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USAID/MEXICO LOCAL CAPACITY DEVELOPMENT ACTIVITY (LCDA)

FINAL PROGRAM REPORT

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ACRONYM LIST

ABC	Activities Based Costing
ABP	Asociación de Beneficencia Privada (Private Benevolent Association)
AC	Asociación Civil (Civil Association)
AUBCS	Universidad Autónoma de Baja California Sur
ALN	Alumni Learning Network
BCS	Baja California Sur
BSC	Balanced Scorecard
CBO	Community Based Organization
CEMEFI	Centro Mexicano para la Filantropía (Mexican Center for Philanthropy)
CO	Contracting Officer
COR	Contracting Officer's Representative
CSC	Corporate Service Corps
CSO	Civil Society Organization
DEC	Development Experience Clearinghouse
GIZ	German Agency for International Cooperation
GOM	Government of Mexico
GNP	Grupo Nacional Provincial
FUM	Fondo Unido México
IAP	Institución de Asistencia Privada (Private Assistance Institution)
IDB	Inter-Development Bank
INDESOL	Instituto Nacional de Desarrollo Social (National Institute for Social Development)
ISO	Intermediary Support Organizations
INL	Bureau of International Narcotics and Law Enforcement
JAP	Junta de Asistencia Privada (Council of Private Assistance)
LCDA	Local Capacity Development Activity
LOE	Level of Effort
LTTA	Long-Term Technical Assistance
MOU	Memorandum of Understanding
PICKS	Pre-Investment Capacity and Knowledge Scorecard
RFP	Request for Proposal
SNA	Social Network Analysis
STTA	Short-Term Technical Assistance
TEC	Instituto Tecnológico y de Estudios Superiores de Monterrey (Monterrey Institute of Technology and Higher Education)
USAID	United States Agency for International Development
USG	United States Government
UWW	United Way Worldwide

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EXECUTIVE SUMMARY: LOCAL CAPACITY DEVELOPMENT ACTIVITY

The Problem: Over the past twenty years, Mexico has seen an extraordinary increase in the creation and activity of civil society organizations (CSOs). This increase, however, has not necessarily been matched by the development of skilled CSO executives and organization's ability to acquire and manage project funding from donors. A small handful of top tier organizations have clear strategies, effective systems and locally designed structures; but many smaller local organizations suffer from weak governance, on-going staffing and fundraising challenges and systems that do not comply with international donor requirements. Additionally, recognizing that capacity includes more than just professionalization of CSO processes and structures, Mexican CSOs face complex and dynamic development challenges that require strong partner networks, collaborative efforts, and deeper understanding of the root causes that must be addressed.

The Project: The USAID Local Capacity Development Activity (LCDA) in Mexico was a four-year project (October 2015-September 2019) that sought to strengthen the capacity of Mexican CSOs to increase their effectiveness in achieving sustainable impact and mobilizing/managing international and local donor resources. In 2015, LINC partnered with Fondo Unido Mexico (FUM) to deliver a comprehensive national training course (the Diplomado) aimed at building the capacity of Mexican CSOs; and to provide them with targeted technical assistance and capacity strengthening so that they could take ownership of the Diplomado and other CSO strengthening activities in Mexico after the conclusion of the project. The Diplomado was delivered to 8 cohorts of CSO leaders under LCDA and transferred to FUM in Year 3. FUM has mobilized local and international resources to deliver the Diplomado to 6 additional cohorts as of September 2019. In Year 4, LCDA built upon the core base-programming activities and exercised two program options that allowed it to expand to the Mexican northern border area and incorporate systems thinking tools and approaches to support civil society impact and sustainability of results.

The Highlights:

LCDA's training and support resulted in an emerging network of strengthened CSOs: Over the past four years, the Diplomado course was delivered by LCDA eight times in Mexico City and in the northern priority border cities of Tijuana, Monterrey and La Paz. With each cohort, the Diplomado grew into an important and relevant offering within the local CSO community, drawing interest from both local and international donors in Mexico. To support the delivery the

LCDA by the numbers

8	cohorts of CSO leaders participated in the Diplomado course
285	participants representing 179 CSOs took the course
17	alliances formed with various institutions to support delivery of the course
27	experts participated as trainers and/or mentors during 45 virtual or live sessions of the Diplomado
96%	overall satisfaction rating from Diplomado participants
89%	of Diplomado graduates increased their capacity assessment scores
26%	Average capacity increase across all graduates
23%	increase in the capacity assessment score of Fondo Unido, the Mexican subcontractor
6	additional Diplomado cohorts funded by locally mobilized resources for delivery by Fondo Unido, to whom the course was transferred
4	multi-stakeholder "systemic analysis" dialogues conducted in partnership with local champions on USAID priority issues
75	stakeholder organizations and institutions took part in the dialogues

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Diplomado, LCDA formed 17 inter-institutional alliances with various local stakeholders and invited 27 expert guest lecturers to enhance training instruction and materials. By the end of the program, 179 Mexican CSOs and 285 CSO executives completed the Diplomado, gaining the necessary organizational management skills to compete for and manage international and local donor resources.

For all generations of the Diplomado, the course has showed meaningful results in organizational capacity and performance. Of sampled graduates, 89% have shown an increase in institutional capacities, with average improvement in organization capacity of 26%. Additionally, the course has consistently received positive feedback from program participants, reporting that their participation in the Diplomado allowed them to grow and develop their organizations, despite the often-limited funding available to support civil society work in Mexico.

The integration of systems tools and approaches helped local stakeholders to better understand and solve problems in their communities: Under the extended contractual period, LCDA expanded to the Northern border area taking a systems approach to capacity to address USAID's target issue systems including crime and violence prevention, criminal justice system reform, human rights protection, transparency and integrity, and sustainable landscapes. As part of the USAID's Northern Border Integration efforts, LCDA focused on improving sustainability of results through practical "on-the-job" mentoring and learning of systems tools and approaches.

In an effort to introduce a "Capacity 2.0" approach to CSO institutional strengthening in Mexico that stresses the need for more holistic systemic strategies to address complex development issues, LCDA updated the Diplomado course to include a module on complex social systems. Intended to enrich the Diplomado curriculum and bring a different knowledge perspective and practical tools to the program, the systems thinking module was positively received by the Diplomado participants, confirming its importance and relevance. Additionally, in partnership with USAID/Mexico, LCDA identified four target localities and local stakeholders with which it could share and apply a practical knowledge of the systems approach. To that end, LCDA facilitated four multi-stakeholder "systemic analysis" dialogues with a total of 75 stakeholder organizations and institutions in Mexico City, Tijuana and La Paz, in partnership with selected local champions on USAID/Mexico priority issues. As part of this approach, LCDA also conducted a social network mapping exercise of two dialogue issues systems¹ (preventing youth violence and combatting corruption) to better understand the key actors in the space and how they interact with one another.

