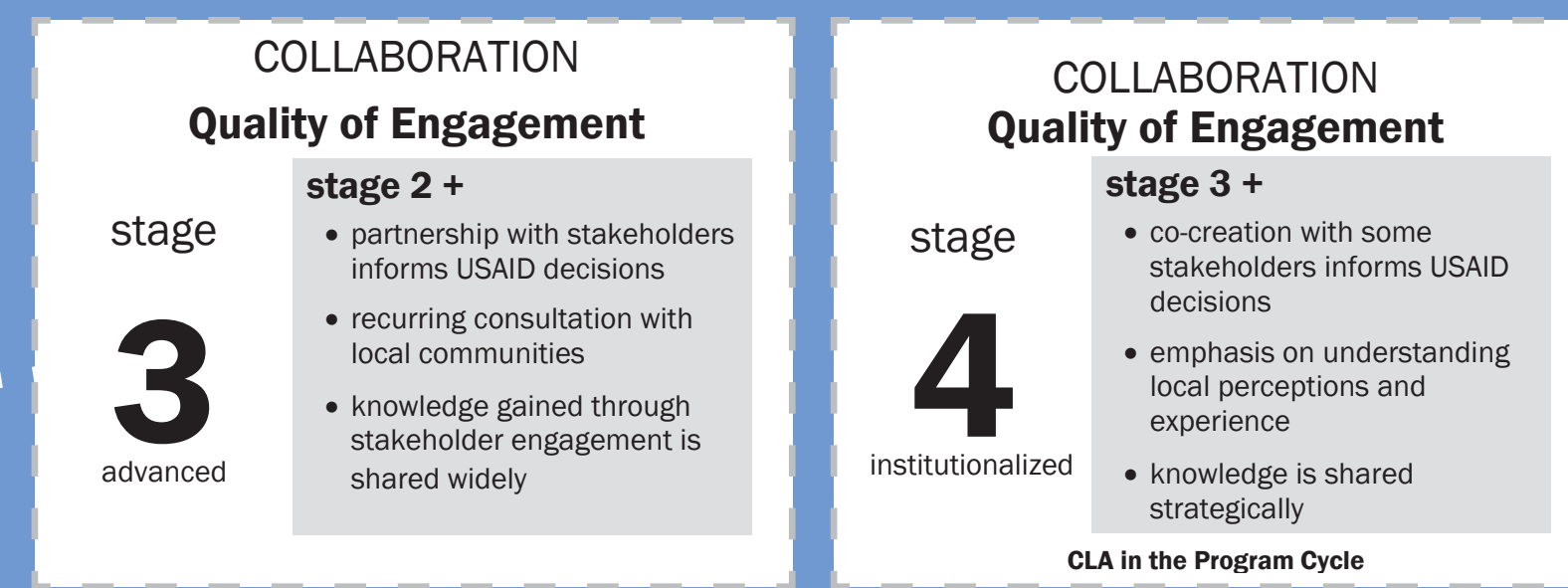


# BRIDGING ORGANIZATION DEVELOPMENT AND INTERNATIONAL DEVELOPMENT

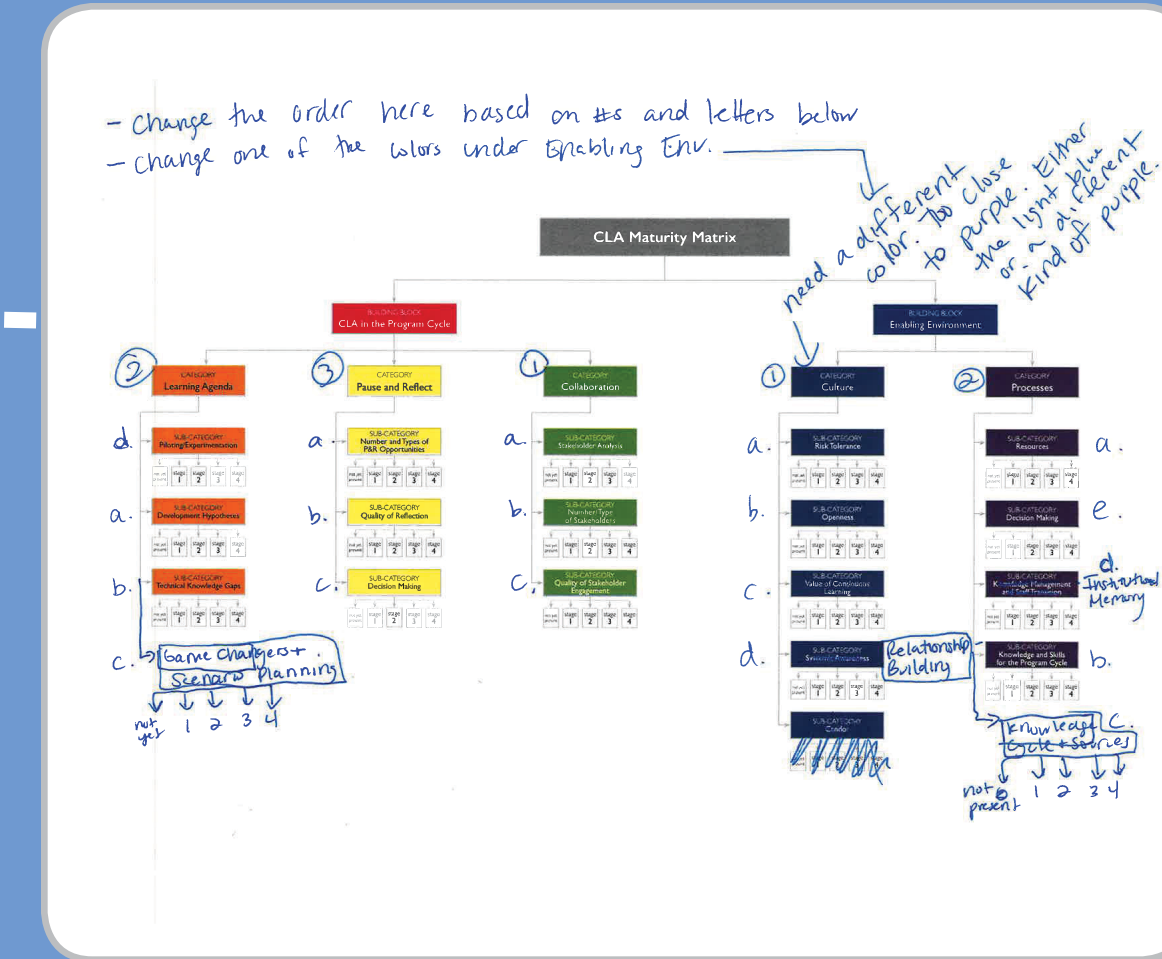
## Creating a Tool to Support Development Organizations in Becoming Learning Organizations

FEBRUARY 2015

The matrix began as a massive spreadsheet.



This is the original prototype after coming up with the idea that the tool could be in the form of cards.



This is a draft visualization of the first framework that was used for our minimum viable product.

