

Local Capacity Development Mapping v 1.2

January 3, 2012

This tool consists of a discussion paper and set of checklists to assist in carrying out a local capacity development (LCD) mapping.

The USAID Forward Team would like to receive your suggestions for revising this discussion paper and associated checklists. We encourage you to “comment” and start a “discussion thread” on the IPR Communities of Practice website <http://communities.usaid.gov/ipr/> where you can share your experiences and lessons learned from local capacity development mapping. This website will serve as a collaborative workspace for all aspects of Objective 2 of USAID Forward, which is concerned with direct support of local organizations through grants and contracts. The most up-to-date version will be maintained on the website. You will also be able to post questions and request support for LCD mapping on this website. Relative to our other Objective 2 deliverables and services, comments and experiences can be posted on the IPR Communities of Practice website in the forum and will be used to revise other tools.

Purposes of LCD Mapping

The first step to increase direct engagement with potential local partners is to systematically gather information about these entities. Mapping provides a broad view of the system, including the environment in which these organizations operate, rough estimates of CSO and private sector capacity, the different types of civil society and private and public sector actors, and their relationships. Mapping may also help strengthen relationships between USAID Missions and local organizations.

Mapping consists of four Phases:

Phase One: Country and Sector Context

Phase Two: Inventory of Civil Society and Private Sector Organizations

Phase Three: Capacity Development Market Analysis

Phase Four: Drawing Conclusions

The first three Phases build upon existing knowledge in the Mission and research produced by different development actors. Phase One usually consists of a desk study and targeted gap-filling, while Phases Two and Three usually include Mission personnel having direct contact with local organizations.

LCD Mapping can help USAID Missions:

1. Understand the system in which the civil society and private sector operate and identify leverage points within that system
2. Better identify the universe of potential civil society and private sector partners, their capabilities, and their existing relationships
3. Become more aware of the perspectives of local organizations and businesses
4. Determine the extent to which direct partnerships are feasible in a particular context
5. Consider different ways of engaging local partners and begin building relationships with them
6. Think about new ways of supporting LCD through local service providers

LCD mapping is not a substitute for competition. It is a tool for identification of potential partners, clients, and other stakeholders, rather than a partner selection tool. The mapping can help prepare for project design activities and make a determination on whether to limit competition to local organizations or seek approval for a local sole source award or use full and open competition among international intermediaries to award a prime with sub-award mechanisms to build local capacity. The mapping will also help one understand how local organizations access information. This can focus Mission's strategic targeting of potential local contractors and grantees and dissemination efforts for solicitations.

When to Map

If a Mission has not completed a Country Development Cooperation Strategy (CDCS), a broad-brush mapping can be useful before starting the CDCS or early in the CDCS process. Once a CDCS has been completed, mapping can be helpful for:

- Designing new programs or projects in which LCD is a primary or secondary objective;
- Integrating LCD into existing programs or projects; and
- Sector assessments.

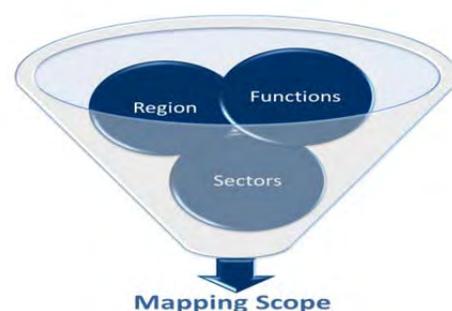
Civil society, the private sector, and the environments in which they operate are constantly changing. As a result, the information gathered in a broad-brush LCD Mapping may be out of date when a more focused mapping is conducted for program or project development or a sector assessment. A broad mapping needs to be periodically updated. How often will depend on how dynamic the system is -- the creation, dissolution, and growth rates of the organizations and businesses and the changes in the regulatory, political, economic, and social context.

Mapping should not be confused with the Local Organization Pre-Award Survey (LOPAS) or the post-award Organizational Capacity Assessment tool (OCA) that are used for a more detailed analysis of the strengths and weaknesses of an individual organization or business.