A partnership with Fondo Unido Mexico established local ownership and sustainability of activities going forward: FUM works with the most vulnerable communities in Mexico, developing community impact programs and social investment initiatives that reach more than 1.5 million beneficiaries each year in 26 states of Mexico. They work with a vast network of local CSOs and community-based organizations. Their reach and operational model have made them ideal partner for this project.

During years 1-3 of LCDA, LINC provided targeted technical assistance, mentoring, and capacity support to its partner FUM encouraging them to adopt the culture and tools of a Learning Organization, with a particular focus on strengthening their ability to manage and deliver the Diplomado sustainably on

¹ The "issue systems" are how LCDA defined the network of local actors to be included in the mapping effort and systems dialogues. They include a geographic component (typically a city, though some efforts were regional), and a technical area component related to specific results (such as violence prevention or combatting corruption).

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their own. As a result of these efforts, FUM's internal institutional capacity assessment score increased by 23%. Additionally, FUM also began to take proactive measures as a learning organization to strengthen its own internal capacities and seek ways to learn, adapt and improve. This drive for self-improvement, coupled with their progressively increasing interest in and involvement in the financial sustainability of the Diplomado, led FUM to successfully leverage its unique business model to attract diverse local and international funding and generate new revenue sources for the Diplomado beyond the contractual life of the program, signing agreements with Grupo Nacional Provincial (GNP), United Way South Korea, *Nacional Monte de Piedad* and *Fundación Merced*. FUM's commitment to the financial sustainability and vitality of the Diplomado and their ability to form alliances and partnerships that leverage resources to sustain the Diplomado's implementation without USAID funds led LINC to transfer full ownership of the course to its implementing partner in October 2018. Since then, the course has been delivered four times by FUM with non-USAID funding and they have received funds to deliver two more cohorts in 2020.

Looking forward: While LCDA's achievements are significant, and should be recognized, there remains a pressing need to support and invest in Mexican civil society. Mexico's evolving political and economic context will continue to pose challenges to the legitimacy, performance, and sustainability of local CSOs. Future programming efforts can learn from LINC's approach to support anchor partners like FUM and the local champions engaged in the systemic dialogues, and to build upon existing capacity in country. FUM's success, is a testament to why future development programming and international cooperation needs to consider building local capacities in order to sustain development results. Building local capacity supports local ownership, project continuity and long-term sustainability. Thus, a strong emphasis should be placed on engaging local partners.

Additionally, initiatives to strengthen civil society in Mexico will benefit by focusing not only on individual organizations but also on considerations of overall context and social capital and committing to tackle the structural and systemic challenges that they face. This includes engagement with national and local governments, citizens, the private sector, as well as with local and international donors. There is tremendous opportunity to build and strengthen CSO networks in order to foster their ability to collectively achieve common goals, as well as advocate for their needs as a sector. Within these complex development impact systems, the roles and requirements of USAID or other donors and their international partners have significant positive and negative influence on the success and sustainability of local civil society. Future CSO strengthening efforts must recognize their own influence and role in creating the problem as well as addressing it, and therefore seek to facilitate stakeholder-driven priorities. While the road ahead is long and likely uneven, the LCDA experience has demonstrated the potential for donor efforts to make a meaningful difference in a locally owned, sustainable way.

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LCDA PROGRAM TECHNICAL ACHIEVEMENTS

Component I: Sustainable Diplomado Course

Training Program Overview:

Component I of LCDA established a sustainable, locally owned and implemented organizational capacity development program for Mexican CSOs working on the front lines of socio-economic development in Mexico. The course trained Mexican CSOs and their leadership teams in organizational management skills, processes and tools. All participating organizations were assessed utilizing LINC's Pre-Investment Capacity and Knowledge Scorecard (PICKS) organizational self-assessment tool before and after the course was completed, first to determine organizational needs and learning priorities, and then to assess progress and improvement over time.

The training course targeted Mexican CSOs that contribute to the thematic sectoral priorities of USAID, including crime and violence prevention, human rights and justice sector reform. The course focused on covering the competencies and tools needed to manage a successful CSO, emphasizing the need for a continuous improvement and adaptation to one's own experience and context. The Diplomado course offered classroom training and practical activities to provide an integrated view of the functional areas of CSOs, so organizations can strengthen their managerial capacities and implement lasting solutions that lead to long-term organizational sustainability and efficiency.



Program Highlights at Glance:

Over the course of four years, LCDA completed 8 cohorts in four different Mexican localities: Mexico City, Tijuana, Monterrey and La Paz. Since Cohort 1, 285 participants from 179 organizations from across Mexico have completed the Diplomado course. The course has remained well-respected by the donor and CSO community in Mexico and has remained well-received and evaluated by participants, earning an overall 96% satisfaction rating. The Diplomado has also showed meaningful results in organizational capacity and performance, with 89% of organization assessed increasing their organizational capacity.



Developing the Diplomado Curriculum:

During the initial months of program award, the LCDA team reviewed course available materials, researched other courses in Mexico, and met with a wide variety of stakeholders to better understand

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needs and interests. In doing so, the LCDA team designed a certificate training course that is valuable and applicable to the fundamental needs and institutional realities of Mexican CSOs.

The curriculum structure took into consideration specific competencies, learning goals, evaluation processes, learning activities and the time required to implement them. The team designed a course composed of 84 hours of classroom instruction, over 28 hours of hands-on training and several virtual and in-person expert talks. The Diplomado consisted of ten individual modules and was organized to enhance active learning. These modules were as follows (translated from Spanish):

- ❖ Organization's Master Plan and Strategic Planning
- ❖ Program Design, Management and Implementation
- ❖ Financial Resources Management (Fundraising)
- ❖ Human Capital Management
- ❖ Financial Strategy
- ❖ Knowledge Management
- ❖ Board Development and Leadership
- ❖ Communication and Public Image
- ❖ Legal and Ethical Aspects
- ❖ Improvement and Change



Instructor Danial Ramos leading a session on Financial Strategy and Financial Management



The Diplomado classroom course included a mix of training methods, such as group exercises

The curriculum structure took into consideration specific competencies to be learned, learning goals, evaluation processes, learning activities and the time required to implement them. Due to its relevance to many of the modules, monitoring and evaluation tools and methods were incorporated in multiple locations throughout the course, with more significant focus in the final module, “Improvement and Change.” Gender perspectives, another important cross-cutting topic, were also integrated into each session, with more significant focus in the “Human Capital Management” module.