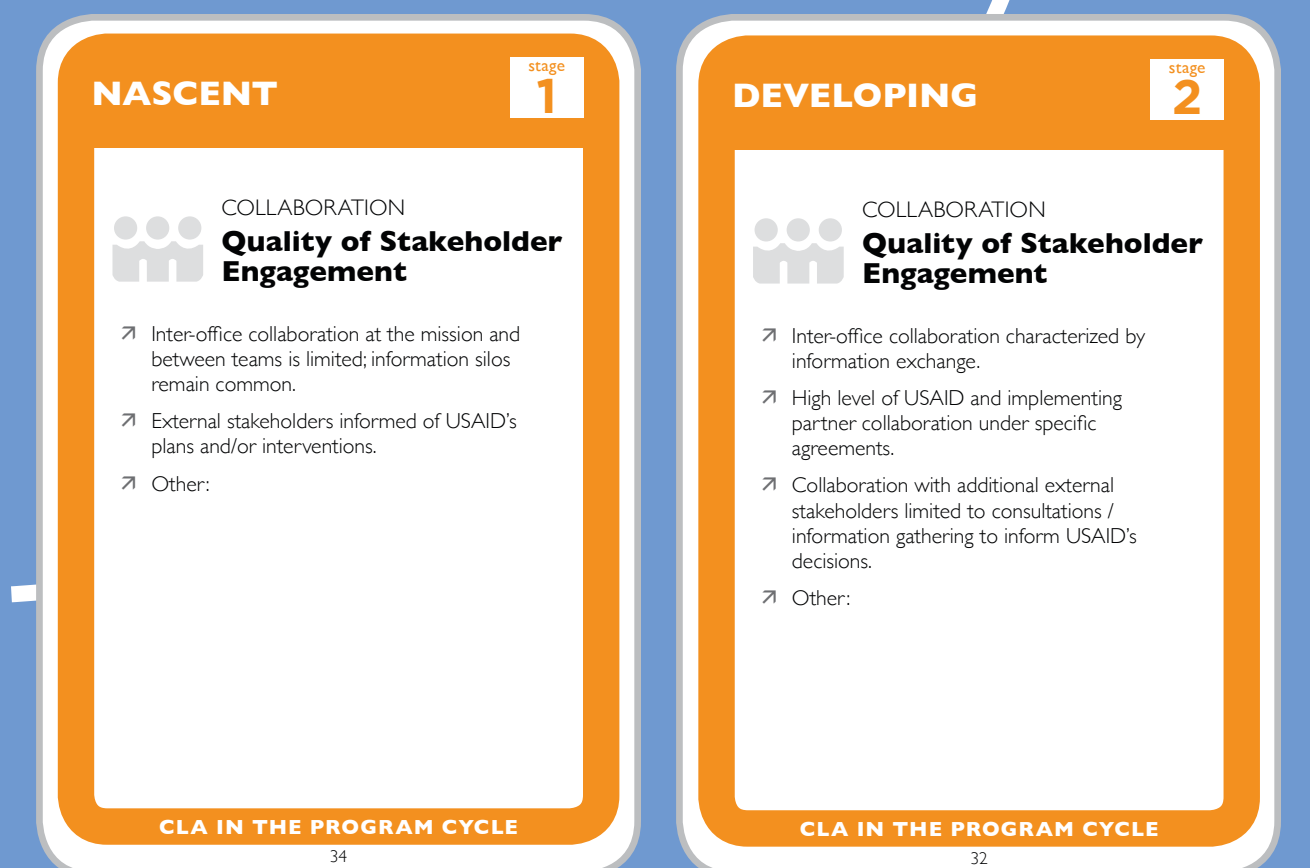
## ITERATIVE TOOL DEVELOPMENT IN ACTION

To deliver more effective humanitarian and development assistance to low- and middle-income countries, the U.S. Agency for International Development (USAID) has created a framework and a practical, hands-on tool to integrate organizational learning and adaptive management practices into development programs around the world. Using the tool—the Collaborating, Learning, and Adapting Maturity Matrix—USAID offices and partners facilitate a conversation to assess their current state of organizational learning practices, and plan for improvements based on their specific priorities and available resources.

As this poster outlines, this tool was intentionally developed using an iterative approach beginning in February 2015. Feedback from users has greatly improved the tool over time. Though the tool started as a large spreadsheet, it has evolved into an interactive card deck to allow for a more user-centered experience. Over time, the content has also been strengthened to align with both organizational learning literature and USAID's institutional realities.