Application and Scope

Mapping can be done at various levels. Often, it will make sense to start with a broad-brush assessment of major organizations and businesses and follow up with a more detailed mapping of a particular program area or subsector. Alternatively, a Mission may want to begin with a more focused mapping. Some Missions will find it important to cover organizations and businesses throughout the country while others may only be interested in particular geographic areas. Mapping should cover both civil society and private sector organizations.

If the Mission is only interested in providing direct support for organizations or businesses in certain areas, it may need to expand the mapping to include service providers in other parts of the country who can help build the capacity of the organizations or businesses that will receive direct support. Mapping can also focus on specific



functions; for example, if the purpose is to gather information on service providers who can help build the capacity of small enterprises or farmer groups.

Before starting a mapping exercise, the Mission should define the development objectives of the operational unit, the intermediate results expected, and the scope of the mapping exercise. In planning the mapping exercise, consider the functions needed to meet the desired development objectives of the Mission. Examples of these functions include:

- Policy development
- Advocacy
- Financial services delivery
- Business services
- Training and extension
- Monitoring and evaluation
- Community social services
- Education
- Research
- Raising awareness
- Disaster relief and mitigation
- Conflict resolution and peace-building

Who should be involved?

There are advantages to conducting a mapping exercise with strong in-house participation if the Mission has available staff with the necessary expertise. The mapping exercise is often an opportunity for Mission staff to spend more time in the field before project development, which in turn can help make procurement reform and local capacity development more successful. The mapping team will benefit from the opportunity to communicate with other donors and national and local government agencies. It will be able to observe the capacity of potential partners first hand; begin developing relationships with key individuals in local organizations; and interact with communities in a more inclusive, participatory manner.

Ideally, the mapping team will include representatives from major units in the Mission. If it is necessary to contract out all or part of the mapping, the Mission should still be actively involved and contractors should have expertise in each of the Mission's major program areas. The mapping exercise should rely heavily on FSNs and local experts who typically understand the environment and culture better than expatriates. Regional Missions and other regional resources may also bring relevant perspectives.

Different Phases of Mapping

Phase One: Country and Sector Context

Phase One will help a Mission to understand the national, local, and sector contexts in which civil society and private sector organizations operate, and better understand how the context may enable or constrain their performance. In most cases, Phase One can be completed with a desk review of available

materials and conversations within the Mission, which may be able to identify gaps to be filled through further external discussions or new assessments.

Civil society and private and public sector organizations can evolve rapidly and expand or reduce their outreach and functions. This is particularly true if the political, economic, and cultural environment in the country (and in some cases, sub-regions within a country) is rapidly changing. Understanding this will help Mission understand the structural and institutional factors that affect LCD efforts and inform decisions on the most feasible kinds of intervention.¹

It is also important to examine the general strengths and weaknesses of civil society and private sectors that may also be location-specific. A country may have strong NGOs and businesses in major cities and weak ones in rural areas. Many developing countries have areas with weak infrastructure (roads, electricity, communications, and access to financial services); geographic remoteness or challenging physical environments: and populations that are economically, politically, or socially marginalized. In areas with challenging contexts, local capacity development is more difficult and the types of assistance needed may differ. Annexes 1 and 2 have some suggestions for overview questions and considerations.

Mission staff working in Democracy, Human Rights, and Governance and Economic Growth can provide their technical publications and reports for an overview of legal and regulatory constraints, the political and economic context, including human rights conditions that allow or do not allow for effective NGO operations and the more general operating environment for civil society organizations and the private sector. If there are significant information gaps or changes since the most recent analysis, the Mission should consider conducting a Democracy, Human Rights, and Governance analysis and/or Economic Growth diagnostic.

Use Existing Materials to Save Time

Look for existing resources to avoid duplication of efforts and save time. Contact other multilateral and bilateral donors and international NGOs and the host country government to see what is already available. If the existing studies are limited or out of date or not aligned with the scope of the mapping, they will be helpful as a starting point. The USAID mapping exercise can then focus on updating and filling in the information gaps.

If other mapping studies are un available, begin by reviewing relevant publications and assessments, political analyses, and economic studies conducted by USAID, other donors, and the host government.

Phase Two: Inventory of Civil Society and Private Sector Organizations

Phase Two will help gather information on the location, size, staffing, and activities of specific CSOs and businesses. It will also help in understanding the interaction between those organizations.