For each classroom module, an instructor’s guide was authored to ensure all proposed learning objectives were detailed and met. For each module, the pedagogical approach emphasized different learning methods. Non-classroom activities were also further defined, including practicum exercises, guest “expert” discussions and peer-to-peer support sessions through learning communities.

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Reviewing and Revising the Diplomado Course:

LCDA designed and implemented a high-quality course that continuously received positive feedback from program participants and a strong reputation and interest from donors and CSOs within Mexico. To ensure continuous improvement of the Diplomado, the LCDA team remained open to participant assessments and comments, using them to fine-tune the curriculum, materials and activities to better address CSOs capacity needs. After each module and after the entire course, program participants were given the chance to evaluate the content taught, the instructors' performance, the materials, and the logistics. Evaluations were based on the following criteria:

- ❖ Course content
- ❖ Tools and techniques used to communicate course material
- ❖ Attention and commitment from participant organizations
- ❖ Ability of instructors to present course content
- ❖ Logistics
- ❖ General Satisfaction

Over the course of the project, the LCDA team collected 1,785 surveys from participants. After each cohort, evaluations revealed high participant satisfaction with the course. Overall, the course has been well received by participants, achieving a lifelong, average satisfaction rating of 96%².

Based on these evaluations as well as the observations of the instructors, the LCDA team adapted and revised the course for future participants. Logistics and other administrative considerations were reviewed and updated to meet the expectations of participants. By tailoring the Diplomado to the needs and expectations of cohort participants, the training course remained flexible and easily adjustable to each cohort's respective institutional needs.



Participants and Instructors of the first Cohort of the Diplomado

Participant Recruitment and Selection: With each respective Cohort, the process for administering the Diplomado course began with a public announcement and call for applications, followed by application review and participant selection. The LCDA team relied on public announcements, social media and USAID/ Mexico networks to invite CSOs to apply to participate in the Diplomado. Thorough collaborations with key local institutional partners, including USAID/Mexico, FUM, *Tec de Monterrey*, Inter-American Development Bank, Mexican Secretary of External Relations, JAP, *Club de Niños y Niñas*, *Consejo Cívico*, *Como Vamos La Paz* and INDESOL, the team disseminated the solicitation for applications and garnered interest in the Diplomado.

² This is calculated as the percentage of survey respondents who stated they totally agree or partially agree to the two questions on satisfaction: "I am satisfied with my improved knowledge of the topic" and "In general, I am satisfied with all aspects of the course."

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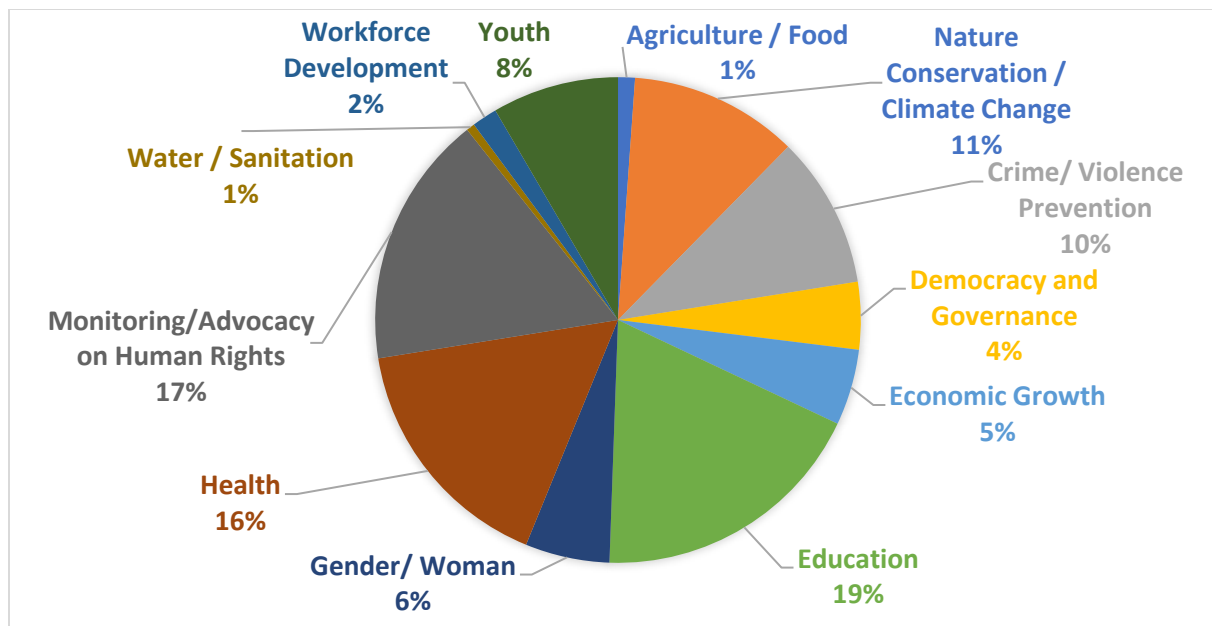


Figure 1: Principal CSO graduates' sector of work



To review applications and select participants, the LCDA team formed selection committees for each Cohort, composed of representatives from USAID, FUM, and LINC. With each Cohort, the CSO selection process remained targeted and supportive of USAID's geographic priority regions, thematic areas of interest, and the inclusion of women-led organizations. As Figure 1 depicts, the Diplomado benefitted from the selection and participation of a wide variety of CSOs working on a wide range of thematic issues. Additionally, while the majority of the Diplomado cohorts were held in Mexico City, participants traveled across the country to attend the course.

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CSO Self- Assessment:

The LCDA team applied the condensed version of LINC's proprietary PICKS tool to measure baseline capacity of each of the selected CSOs. The tool was applied prior to the course and again within six months of graduation, first to determine organizational needs and learning priorities, and then to assess progress and improvement over time. Conducted via an online survey, the assessment aimed to identify the organizational capacity needs of the CSOs and their potential opportunities for growth and improvement.