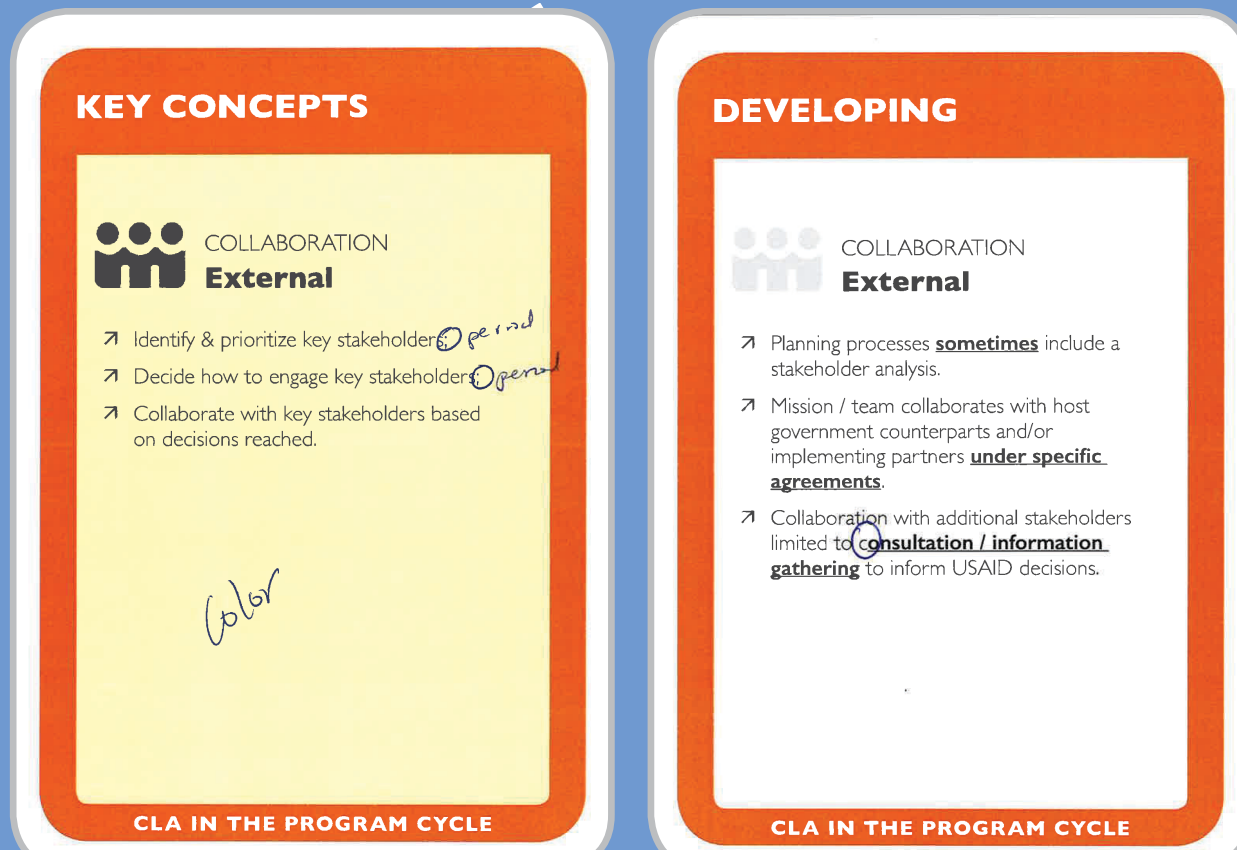
Visit [usaidlearninglab.org](http://usaidlearninglab.org) to learn more about the CLA Framework and Maturity Matrix.