Annex 3 includes a list of common types of civil society organizations and businesses to help Missions ensure that they have forgotten relevant kinds of organizations. Annex 4 contains a sample organizational survey and questions.

¹ One can keep in mind legal and regulatory constraints affecting the freedom to operate without undue restrictions and as a Mission consider, separately, what interventions may improve the enabling environment.

Phase Two, Step 1: Develop a Preliminary List of CSOs and Businesses

Conduct a brainstorming session to develop a preliminary list of organizations and stakeholders. Begin with those the Mission currently works with or prior implementing partners have worked with. Include a diverse group of Mission staff and partners to ensure comprehensive coverage of the mapping scope.

Expand the list by reviewing other existing resources, such as Mission sector studies, value chain analyses, CSO or private sector organizational directories, and reports by other donors. Some information on local organizations and businesses may be available from government agencies. The available listings might not be up to date or may not include sufficient information to categorize organizations in a way helpful to the Mission. If there are no registration requirements, some government agencies may have a database or other information system that captures certain types of NGOs and businesses.

If a list of organizations is not available, start the mapping by identifying various stakeholder groups who can be interviewed (such as farmer or industry associations or faith-based organizations). Be careful not to over-generalize because the environment may be complex with divergent interests within a stakeholder group.

The Mission will need to identify the types of information it wants to collect about the organizations within the scope of the mapping. Consider what types of information organizations will be willing to share outside of a formal relationship. A suggested list of the kinds of information to be included in the organizational survey is included in Annex 4.

It may also be useful to develop two different data collection formats or surveys -- one for local organizations that are potential partners for implementing development projects and another for service providers that could help build the capacity of the partners. The data may also be sorted by sector expertise or geographic areas.

Phase Two, Step 2: Meet with Local Organizations and Expand the Inventory

The central focus of the LCD mapping is to give the Mission the opportunity to engage more broadly with local civil society and private sector stakeholders, expand its knowledge of the civil society and private sector landscapes, and identify the major stakeholders and their activities.

Contact the organizations and businesses on the preliminary list of potential partners and follow a “snowball approach” of asking them to inform you about other organizations, businesses, or key informants. To reduce costs, some of this can be handled by phone or email. Face-to-face meetings are generally most effective. If the planned mapping does not have a specific geographic scope, be sure to go beyond urban centers to include peri-urban and rural areas. Also, be certain to include marginalized or vulnerable groups unique to the country or development context, illustratively women’s



organizations, those that focus on gender equality, people with disabilities, lesbian, gay, bisexual, and transgender focused groups, internally displaced persons, indigenous people, and other minorities.

Use a written a survey or interview guide to ensure that the relevant information is consistently obtained. This can be followed with more open-ended discussions. Information should be gathered

Manage Expectations

Local organizations may expect that responding to a survey or participating in a discussion for LCD Mapping entitles them to receive USAID funding. Be clear about the purposes of the LCD Mapping in written and oral communication, and clearly communicate the difference between LCD Mapping and selecting awardees to receive funds.

about each organization's mandate, capacity, interests, and relationships with other organizations and within the community, country, sub-region, and region.

A large number of organizations and businesses, especially smaller ones, can be quickly reached by organizing group meetings in targeted communities and regions or by sending a survey by mail or email. Those surveys should be followed up with phone calls and reminder mailings or emails to increase the response rate. Time-permitting, after reviewing the responses received from organizations

and businesses that appear to have the potential to become direct USAID partners, consider a visit to their offices to explore their capacity more comprehensively.

Begin with larger NGOs and formal sector businesses that seem to have the capacity to serve as USAID partners in the near term, or as advisory committee members. Consider the organizations that could be direct partners with some substantial capacity-building assistance or who could be indirect partners. The initial group of NGOs and businesses may offer guidance to the wider array of organizations to consider. If resources permit, the Mission might also want to inventory or at least get a general understanding of organizations or businesses that would benefit as clients of the direct partners. Alternatively, a more in-depth assessment of potential clients could be undertaken later in project development or implementation.

Identify the general capacity strengths and weaknesses and the relationship among the various entities. If possible, find out what they have received from donors, the government, or private sector sources. A few questions to ask can be found in Annex 4.