Delivering the Diplomado Course:

Preparations for Diplomado delivery typically commenced shortly after the CSO selection process. The course sessions were held three days at a time over four sessions. Classes were typically held at the facilities of key institutional partners. Full classroom schedule followed as such:

- **Session 1:** "Organization's Master Plan and Strategic Planning" and "Program Design, Management and Implementation."
- **Session 2:** "Financial Resources Management (Fundraising)" and "Human Capital Management."
- **Session 3:** "Financial Strategy," "Knowledge Management," and an introductory session on "Improvement and Change."
- **Session 4:** "Board Development and Leadership," "Communication and Public Image," "Legal and Ethical Aspects" and the second part of "Improvement and Change"

PICKS (Pre-Investment Capacity and Knowledge Scorecard)

LINC's proprietary PICKS tool is a facilitated self-assessment that provides insight on objectively verified CSO capacity needs and enables organizations to self-prioritize areas for improvement. PICKS is designed to closely align with USAID's NUPAS and OCA tools.

The condensed version of PICKS scored each participant CSO on indicators and attributes in 8 functional areas: strategy, administration, resource development, financial management, project management, HR, governance, and strategic relations. For quick assessment of PICKS results, LINC employed a "traffic light" rating system (green for strong, yellow for needs improvement, red for weak) for each capacity strengthening area assessed.

PICKS scores informed the areas of focus for the Diplomado classroom training, practicum activities and learning community topics.

Cohort	Location	Dates	Number of CSO graduates	Number of individual graduates
Cohort 1	Mexico City	Apr-Jul 2016	16	25
Cohort 2	Mexico City	Sept-Nov 2016	25	45
Cohort 3	Mexico City	Jan-Apr 2017	23	34
Cohort 4	Mexico City	Mar-Jun 2017	25	37
Cohort 5	Tijuana	Aug-Nov 2017	23	37
Cohort 6	Monterrey	Ap-Jul 2018	21	31
Cohort A	La Paz	Sept-Dec 2018	21	35
Cohort B	Mexico City	Apr-Jun 2019	25	41
TOTAL			179	285

Figure 2: Number of CSO and individual graduates (Cohort 1 - Cohort B)

Since the first call for applications in 2015, the program has received significant interest from both local and international stakeholders; LCDA has received over 370 applications from CSOs seeking to participate in the Diplomado. While the program set out to train 100³ Mexican CSOs and the leadership teams, over the course of four years, 179 CSOs have completed the Diplomado course in eight cohorts, well

exceeding the contract's target by 79 organizations. The Diplomado graduates work on issues that span

³ Please note that the target of 100 Mexican CSO's successfully completing the Diplomado reflects the first 3 years of base programming.

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a diverse spectrum of thematic areas, human rights to climate change and water sanitation. Please see Figure 2 for further information on graduates' work sector.

Transition to Scalable Model:

The need to secure real partnerships and investments was vital to the LCDA team's efforts to ensure the future of the Diplomado beyond the life of the project. In Year 2, the team observed early, successful efforts to ensure a long-term sustainable and scalable model of the Diplomado.

Year 2 marked the first time that the LCDA team sought to deliver multiple Diplomado cohorts simultaneously, Cohort 3 and Cohort 4. Given the team's successful experimentation with the scalability, later that same year, the team was able to secure support from the Mexican government to deliver Cohort 5 in the USAID priority region of Tijuana, Baja California. Concurrently, the team began the delivery of the first "Non-USAID Deliverable" Cohort (hereinafter referred to as GNP Cohort) with the financial support of a corporate partner, GNP, the largest insurance company in Mexico. This represented not only the first time that LCDA delivered a course with private sector funding, but also a strong indication of the team's future ability to promote and fund the Diplomado.

Given FUM continuous progress and desire to accept more programmatic responsibility, the GNP Cohort was successfully managed, led, and delivered by FUM with LINC's support. Members of the FUM team, including Miguel de la Vega, Mauricio Huitrón and Paulina Garza, were active in their involvement in delivering the Diplomado. The FUM members were charged with cultivating and facilitating the relationship with GNP, coordinating all Diplomado logistics, delivering two Diplomado modules and helping present lectures on public image and communication. FUM's significant involvement in the delivery of the GNP cohort proved capacity and viability to take leadership of the program (See more about this in Component 2 of the report).

Transition to Sustainable Model:

With the intent of testing not only scalability, but also sustainability, the LCDA program experimented with charging a small symbolic fee for participating in the last four cohorts of the Diplomado. In Y2, The LCDA team first implemented the fee for participation as a way to cover basic program expenses. The fee was intended to promote participant CSO co-investment and buy-in to the Diplomado and it represented an essential part of the future sustainability of the program. The team charged the Cohort participants between \$2,500- 5,000 Mexican Pesos to cover coffee services and classroom materials. To supplement costs, implementation partners also donated the classroom facilities, lunch and coffee break for participants. Despite this, the team continued to observe a high application rate and positive feedback from participants, a strong indication of the ability to promote and fund in part the Diplomado without USAID support.

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Corporate Mentors & Guest Lecturers: Every Diplomado cohort was enriched by the participation of Mexican civil society experts. To enhance classroom instruction, guest experts were invited to speak to the participants both virtually and in the classroom. Guest lecturers afforded a different approach and perspective to the traditional classroom experience and helped stimulate critical thinking and learning. Their participation enriched the Diplomado curriculum and learning environment and provided participants with a unique perspective and insight into the complexities and realities of CSOs working in Mexico.

Throughout the course of the project, 27 corporate mentors and guest lectures participated in the Diplomado. Lecturers ranged from Cohort graduates and FUM personnel, to civil society experts and Mexican government representatives. Lecture topics included: institutional strengthening, strategic planning, gender perspectives, fiscal and legal issues and their implications, volunteerism, fundraising, the 2030 Agenda for Sustainable Development, marketing and communications. Lecturers also discussed with the participants their own personal institutional strengthening experiences.