JULY 2015

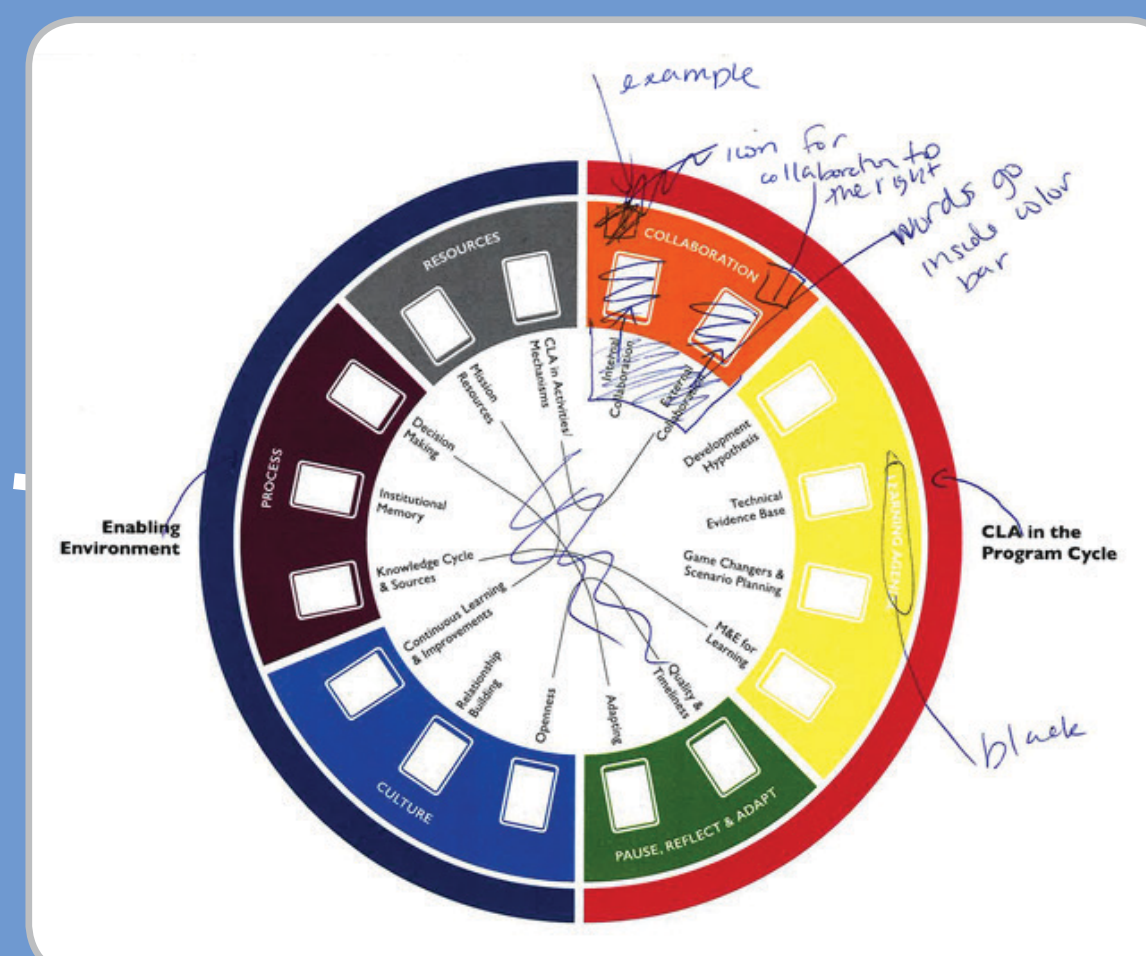


This is our original minimum viable product tested in West Africa.