Phase Two, Step 3: Knowledge Management

Mission should develop an accessible system to compile key information obtained from the mapping. A database program is appropriate for standardized information collected in the mapping. An Excel workbook may be easier to set-up and use if the volume of data is not too large. With standard software, legal registrations, annual reports, and audit reports can be appended to the record. Generally it will not be necessary to develop a custom database. At a minimum, the database should allow Mission to store data, conduct updates, manage version control, sort information, and produce customized reports with version control.

Phase Three: Market Analysis for Capacity Development ²

Prospective local partners may require capacity development support. In line with the objectives of USAID Forward, this would preferably be provided by local providers (such as NGOs, individual trainers or networks, universities, management consulting or accounting firms, research centers, government agencies, or parastatals). If the host country does not have an active market for capacity development; capacity development activities could stimulate the effective demand. Mission planning should nurture the existing capacity development market while being careful not to undercut it (for example, by offering at no cost services that local organizations currently would pay local providers to receive).

For Phase Three, identify the subset of organizations from the Phase Two inventory who provide capacity development or business services to others. The scope can be broadened to include those with expertise in other development sectors. In some countries, the list may need to be expanded to include service providers in neighboring countries (this also counts toward local capacity building indicators for regional platforms or programs implemented by international organizations). Annex 5 contains a list of questions to ask when analyzing the capacity development market.

Phase Four: Drawing Conclusions

Once the mapping exercise has been completed, the Mission will be in a position to draw conclusions that can inform strategy development or project design and identify steps to address LCD beyond the procurement process.

The next step is to determine the best ways for the Mission to engage the most influential and relevant partners and clients.

Consideration should be given to the different types of engagement that can support the development outcome, and are not solely based on the transfer of funds. Some examples are listed in the table of Engagement Mechanisms to the right. Mission should consider designing programs with phased approaches where intermediaries develop the capacity of local organizations. Annex 6 contains additional suggestions for drawing conclusions and next steps.

Engagement Mechanisms
Direct funding
Indirect funding (through intermediaries)
Pooled funding (with other donors)
Partner meetings
Advisory councils
Round tables
Town hall meetings
Thematic conferences

² The capacity development market refers to the universe of organizations or firms that provide capacity development assistance to other organizations or firms, including training and mentoring in areas such as financial management, governance, project management, human resources, business plan development, among others.

Annex 1. High-Level Questions on Civil Society

- Is there an NGO or civil society organization (CSO) registration law?
- Are freedom of speech, association, and other fundamental rights of organizational culture respected and valued by government and society?
- Is there a safe space for all NGOs and CSOs to operate in the country, including groups representing people with disabilities, indigenous groups, internally displaced persons and migrants, gender and sexual and gender based violence, and lesbian, gay, bisexual, and transgender individuals?
- Are there barriers or incentives to operational activity?
 - Is the operating environment favorable to starting up a new organization?
 - Are tax laws favorable to these organizations? What are the incentives and disincentives?
 - Are any subsidies provided to the organization?
 - Are there barriers to access of resources for the free movement of goods and services within the country, or in the case of a regional mapping exercise, in a region?
 - How favorable are the labor laws?
- What services do these organizations provide?
- What is the quality of these services?
- Do they reach all segments of the population, particularly non-elite individuals and groups that are out of the physical reach of urban centers or otherwise out of reach due to social or cultural barriers?
- How sustainable are these organizations?

Stakeholder outreach

- Which organizations are already invited to Embassy and USAID events?
- Which organizations or communities feel excluded from conversations regarding development in their country? Why do they feel excluded?
- Are all civil society organizations given an opportunity for dialogue? For example, does the Mission regularly invite all groups focusing on vulnerable and marginalized communities to the meeting, or just choose one of the illustrative five categories?
- What systems are already in place in the Mission, or through another donor in terms of cataloging the formal and informal sectors?