Mario Huitron, FUM, addresses the Cohort 3 CSOs during a session on “Communication and Public Image”

Learning Communities:

Based on the organizations’ applications and PICKS results, the LCDA team organized each Diplomado cohort into two to three “comunidades de aprendizaje”, or learning communities, according to

Learning Communities

Diplomado participant CSOs are divided into ‘comunidades de aprendizaje’ or Learning Communities, according to identified common capacity development needs and interests in order to stimulate knowledge sharing and peer-to-peer learning.

identified common capacity development needs. The team relied on the Communities to clarify coursework and discuss organizational plans for their final projects (institutional strengthening proposals / practicum). Discussions in these more intimate groups, further reinforced and expanded upon the topics discussed in the classroom and allowed participants the opportunity to meet and communicate uncertainties with the curriculum and course expectations. In particular, these meetings allowed participants and instructors to work together to conceptualize respective organizational plans for development and growth.

Participants have allotted great value to this collaborative learning and knowledge-sharing component of the Diplomado, as it allowed them to rely on both their peers and instructors to develop their final institutional strengthening proposals. (Please see the “Practicum Section” below for more detail). The LCDA team found the communities to be highly successful in stimulating knowledge sharing and peer-to-peer learning among participants facing similar institutional challenges. Meanwhile, CSO participants, across cohorts, consistently evaluated them as highly effective for clarifying coursework and facilitating a supportive environment for learning and collaboration.

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Given the strong interest among organizations to continue participating in the “learning communities” after graduation, in Year 3 the LCDA team operationalized and launched a pilot version of the “ Alumni Learning Network” (ALN) platform to allow Diplomado participants and alumni to interact, exchange knowledge and learn from one another, as well as a way to engage and form alliances or participate in joint initiatives. (Please see Option 1 programming section for more detail on the ALN platform).

Closing Ceremony and Graduation:

At the conclusion of each Diplomado cohort, the LCDA team held a graduation ceremony for the program graduates. Over the course of four years, eight graduation ceremonies have been held to celebrate the 285 individuals from 179 Mexican CSOs that have successfully completed the course and its requirements. Each Diplomado graduation was delivered in partnership with the institutional partner where the course was held and was well-attended by industry and institutional partners. Guests of honor have included: Mission Director to USAID/Mexico, Elizabeth Warfield, USAID/Mexico COR, Lucila Serrano, FUM’s Executive Director, Diana Garcia, German Cooperation (GIZ), the U.S. Consul General in Tijuana, the Deputy of Liaison of the CSO Depart of the Secretary of External Relations.



USAID/Mexico, YMCA, FUM and LINC representatives pose for a picture during Cohort 4’s graduation



Elizabeth Warfield, the USAID/Mexico Mission Director addresses and congratulates the Cohort 2 graduates



Practicum:

To inform review of competencies gained, the LCDA team defined two supporting processes: i) PICKS assessment and ii) the creation of institutional strengthening proposals by the participant CSOs that draw on both their PICKS baseline results and Diplomado coursework. With the objective of putting organizational management knowledge into practice, Diplomado participant organizations were tasked to draw on their preliminary PICKS results and Diplomado training to develop individual proposals outlining actions to address weaknesses and opportunities for strengthening their organizational practices.

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Initially, proposals were submitted by participants after the conclusion of the Diplomado. However, after the team found it challenging to assure that all participating organizations submitted a proposal, the LCDA instructors required the submission of the proposal as a prerequisite for graduation. The participants were still given the opportunity to work with fellow classmates in their Learning Communities to socialize and improve their proposals, but were required to have final projects ready to present during the final session and submit to the instructors for feedback and suggestions for improvement. As result of changing this requirement, the team witnessed a significant increase in the number of final proposals received.

Practicum

With the objective of putting organizational management knowledge into practice, participant organizations are asked to draw on their pre-course PICKS results and Diplomado training to develop individual proposals outlining actions to address weaknesses and opportunities for strengthening their organizational practices.

Throughout the course of the program, a total of 158 institutional proposals were submitted for review and feedback from the LCDA instructors. Final activities proposed by participants included topics across areas of strategy, planning, human resources, finance and external relations with titles such as, “Governance plan that allows the organization to achieve autonomy,” “A volunteer program focused on competencies,” and “Implementation of a system of information and evaluation of efficiency and transparency.” The LCDA instructors provided each organization that submitted a proposal constructive feedback and suggestions for improvement.



PICKS assessments revealed that 70 of those CSOs (89% of organizations) strengthened their institutional capacities following graduation from the program.

Measuring Post-Diplomado Results:

PICKS post-assessment surveys administered to graduate CSOs 6-months after the completion of the course. The assessments sought to measure the extent to which the training received allowed the graduates to strengthen their institutional capacities and implement more efficient processes and tools. To evaluate organizational progress since completion of the course, the participants were asked to complete the same online PICKS assessment survey that they answered before beginning the course.

Across all generations of the Diplomado, participants have shown meaningful results in organizational capacity

and performance. Of 133 CSOs that graduated from the first six cohorts of the Diplomado during the LCDA three- year base programming period, 79 CSOs (60%) were assessed for organizational progress since completing the course. PICKS assessments revealed that 70 of those CSOs (89% of organizations) strengthened their institutional capacities following graduation from the program. This corresponds to a percent increase in Local Organizational Capacity Assessment score (LCDA indicator #1) of 26% across all 6 cohorts implemented during the base contracting period. Across, assessed functional areas, on average Diplomado graduates experienced the highest improvement in organizational management (50%) and human capital management (44%) and resource management (31%). Please see Figure 3 for more information.

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Functional Area	Percentage Change						Average
	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Cohort 5	Cohort 6	
Strategy, Vision, & Plan	30%	20%	43%	30%	19%	20%	27%
Organizational Management	17%	9%	78%	90%	89%	17%	50%
Resource Development	38%	16%	44%	11%	48%	27%	31%
Financial Administration	6%	8%	50%	3%	32%	16%	19%
Programmatic Capacity	8%	22%	20%	22%	34%	15%	20%
Human Capital Management	50%	63%	53%	30%	40%	30%	44%
Institutional Governability	44%	-6%	31%	-1%	7%	13%	15%
External Relations	13%	21%	28%	17%	40%	14%	22%

Figure 3 Average post-assessment PICKS result across base-contract cohorts

In order to obtain a richer understanding of the graduates' learning gains, evaluate their progress against their institutional strengthening plans, and obtain their reflections of the Diplomado's value in general, the LCDA instituted organizational visits in Year 2. Since then, the LCDA team has visited 36 CSOs. Organizational visits have revealed⁴:

- ❖ That the Diplomado is a relevant offer within the Mexican CSO community. Graduates of the Diplomado underlined the uniqueness of the Diplomado and evaluated it very strongly against similar training programs in Mexico. Additionally, CSO graduates have expressed that the Diplomado is a useful and necessary offer for CSOs in Mexico and have expressed their desire to participate in future networking opportunities for knowledge and learning exchange.
- ❖ More than half of the organizations interviewed have already implemented their institutional strengthening proposals since graduating from the Diplomado. By putting in place measures laid out in their institutional capacity strengthening plans, CSOs have reported observing gradual improvements in the daily operations and organizational decision making. Many CSOs pointed to the institutional capacity strengthening plans as the most important aspect of the course, as it allows organizations to outline tangible next steps for improvement.
- ❖ The concrete actions most often undertaken by CSO graduates after completing the Diplomado included: defining their institutional processes; strengthening their board of directors; and instituting routine monitoring and evaluation processes;
- ❖ CSO graduates felt more confident in replying to donor solicitations as result of skills and tools gained from the Diplomado;

"Excelente curso sobre todo muy completo. Es uno de los mejores cursos a los que he asistido en 15 años de experiencia en el sector y lo recomiendo ampliamente"-

[Anna Peters, Effeta A.B.P]

⁴ This section includes observations from Cohort, 4,5, and 6 visitations.

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- ❖ Younger CSOs felt that they were given a stepping towards understanding how to institutionalize and professionalize their organizations;
- ❖ In general, organizations claimed that their participation in the Diplomado has allowed them to grow and develop their organizations, both in terms of financial administration and resource development, despite the limited funding available to support civil society work.



Representatives from USAID, LINC and Fondo Unido at the launch of the Diplomado

Establishing and Maintaining Strategic Alliances

The long- term success and sustainability of the Diplomado required continuously building and maintaining strong and strategic institutional partnerships. Over the course of the project, the LCDA team was successful in leveraging existing partnerships and has networked strategically to establish alliances crucial to ensuring sustainability, lending credibility, and attracting a wide range of participant CSOs to the Diplomado. As result of these efforts, today the Diplomado is recognized by Mexican CSOs and other stakeholders as a relevant offer in Mexico. To this end the LCDA team has sustained strong external and internal partnerships:



LINC facilitated multi-stakeholder dialogues in Mexico City, La Paz and Tijuana.

- LCDA cultivated and maintained a positive relationship with USAID/Mexico mission throughout the course of project. The team worked closely with the mission to ensure that its work aligned with and complemented USAID's priority interests and objectives. By replicating the Diplomado in the northern border region of Tijuana, Monterrey and La Paz, LCDA expanded its geographical reach and actively contributed to the mission's goal of strengthening civil society participation and efforts in Mexico's northern border. The continuous and open communication between USAID and the LCDA team, was vital in ensuring that the Diplomado remained a relevant offer to CSOs and that it addressed the most pressing needs of its beneficiaries and the communities they serve.



Representatives from USAID, FUM, LINC and Universidad de YMCA celebrate the graduation of Cohort 2 in November 2016

- LCDA also maintained a strong relationship with its sub-awardee and implementing partner, FUM. The team worked very closely with FUM to ensure its partner's growth and their implementation of all necessary systems and processes in place to deliver the Diplomado on their own. LCDA closely monitored its sub awardees' institutional capacity and worked with them to establish a smooth transfer process in Year 3.

- Going beyond the partnerships expected in the contract, LINC opened doors not only for the Diplomado, but for collaborations with USAID, with international cooperation agencies such as German Agency for International

Cooperation (GIZ) and the Inter-Development Bank (IDB), but also with Mexican government

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offices such as the Ministry of Foreign Affairs and INDESOL. Additionally, in Year 4, LCDA was excited to partner with the newly formed Mexican government to deliver the final re-iteration of the Diplomado. Given Mexico's political environment, LCDA's partnership with *Instituto Nacional de Desarrollo Social* (National Institute for Social Development, (INDESOL) was a promising sign of collaboration between government and civil society in Mexico.

- In order to strengthen the Diplomado's gender-oriented curriculum and ensure that gender perspectives were well-represented in all components of the Diplomado, the team also formed relationships with key-gender oriented CSOs and Mexican government agencies, including *Fundación Semillas*, *Centro de Derechos Humanos de la Mujer de Chihuahua*, and of the *Dirección General de Vinculación con la Sociedad Civil de la Secretaría de Relaciones Exteriores*
- In effort to expand to the North, LCDA partnered with *Club de Niñas y Niños*, *Consejo Civico* and *Como Vamos la Paz* to deliver the cohorts of the Diplomado in the USAID norther border priority regions of Baja California, Nuevo Leon and Baja California Sur, an exciting endeavor extending LCDA's geographical reach. To build on these efforts, LCDA also forged relationships with local champions *Tijuana Innovadora*, *Como Vamos La Paz*, and *Tierra Colectiva* to host a series of multi-stakeholder dialogues in the North related to youth violence, transportation and anticorruption.

Option 1: The Re-Engineered Diplomado

Option 1 Overview: At the end of Year 2, USAID exercised the two LCDA contract options to extend the work of LCDA in two ways. Under Option 1, LCDA conducted a detailed review and update of the Diplomado, including, among other changes, adding training on complex social systems and delivered two “re-engineered” Diplomados. Additionally, LCDA strengthened and formalized the learning communities (*comunidades de aprendizaje*) by launching the Alumni Learning Network Platform (ALN). Under Option 2, LCDA expanded to the Northern border area, taking a systems approach to capacity to address USAID's target issue systems, that included a network mapping to identify local champions.



LCDA Instructors deliver the module on complex social system for the first time in La Paz, BCS

Option 1 Highlights at Glance: In Year 3, the LCDA team worked with training program expert, Christine German, to deliver a comprehensive review of the Diplomado curriculum and provide recommendations for its improvement. Through interviews with more than 10 key stakeholders⁵, LCDA was able to gain a deeper understanding of the different perspectives on how the Diplomado is being used, how it can be improved, and its prospects for being transformed into a sustainable training.

⁵ Interviews with stakeholders included: LINC staff in Mexico, LINC staff in Washington, DC, FUM staff, USAID staff, and randomly selected Diplomado participants from each cohort.