SEPTEMBER 2015

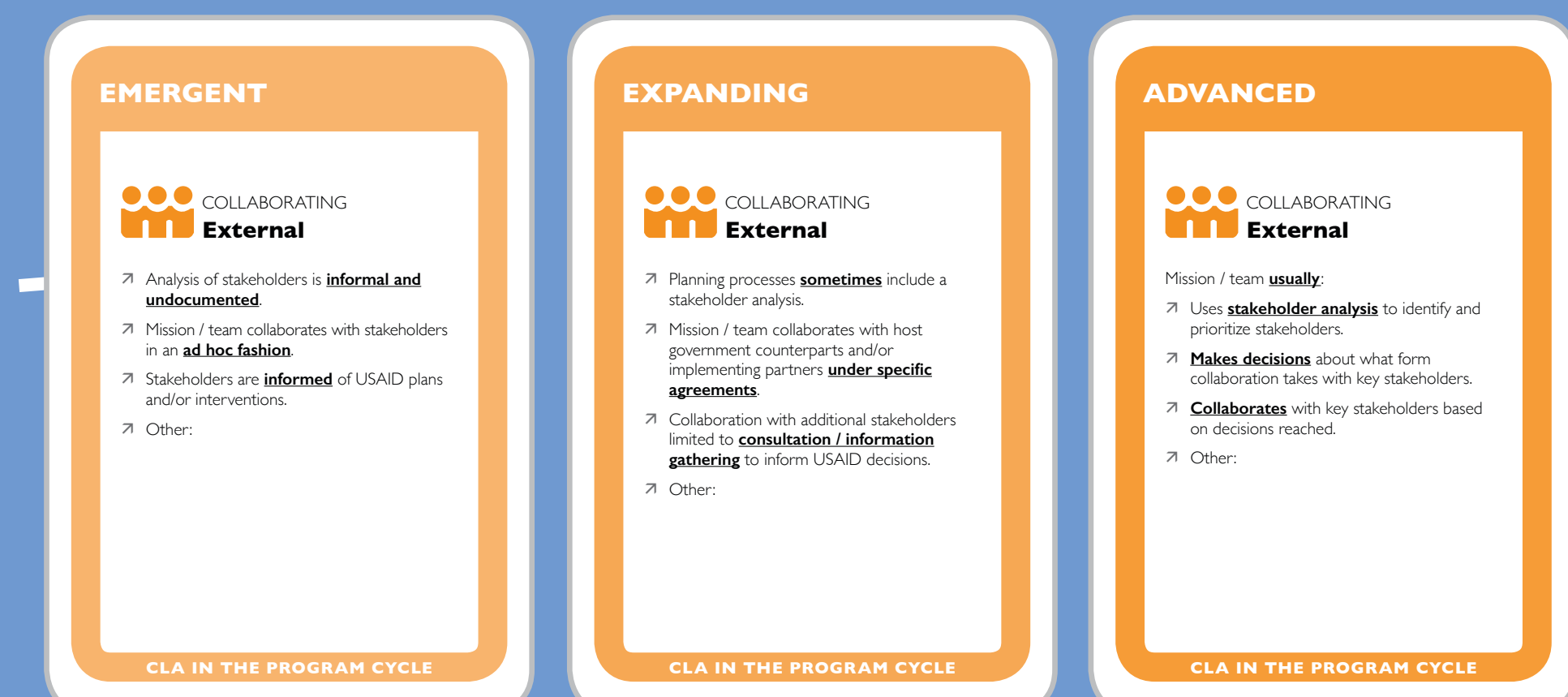


Based on testing, we removed the numbers on the cards because we noticed that the quantitative emphasis was negatively affecting participants' ability to be candid about their current practice. We also introduced key concept cards to clarify what constituted each subcomponent.

