach or tactic.</p> <p><b>Key Tips:</b></p> <ul style="list-style-type: none"> <li>Use after action reviews, scenario planning, adapt/drop/expand tools to guide 'pause and reflect' sessions</li> <li>Ask the right, probing questions</li> <li>Pilot multiple possibilities and set concrete timelines for CLA research</li> <li>Reflect major adaptations in annual work plans but adjust iteratively throughout the year</li> </ul> <p><b>Select Resources:</b></p> <ul style="list-style-type: none"> <li>5 Pause and Reflect Activities</li> <li>Key Adaptive Management resources</li> <li>Sample CLA Plan</li> <li>Examples of adaptive work plan strategies, project P&amp;R tactics</li> </ul>
CULTURE	PROCESSES	RESOURCES
<p>How to cultivate a culture of openness, relationship building, and continuous learning that allows CLA to thrive.</p> <p><b>Key Tips:</b></p> <ul style="list-style-type: none"> <li>Provide positive feedback</li> <li>Create shared experiences</li> <li>Understand how intercultural and gender dynamics shape openness</li> <li>Design open office environment</li> <li>Promote, reward creative thinking</li> <li>Build time for learning into SOWs</li> </ul> <p><b>Select Resources:</b></p> <ul style="list-style-type: none"> <li>15 Team Building Activities</li> <li>5 Ways to Build a Workplace Culture of Continuous Improvement</li> <li>Mapping Leadership (Inter)Cultures</li> </ul>	<p>Defined processes for decision-making, knowledge management, and institutional memory</p> <p><b>Key Tips:</b></p> <ul style="list-style-type: none"> <li>"Pause and reflect" regularly</li> <li>Utilize ACDI/VOCA knowledge management platforms</li> <li>Integrate CLA into SOWs, staff review process, on-boarding and exits.</li> <li>Transparent decision-making processes, delegate authority</li> </ul> <p><b>Select Resources:</b></p> <ul style="list-style-type: none"> <li>CLA Maturity Self-Assessment</li> <li>STAIRS Work Planning Handbook</li> <li>Facilitating Good Meetings</li> <li>SharePoint Tutorial</li> <li>Case study on qtrly program reviews</li> </ul>	<p>Leveraging financial, human, and administrative (program award, pass-thru funds) resources to enable CLA.</p> <p><b>Key Tips:</b></p> <ul style="list-style-type: none"> <li>Budget for collaboration, learning</li> <li>Create flexible pots of funding in annual budget requests to minimize mods due to mid-year adaptation</li> <li>ADS 201 is your friend!</li> <li>Use specific recruitment techniques to identify CLA-related skills</li> <li>Wisely choose grant mechanisms</li> </ul> <p><b>Select Resources:</b></p> <ul style="list-style-type: none"> <li>Staff Performance Appraisal Form with CLA behaviors</li> <li>CLA Director, CLA Committee SOWs</li> <li>Sample interview questions, examples of flexible grants</li> </ul>