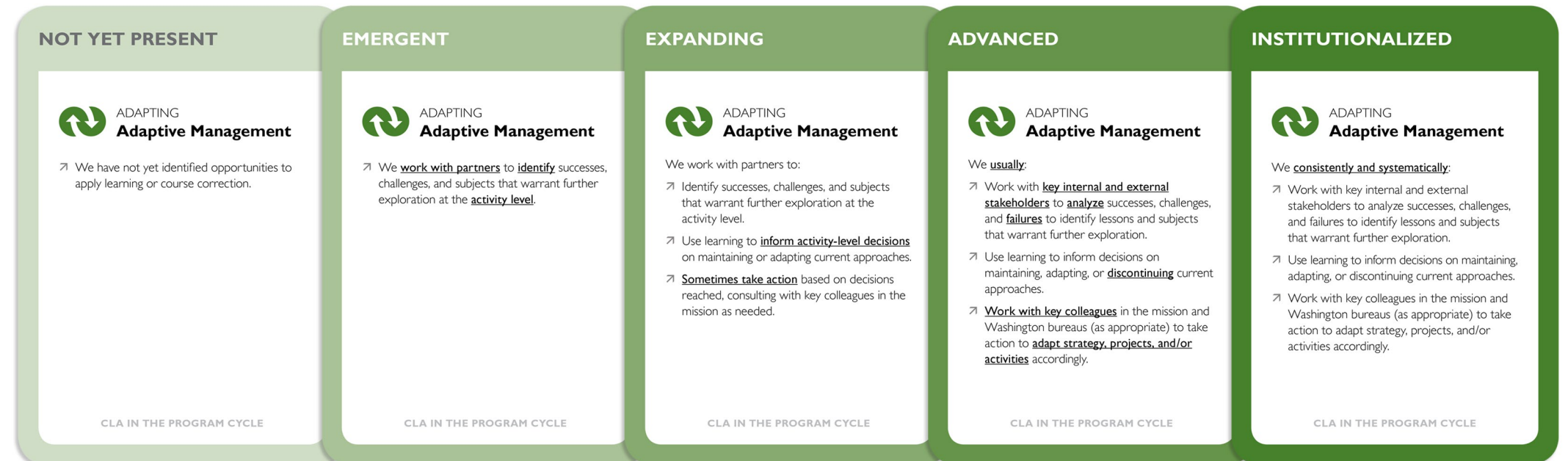**USAID** FROM THE AMERICAN PEOPLE

The CLA Maturity Tool includes one key concept card (below) and five spectrum cards (right) for each subcomponent in the CLA Framework. The spectrum cards describe a spectrum of practice from *Not Yet Present* to *Institutionalized*. Here are two example subcomponents and their cards:

KEY CONCEPTS

ADAPTING
Adaptive Management

1. Analyze learning from implementation and/or P&R opportunities.
2. Inform decision-making.
3. Follow through on decisions reached to manage adaptively.

KEY CONCEPTS

CULTURE
Openness

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

Collaborating, Learning & Adapting Framework wheel

Adaptive Management

NOT YET PRESENT	EMERGENT	EXPANDING	ADVANCED	INSTITUTIONALIZED
ADAPTING **Adaptive Management**	ADAPTING **Adaptive Management**	ADAPTING **Adaptive Management**	ADAPTING **Adaptive Management**	ADAPTING **Adaptive Management**
↗ We have not yet identified opportunities to apply learning or course correction.	↗ We **work with partners** to **identify** successes, challenges, and subjects that warrant further exploration at the **activity level**.	We work with partners to: ↗ Identify successes, challenges, and subjects that warrant further exploration at the activity level. ↗ Use learning to **inform activity-level decisions** on maintaining or adapting current approaches. ↗ **Sometimes take action** based on decisions reached, consulting with key colleagues in the mission as needed.	We **usually**: ↗ Work with **key internal and external stakeholders** to **analyze** successes, challenges, and **failures** to identify lessons and subjects that warrant further exploration. ↗ Use learning to inform decisions on maintaining, adapting, or **discontinuing** current approaches. ↗ **Work with key colleagues** in the mission and Washington bureaus (as appropriate) to take action to **adapt strategy, projects, and/or activities** accordingly.	We **consistently and systematically**: ↗ Work with key internal and external stakeholders to analyze successes, challenges, and failures to identify lessons and subjects that warrant further exploration. ↗ Use learning to inform decisions on maintaining, adapting, or discontinuing current approaches. ↗ Work with key colleagues in the mission and Washington bureaus (as appropriate) to take action to adapt strategy, projects, and/or activities accordingly.
CLA IN THE PROGRAM CYCLE	CLA IN THE PROGRAM CYCLE	CLA IN THE PROGRAM CYCLE	CLA IN THE PROGRAM CYCLE	CLA IN THE PROGRAM CYCLE

Openness

NOT YET PRESENT	EMERGENT	EXPANDING	ADVANCED	INSTITUTIONALIZED
CULTURE **Openness**	CULTURE **Openness**	CULTURE **Openness**	CULTURE **Openness**	CULTURE **Openness**
↗ Openness to sharing and hearing alternative perspectives or trying novel approaches is not yet part of mission culture.	Only certain individuals: ↗ Ask difficult questions or feel able to express unpopular viewpoints. ↗ Invite alternative perspectives. ↗ Are willing to explore untested or novel ideas.	A minority of mission staff: ↗ Ask difficult questions or feel able to express unpopular viewpoints. ↗ Invite alternative perspectives. ↗ Are willing to explore untested or novel ideas.	The majority of mission staff: ↗ Ask difficult questions or feel able to express unpopular viewpoints. ↗ Invite alternative perspectives. ↗ Are willing to explore untested or novel ideas.	Staff **mission-wide, with the support of mission leadership, consistently**: ↗ Ask difficult questions or feel able to express unpopular viewpoints. ↗ Invite alternative perspectives. ↗ Are willing to explore untested or novel ideas.
ENABLING CONDITIONS	ENABLING CONDITIONS	ENABLING CONDITIONS	ENABLING CONDITIONS	ENABLING CONDITIONS