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.

For more on CLA at ACDI/VOCA, contact
CLAPlaybook@acdivoca.onmicrosoft.com | acdivoca.org
## A Sneak Peek of Tips and Resources

<table>
<thead>
<tr>
<th><strong>Collaborating</strong></th>
<th><strong>Learning</strong></th>
<th><strong>Adapting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intentionally engaging with strategic external and internal stakeholders to reduce duplication, enhance learning, and magnify influence.</td>
<td>Learning with a purpose: tools, approaches, behaviors which enable strategic learning for better outcomes.</td>
<td>Take time to ‘pause and reflect’ on learning that informs decisions about maintaining, adapting, or dropping an approach or tactic.</td>
</tr>
</tbody>
</table>
| **Key Tips:**  
- Professionalize & reward collab. in staff SOWs, annual reviews  
- Define stakeholder’s ‘value proposition’ (incentive) to collab.  
- Be efficient and strategic  
- Capture impact of collab., use data to motivate internal collab, and share ME&L efforts externally | **Key Tips:**  
- Build shared understanding of the Theory of Change; regularly adapt based on learning  
- Develop a concise, strategic learning agenda, using a mixture of traditional and ‘action’ research methods  
- Consider scenario planning exercises to challenge assumptions  
- Formalize learning activities in annual workplan and budget | **Key Tips:**  
- Use after action reviews, scenario planning, adapt/drop/expand tools to guide ‘pause and reflect’ sessions  
- Ask the right, probing questions  
- Pilot multiple possibilities and set concrete timelines for CLA research  
- Reflect major adaptations in annual work plans but adjust iteratively throughout the year |
| **Select Resources:**  
- Collaboration Worksheet  
- Stakeholder Analysis and Collaboration Mapping Tool  
- 8 ways to build collab. teams  
- Case studies on donor working groups, strategic planning, etc | **Select Resources:**  
- LEAP Tutorial  
- Theory of Change MEL Guide  
- Learning Agenda Template  
- Case studies on project learning questions, mid-point ToC adaptations | **Select Resources:**  
- 5 Pause and Reflect Activities  
- Key Adaptive Management resources  
- Sample CLA Plan  
- Examples of adaptive work plan strategies, project P&R tactics |

<table>
<thead>
<tr>
<th><strong>Culture</strong></th>
<th><strong>Processes</strong></th>
<th><strong>Resources</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>How to cultivate a culture of openness, relationship building, and continuous learning that allows CLA to thrive.</td>
<td>Defined processes for decision-making, knowledge management, and institutional memory</td>
<td>Leveraging financial, human, and administrative (program award, pass-thru funds) resources to enable CLA.</td>
</tr>
</tbody>
</table>
| **Key Tips:**  
- Provide positive feedback  
- Create shared experiences  
- Understand how intercultural and gender dynamics shape openness  
- Design open office environment  
- Promote, reward creative thinking  
- Build time for learning into SOWs | **Key Tips:**  
- “Pause and reflect” regularly  
- Utilize ACDI/VOCA knowledge management platforms  
- Integrate CLA into SOWs, staff review process, on-boarding and exits.  
- Transparent decision-making processes, delegate authority | **Key Tips:**  
- Budget for collaboration, learning  
- Create flexible pots of funding in annual budget requests to minimize mods due to mid-year adaptation  
- ADS 201 is your friend!  
- Use specific recruitment techniques to identify CLA-related skills  
- Wisely choose grant mechanisms |
| **Select Resources:**  
- 15 Team Building Activities  
- 5 Ways to Build a Workplace Culture of Continuous Improvement  
- Mapping Leadership (Inter)Cultures | **Select Resources:**  
- CLA Maturity Self-Assessment  
- STAIRS Work Planning Handbook  
- Facilitating Good Meetings  
- SharePoint Tutorial  
- Case study on qtrly program reviews | **Select Resources:**  
- Staff Performance Appraisal Form with CLA behaviors  
- CLA Director, CLA Committee SOWs  
- Sample interview questions, examples of flexible grants |