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Updating the Diplomado Curriculum: Taking on the recommendations of Ms. German, the team began to think through how to best update the structure and content of the Diplomado. The LCDA team hired, Miguel de la Vega to undertake this task. Mr. de la Vega, a previous FUM Diplomado Project Coordinator and now a professor at ORT University, was brought on board to improve the course's design, syllabus and impact by incorporating more virtual learning opportunities, new topics (such as marketing, social media, and new technologies). To improve the pedagogical effectiveness and instructional design of the course, Mr. de la Vega worked with colleague and fellow professor at ORT University, Raissa Somorrostro, as well as LCDA's instructors Carlos Zarco and Daniel Ramos and FUM's Mauricio Huitron and Paulina Garza. The team adapted the course materials to be more accessible, engaging, and relevant to a wider variety of participating CSOs by including more practical case studies, examples and creating more opportunities for hands on learning and exercises- an anonymous recommendation across all stakeholder interviews.

Delivering Two Re-Engineered Diplomados:

La Paz Tijuana (Cohort A): In Year 3, the team focused its efforts on planning the first delivery of the updated Diplomado (Cohort A) in La Paz, Tijuana. Partnering with *Como Vamos La Paz*, *Centro Mexicano de Derecho Ambiental* and the *Universidad Autónoma de Baja California Sur (AUBCS)*, the Diplomado was held for three days at time, at the AUBCS facilities and remained well-attended by all 22 accepted CSOs and 36 organizational representatives.

Delivering the updated Diplomado in La Paz represented the first time that LCDA introduced a module on complex social systems. The module was well received and evaluated by the training participants who saw it as a novel and innovative approach and expressed interest in learning more about how to apply their new knowledge to their work. Additionally, according to the LCDA instructors, the Cohort A participants expressed significant interest in the strategic planning and financial strategy module, as well as the communication and public image module.



Cohort A participants working through the Complex Social Systems Module

On December 12, 2018, 35 individuals representing 21 CSOs graduated from the Diplomado, representing the largest number of CSOs to date to successfully complete the Diplomado. The graduation ceremony was attended by the State Governor and Mayor of La Paz, a promising sign of government interest in civil society efforts.

INDESOL (Cohort B): In Year 4, preparations began to deliver the final installment of the USAID-funded Diplomado. After months of discussions and ensuring interest in participation, LCDA partnered with INDESOL to deliver Cohort B. LCDA's partnership with IDESOL, represented a testament to the easing

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The INDESOL Diplomado graduates

relations between government and Mexican civil society. The successful coordination for this effort is due to the efforts of the LCDA instructors, as well as the USAID Mission Director, Elizabeth Warfield and INDESOL's Director, Lus Rosales.

On June 28, 2019, 40 individuals representing 25 CSOs graduated from the last Diplomado.

Strengthening LCDA Alumni Learning Network (ALN): In an effort to strengthen and formalize the learning communities (*comunidades de aprendizaje*), in Year 3, the team kicked-off preparations to launch the LCDA Alumni Learning Network (ALN). The ALN was expected to promote inter-active learning and fluid interaction, allowing

members to interact, exchange knowledge and learn from one another, as well as a way to engage and form alliances or participate in joint initiatives.

After reviewing several knowledge sharing and network strengthening platforms, the team decided that *Facebook Workplace* was best site for connecting and engaging with current and previous Diplomado participants. Since the creation of the platform, 280 Diplomado graduates have been invited to enroll in the ALN. Of those invited, 236 have gone on to register and create a user profile. Of those 236, 95 are considered "active users" of the platform.

As of September 2019, there are 6 active groups on the site that complement the Diplomado curriculum and process. These include:

- Strengthening Executive Leadership Capacity (all members)
- Sector Information (all members)
- Mexico City Cohort (31 members)
- Oaxaca Cohort⁶ (34 members)
- La Paz Cohort (62 members)
- Leon, Guanajuato (18 members)

For more information on the ALN, please review the "ALN Activity report" submitted to USAID on April 15, 2019.



Mission Director, Elizabeth Warfield congratulates and hands out Diplomas to the INDESOL graduates.

⁶ This Cohort is managed and led by FUM.

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Option 2: The Multi-Stakeholder Dialogues

Option 2 Overview: At the end of Year 2, USAID exercised the two LCDA contract options to extend the work of LCDA in two ways. Under Option 2, LCDA expanded to the Northern border area, taking a systems approach to capacity to address USAID’s target issue systems, that included a network mapping to identify local champions.

Option 2 Highlights at Glance: In partnership with USAID/Mexico, LCDA identified four target localities and local stakeholders with which it could share and apply a practical knowledge of the systems approach. To that end, LCDA delivered four multi-stakeholder “systemic analysis” dialogues to 75 stakeholders and institutions in Mexico City, Tijuana and La Paz, in partnership with selected local champions on USAID/ Mexico priority issues. As part of this approach, LCDA also conducted a social network mapping exercise of two dialogue issues systems⁷ (preventing youth violence and combatting corruption) to better understand the key actors in the space and how they interact with one another.



LINC's Rich Fromer leads local champions in finding connections between elements

Develop a Training Module and Materials on Complex Social Systems: To supplement the training module on complex social systems, the team developed a complementary webinar on local system approaches for USAID/ Mexico Civil Society Activity (CSA) participants and intermediary supporting organizations (ISOs). A “test run” was presented to a small group of practitioners, including members of the USAID Local System team and CSA.

The LCDA team worked with LINC’s Managing Director and systems thinking trainer Rich Fromer to design the content, materials and practical exercises for new Diplomado training module on systems thinking. The module was approved by USAID and then used for the first time with participants in La Paz in September 2018.

Identify Target Localities and Transfer Lead to Local Champions: Conversations about the selection of locations for the multi-stakeholder dialogues commenced with COR, Lucila Serrano and USAID/Mexico’s Justice and Citizen Security, and the Transparency and Integrity team. Discussions initially centered on delivering dialogues with local stakeholders on transparency and human rights and the viability of establishing the first set of dialogues in Saltillo, Coahuila.

After multiple conversations with potential partners and guidance from the mission, the team identified four local champions to engage. In preparation for the dialogues, LINC facilitated a three-day training of trainers to the following Mexican systems champions with the goal of applying systems tools and

⁷ The “issue systems” are how we will define the network of local actors to be included in the mapping effort and future systems approach. They include a geographic component (typically a city, though could be more targeted such as a neighborhood, or wider such as a region), and a technical area component related to specific results (such as human rights or reduced violence).