Annex 2. Context Guiding Questions

Country Context and Sector Landscape	Mapping Questions	Resources
Political and Economic Systems	<p>To what extent is political, economic, and social life bound by a rule of law?</p> <p>To what extent is there a competition of ideas? To what extent does the government control, restrict, or encroach on the private sector and civil society?</p> <p>To what extent are parts of the population formally excluded and disenfranchised from meaningful political, social, or economic participation?</p> <p>How effective, transparent, and accountable are public institutions?</p> <p>How are power and wealth distributed within the society? What is the nature of the relationship among political actors, institutions, and economic processes?</p>	<p>DRG/EG Assessments</p> <p>Private sector/civil society assessments</p> <p>Freedom House studies</p> <p>Regional barometer studies</p> <p>WB Doing Business Reports</p>
Cultural and Community Context	<p>What are the dominant and marginalized cultural, ethnic and religious groups/communities? What are the dynamics among these groups?</p> <p>What are the predominant norms regarding the legitimacy of government and the exercise of power?</p> <p>How is trust built within local communities? To what extent are marginalized communities/citizens represented in policy and programs?</p> <p>What kind of citizen mobilization and engagement movements are presently in place, how rapidly are they growing, and how effective are they?</p> <p>How do these groups engage with government?</p>	<p>Academic and local political and cultural analyses</p> <p>Regional barometer studies</p>
Legal and Regulatory Environment	<p>To what extent is there a favorable law on CSO/NGO registration?</p> <p>To what extent are CSOs and their representatives allowed to operate freely within the law?</p> <p>To what extent are they free from harassment by the government institutions?</p> <p>To what extent are there local lawyers who are trained in and familiar with NGO/CSO law?</p> <p>Do CSOs receive any sort of tax exemption?</p> <p>Do individual or corporate donors receive tax deductions?</p> <p>Does legislation exist that allows CSOs to earn income from the provision of goods and services?</p> <p>How does the country's business enabling environment rank in indices such as Doing Business?</p> <p>Does the tax system encourage businesses to operate informally?</p> <p>Do the labor laws facilitate efficient labor allocation?</p>	<p>Constitution and regulations</p> <p>NGO Sustainability Index (NGOSI)</p> <p>EG Assessments (i.e. CLIR)</p> <p>WB Doing Business Reports</p> <p>ILO reports</p>
Civil Society Landscape	<p>How does the history of civil society development in the country affect the current status of NGOs in local communities?</p> <p>Which civil society groups are most powerful? Considered legitimate?</p> <p>What are the dynamics among CSO actors?</p> <p>What type of relationship do CSOs have with government institutions? Has this relationship changed over time?</p> <p>What kind of civil society and private sector organizations (such as cooperatives, producer associations, and chambers of commerce) represent communities and constituencies?</p> <p>Do CSOs access significant resources from domestic sources? From external sources?</p> <p>Do governments and/or local businesses contract with CSOs for</p>	<p>NGOSI</p> <p>CIVICUS Civil Society Index</p> <p>DG Assessments and sector analyses</p>

	<p>services?</p> <p>Are there mechanisms and relationships for CSOs to participate in the political process?</p> <p>Are there Intermediary Support Organizations (ISOs), CSO resource centers, or other means for CSOs to access information, technology, training and technical assistance throughout the country?</p> <p>Are there networks that facilitate information sharing among CSOs?</p> <p>To what extent is the press free or controlled? Do CSOs enjoy positive media coverage at the local and national level? Is negative press coverage allowed when warranted?</p> <p>How do the public, the business sector and local and central government officials perceive CSOs?</p>	
Private Sector Landscape	<p>Are the macroeconomic conditions stable and conducive to growth?</p> <p>What is the per capita GDP, real GDP growth rate, inflation rate, and Gin coefficient or other measure of income inequality?</p> <p>What types of businesses drive the economy – agriculture, industry, or services?</p> <p>What industries have government incentives or disincentives?</p> <p>Do the government and CSOs contract/procure from local businesses?</p> <p>Do businesses receive prompt payments? To what extent is the process free of politicization and corruption?</p> <p>To what extent do businesses focus on domestic, regional, or international markets?</p> <p>Do businesses have strong associations or other methods for advocacy and dialogue with the government? How influential are they?</p> <p>What kinds of business service providers exist?</p> <p>Is infrastructure (roads, rail, electricity, and telecommunications) adequate to facilitate business operations?</p> <p>Are there reliable sources of market information?</p> <p>What is the history of private sector development?</p> <p>How large is the private sector?</p> <p>What portion operates within the formal economy? What information is available on the size and productivity of the informal economy?</p> <p>Is there a mix of large, medium, and small successful businesses?</p> <p>What is the relationship between private sector and governmental actors? Between private sector and civil society?</p>	<p>WB Doing Business Report</p> <p>WB Enterprise Surveys</p> <p>Global Competitiveness Report</p> <p>Global Entrepreneurship Monitor</p> <p>Global Entrepreneurship and Development Index</p> <p>EG Assessments and sector studies</p>