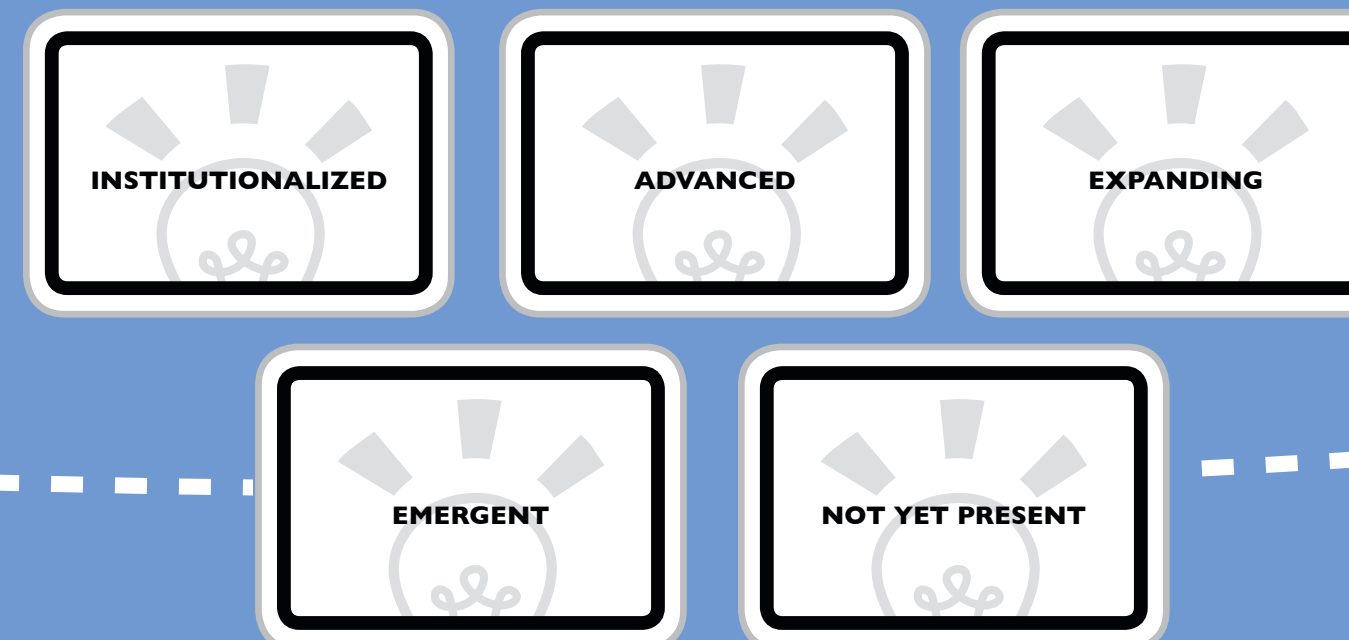
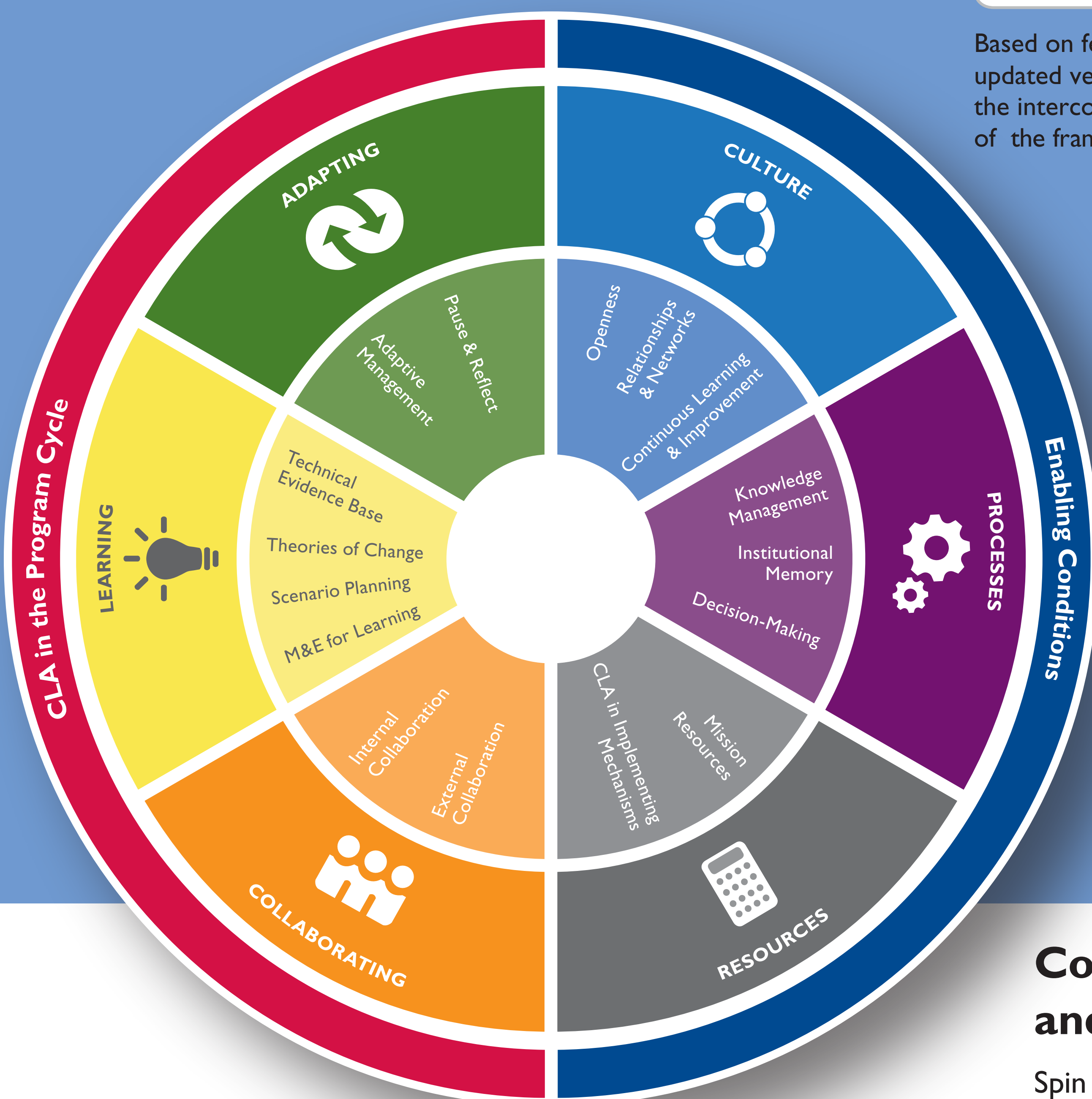


Based on feedback, we created an updated version 6 graphic that reflected the interconnected and integrated nature of the framework.

JANUARY 2016



After testing version 5, we changed the stage labels in version 6 to be more appreciative (e.g., developing became expanding) and added a subtle shading distinction between the stages to give users an added visual cue.



The mini stage deck cards became a hit in testing and gives participants a chance to individually reflect before the group discussion.



To address potential power dynamics during facilitation, we created individual stage cards for participants to register their assessment privately before discussing with others.

### Collaborating, Learning, and Adapting Framework

Spin the arrow and see the corresponding, color-coded maturity matrix cards below to get a better understanding of the tool.