

Collaborating, Learning, and Adapting Maturity Matrix

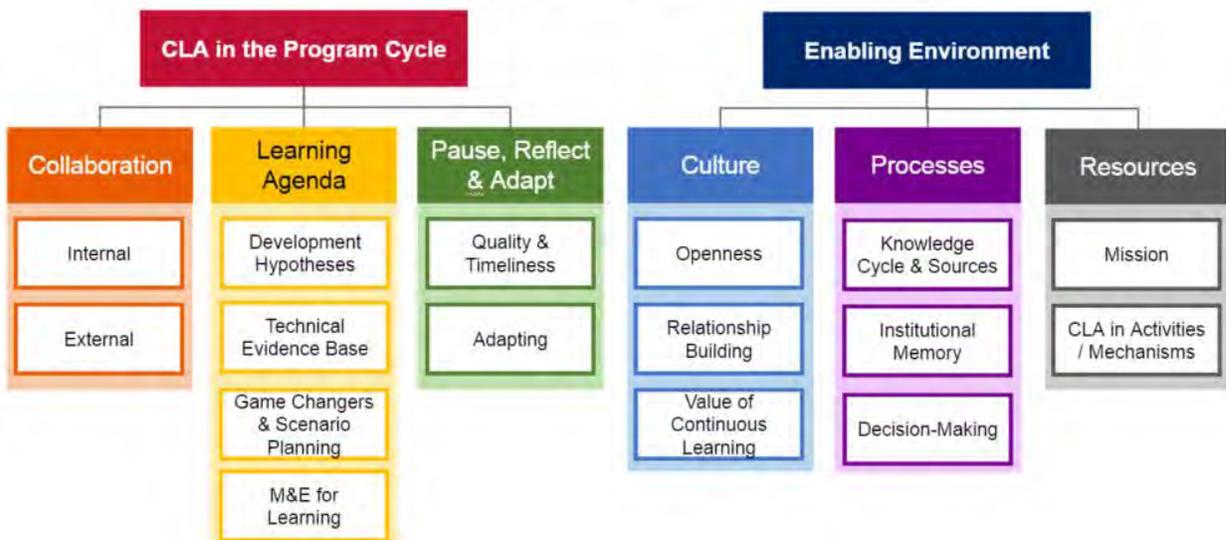
A Collaborating, Learning, and Adapting (CLA) Maturity Matrix is currently under development by USAID/PPL/LER and its support mechanism LEARN.¹ While CLA is not new to USAID missions, it often does not happen regularly or systematically and is not intentionally resourced. The CLA Maturity Matrix provides a clear picture of what systematic, intentional, and resourced integration of CLA is throughout the Program Cycle and within a mission’s culture and processes.

The CLA Maturity Matrix examines two key building blocks:

- **Building Block 1 - CLA in the Program Cycle:** the extent to which CLA is incorporated throughout Program Cycle processes, including strategy, project, and activity design and implementation; and
- **Building Block 2 - Enabling Environment:** the extent to which the mission’s organizational culture, processes, and resource allocation support CLA institutionalization.

The underlying logic for the CLA Maturity Matrix is that missions need both institutionalized CLA practices and processes (Building Block 1) and a conducive enabling environment (Building Block 2) to become a stronger learning organization. Under each building block, we have identified categories and sub-categories based on organizational learning literature, stocktaking of existing CLA practices with USAID missions and other development organizations, and feedback from numerous focus group participants, including implementing partners. *These categories were also selected to reinforce the principle that CLA is not a separate workstream, but that it should be integrated into existing processes to strengthen the discipline of development and improve aid effectiveness.*

CLA Maturity Matrix Framework - Version 6



¹This one-pager discusses Version 6 of the CLA Maturity Matrix Framework and Tool. The team is following an iterative approach to its development, and modifications for future versions of the matrix (based on feedback and piloting in missions) are already underway.

By using the CLA Maturity Matrix, missions will gain a deeper understanding of what CLA means and what it looks like in practice, at various levels of institutionalization. For each of the 16 matrix sub-categories in the diagram above (the white boxes), there is a spectrum of maturity, from 'not yet present' to 'mature/institutionalized,' with each stage described on a card, as shown below.

Example Sub-Category – Technical Evidence Base



Working through the cards catalyzes conversations about these sub-categories, and enables a mission to:

- **Self-Assess:** missions assess the current state of their CLA practice across the dimensions in the matrix;
- **Establish Vision:** missions determine the aspirational future state for their CLA practice across the same dimensions;
- **Action Plan:** through prioritization, missions identify where and how to focus future efforts to strengthen their CLA practice; and
- **Track Progress:** the CLA self-assessment provides a snapshot in time and, when done in subsequent years, can track changes in CLA institutionalization over time.

Not everything in the CLA Maturity Matrix framework is - or should be - a priority; for this reason, every CLA action plan will be different and based on each mission's CLA priorities and operational context.

Stay tuned for more Learning Lab on the CLA Maturity Matrix. It is currently in pilot mode and is being updated and refined based on feedback from the missions using it as well as other USAID staff and implementing partners. Please feel free to leave your comments and questions.