Annex 3. Examples of CSOs and Businesses to Map

Civil Society Organizations

Arts and cultural organizations
Businesses
Chambers of Commerce
Charitable trusts and Foundations
Community-based organizations
Cooperatives that do not distribute profits
Micro-credit and micro-savings providers and networks
School parent/teacher associations
Environmental and conservation organizations
Ethnic and tribal associations and networks
Faith-based organizations and religious congregations
Farmer associations
Human rights and pro-democracy groups
Humanitarian assistance organizations
Industry or small-scale producers' associations
Labor and trade unions
Local innovation networks
Media organizations and networks
Mutual benefit groups
Not-for-profit business service providers
Not-for-profit universities, schools, and training institutions (non-governmental)
Not-for-profit private hospitals
Peace movements
Policy think tanks and research institutes
Policy and advocacy organizations
Political parties
Professional associations
Sports clubs
Student associations
Traditional and community groups
Women's associations
Youth groups

Businesses and For-profit Enterprises

Accounting firms
Banks and for-profit, non-bank financial institutions
Construction companies
Consulting firms
Cooperatives and producer association that distribute profits
Exporters
Farms
Fishing enterprises
For-profit business development service providers
For-profit universities, schools, and training institutions
Marketing companies and traders
Manufacturers
Informal sector artisans
Mines and mineral extraction companies
Social enterprises
Utilities
Wood and non-wood forest product producers or extractors

Annex 4. Sample Organizational Survey Questions

Survey Topic	Sample Questions
Legal constitution	Is the organization legally registered in the country? If so, in what year and how was it constituted (i.e. NGO, foundation, academic institution, association, for profit enterprise, etc.)? If not, why? Is registration in process?
Geographic reach*	In which regions/districts/communities does it operate? Where is its headquarters located? Where are branch or regional offices located?
Function(s)*	What is the primary function(s) of the organization (i.e. policy development, advocacy, service delivery, monitoring, education, etc.)?
Sector area(s)*	In what areas does the organization conduct activities (e.g. agriculture; democracy, human rights, and governance; nutrition and food security; economic growth; education; enterprise development; financial services; gender issues; health; humanitarian assistance; infrastructure construction; management consulting; natural resources and environment; peace-building and conflict resolution; policy and advocacy; social services; monitoring and evaluation; research; training; water supply and sanitation; youth)?
Mission	What is the organization's mission? How long has the organization worked towards this mission? What year did operations begin?
Membership/service*	Who are its members or clients? If it has members or clients, how many? Who does it represent and/or benefit? How many beneficiaries did it reach in the last year? How many clients did it reach in the last year? Are any vulnerable groups represented or included?
Interests	Does the organization have an interest in the outcome of your development objective? Why does it work towards its designated mission, or why does it sway away from it? Is there an external board, does it meet regularly and influence management? Who are members of the board or owners/shareholders? What are their interests?
Relationships	Does the organization interact frequently with the government? With the community? With the private sector? With donors?
Networks	Does it belong to any CSO or community networks? Does it play a leadership or mentee role? What common interests do the networks serve?
Capacity	Is the organization organized according to its bylaws? Are there clear roles and responsibilities within its organizational structure? Is it still led by the Founder? How many people have served as the CEO/Executive Director position in the last 10 years? How many staff members are there? How many volunteers (full-time equivalents)? Is there a board, and if so, how large and how are members selected? Who are the key staff members? What is the annual operating budget? Does the organization have an electronic accounting system? Has it been audited? Does the organization conduct strategic planning?
Experience and capabilities	What types of activities does the organization typically manage or what are key services it provides? Do these align with its organizational mission? What have been the average funding levels? Are there any other activities or services within its mission that it hopes to get involved in? Please provide web site, if applicable.
Funding sources	How is the organization funded? What is its recent annual sales total

	(businesses) or revenues total (CSOs)? Who are previous donors and how much have they contributed, when, and for what purposes? What resources are mobilized internally through membership fees, cost recovery, or profit centers? What is its total direct USAID support in the past 5 years, with project names and purposes? What is the organization's total indirect USAID support in the past 5 years, with project names and purposes?
Mechanisms for accessing information	How does the organization receive information about funding opportunities/networks/community engagement opportunities?

*These questions are recommended to be standardized at Mission level, so that a database containing several LCD Mappings will have similar information over time.

Annex 5. Local Capacity Development Market Questions

Capacity Development Service Provider	Primary Clients	Services	Legitimacy & Effectiveness	Geographical Reach	Capacity	Sustainability
Which existing local institutions and actors provide capacity development support?	Who are their primary clients? (i.e., CSOs, government institutions; businesses; donors, etc.)	What services are provided and how are they measured? How have the types of services and outputs changed over the past five years?	Are the providers perceived as legitimate? How effective are they?	What is the geographical reach of their services? Are there regions or populations not serviced? Do they support marginalized groups?	What is the provider's existing capacity for service delivery? How quickly could it scale up?	Does the provider have a sustainable business plan and are they on track in meeting its milestones and targets? Are the services provided demand-driven (based on market research or evidence of client willingness to pay)? What other sources of funding has the provider received and what funding prospects are pending?

Annex 6. Mapping Conclusions Questions and Potential Next Steps

LCD Checklist	YES	NO
Are there significant political, economic, and cultural factors that are likely to positively or negatively affect your effort?	Consult with your Mission's DG and EG officers to how to build on positive factors and determine whether negative factors may be mitigated or if it is possible to address them through programming.	
Is there an adequate enabling legal and regulatory framework for private sector and civil society development?		Consider supporting policy advocacy and reform as a prerequisite or parallel effort to your LCD activities.
Are there other sector-level challenges that need to be addressed in order to strengthen the civil society and private sectors, for example, poor media coverage, a negative public image, lack of networks and LCD service providers, monopoly control, negative tax incentives, or government encroachment? Can they be reduced or mitigated?	Consider including interventions that target these challenges in your portfolio.	
Are there local organizations that could carry out the proposed program(s)?	Pursue approval for a locally restricted RFP/APS/RFA.	If there are no local organizations capable of implementing the activities, work with an intermediary partner to develop local capacity. If there is only one local organization, you may be able to justify an exemption to competition; however, you should plan to concurrently develop broader local capacity in the program area.
If you've identified different types of actors you would like to partner with, do they generally have the basic organizational capacity necessary to receive direct funding?	If capacity exists, but appears weak, design a program that can be delivered through identifiable milestones to facilitate use of a fixed obligation grant (FOG) matched with steps to strengthen capacity through provision of TA.	Consider working through a local or international intermediary to provide capacity development assistance geared towards graduating local partners to become direct recipients.
To what extent are there local organizations or firms that can provide quality capacity assistance?	If capacity assistance is needed for new solicitations, include language requiring the engagement of local providers.	If local capacity providers exist but are weak, consider strengthening their capacity through an intermediary.

<p>Are local organizations aware of USAID's strategy and understand means of engagement?</p>		<p>Develop an outreach plan to increase local organizations' awareness.</p>
<p>Does the mission have adequate mechanisms to informally engage with local organizations?</p>		<p>Develop new mechanisms or strengthen existing mechanisms for engagement of local organizations and partners.</p>
<p>Are there specific risks, including political implications or questions regarding legitimacy and sustainability, associated with supporting particular organizations or firms?</p>	<p>Outline the risks and develop a plan to address them should you choose to go forward and engage particular organizations or firms.</p>	
<p>Do organizations have experience responding to solicitations (by USAID or other donors)?</p>		<p>Consider organizing informational sessions and workshops to explain USAID's procurement processes and develop local capacity to respond to RFAs and RFPs.</p>