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approaches in the four target localities listed below (plus two other cities invited by a USAID project on Violence Prevention):

- Tijuana, Baja California: *Tijuana Innovadora*
- Saltillo, Coahuila: *Academia Interamericana de Derechos Humanos de Coahuila*
- México City: *Fundación Merced*
- La Paz, Baja California Sur: *Cómo Vamos La Paz*
- Jalisco: *Corporativa de Fundaciones*
- Nuevo León: *Consejo Cívico de Organizaciones de Nuevo León*

Location	Topic
Day I	Understanding Systems Thinking and Complexity; Developing a Guiding and Near Star; Drafting a Framing Question
Day II	Exploring Forces, Analyzing Causes and Effects; Creating Loops and Building the Deep Structure
Day III	Finding Leverage; Evaluating Feasibility, Potential for Impact & Fit; Crafting a Map Narrative; Building an Action Plan

Figure 4: Training of Trainers Session Topics

The training took place at the *Fundación Merced* facilities in Mexico City and was attended by 15 participants, including the local champions, dialogue facilitators and Ms. Lucila Serrano. The participants were trained on systems thinking and approaches and how to facilitate a multi-stakeholder dialogue step-by-step. The training was then broken into three days. Figure 4 outlines the sessions covered.

A detailed facilitation guide and supporting materials, including power points slides, were shared with each of the local dialogue facilitators. The facilitator guide led the dialogue participants through a series of activities aimed at visualizing the structural factors and dynamic forces that impact the complex development challenges they work on and identifying high-leverage points for intervention. Each group relied on their collective knowledge and experience to map the enabling and inhibiting factors and feedback loops that influence the present state of their system, and pinpoint opportunities to affect long-lasting change. Based on the leverage points identified, the LINC facilitators worked with each group to develop a collective vision and action plan for system change.

Delivering the Multi-Stakeholder Dialogues in Target Localities: Following the conclusion of the training, dates were set with each for the multi-stakeholder dialogues with each of the local champions. Please see Figure 5 below:

Location	Theme	Dates (2019)
Mexico City	Civil Society Mobilization	Feb 13,27 March 13, 27
Tijuana, Baja California	Preventing Youth Violence	Feb. 21, 22, 27 Mar 1
La Paz, Baja California Sur	Transportation	Feb 15,18,19,20
Tijuana, Baja California Sur	Combatting Corruption	May 3,4

Figure 5: Multi-Stakeholder Dialogues in Target Localities

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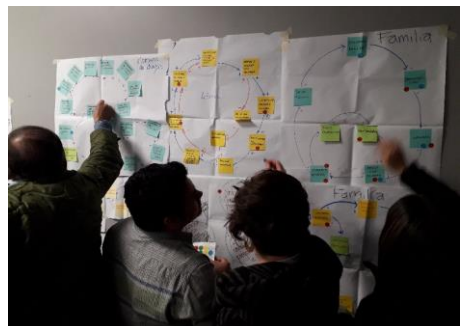
México City Dialogue (Civil Society Mobilization): As the champion organization in Mexico City, *Fundación Merced* graciously provided both venue and coffee break for civil society mobilization dialogues with the “*Fortalecedoras*”, as small, local group focused on civil society in Mexico City. The dialogue sessions were co-facilitated by Mauricio Huitrón, Carlos Zarco and Daniel Ramos. During the course of the dialogues, the participants successfully identified 31 leverage points from which 5 were prioritized. Leverage points included:

- Strengthen leadership around impact initiatives.
- Promote scope expansion and replication of program models followed by local CSOs.
- Perform program impact evaluations as part of a program’s scope.
- Address enabling conditions that limit civil society’s impact and potential.

The dialogues and process were positively evaluated by the participants who have agreed to continue the reflection process sparked by the dialogues and identify leverage opportunities to affect long-lasting change. Following the conclusion of the dialogues, the “*Fortalecedoras*” decided to continue these conversations, signing a memorandum of understanding (MOU) to coordinate and collaborate.

Tijuana Dialogue (Preventing Youth Violence): As the champion organization in Tijuana, *Tijuana Innovadora*, provided the venue for the multi-stakeholder dialogues on preventing youth violence. The dialogues were facilitated by Carlos Zarco and attended by 15 key stakeholders. During the course of the dialogues, participants successfully identified 60 leverage points from which five were prioritized. Leverage points included:

- Strengthen the current network of organizations and bring new key local actors.
- Strengthen capacities and building the violence prevention agenda from a citizen perspective.
- Advocate that the local government includes the civil society agenda on violence prevention in the municipality’s public security plan.
- Continue to promote the local organization at grassroots levels.
- Improve the existing collective prevention programs developed by the network.



Tijuana Multi-stakeholder dialogue participants map the youth violence in Tijuana.

At the conclusion of the dialogues, the group identified two main themes for collective action and developed two action plans, one which focused on improving existing collective prevention programs and a second one which focused on strengthening and bringing new players into the network.

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Additionally, the structural forces unearthed by this network actively contributed to ongoing USAID/Mexico project on violence prevention.

La Paz Dialogue (Transportation): As the champion organization in La Paz, *Cómo Vamos La Paz* provided the venue for the multi-stakeholder dialogues on transportation. The dialogues were co-delivered by Carlos Zarco and Miguel de la Vega to 37 key stakeholders⁸. During the course of the dialogues, participants successfully identified 12 leverage points from which 4 were prioritized. Leverage points included:

- Continue to participate in the process of the elaboration of the new legislation on public transportation, in coordination with local Parliament.
- Actively communicate with each of the stakeholder groups about the process and implications of the new legislation.
- Develop public campaigns with key public targets (schools, churches, media, key companies) about the importance of active citizen participation.
- Bring together the key stakeholders and promote bilateral dialogues to build common visions.

Discussions and action plans developed by the group were presented to deputies of the local Congress. As result of this process, the local coalition has organized dialogues between different stakeholders, for instance between private sector companies and the local Taxi Drivers Association. As result, the local Congress has accepted recommendations by the group to strengthen the legislation.



Tijuana Dialogue (Combating Corruption): The combating corruption dialogues were held at the *Consejo de Desarrollo de Tijuana* and sponsored by *Red Nacional Anticorrupción de Baja California*. The dialogues were facilitated by Carlos Zarco and attended by 17 key stakeholders. Organized by a semi-governmental network, the dialogue participants (majority small, local CSOs) came together interested in establishing a more formalized and collaborative network to develop, among

other things, a USAID program on combating corruption in the region. During the course of the dialogues, participants successfully prioritized leverage points, which included:

- Actively engage and organize citizen participation.
- Strengthen community ethics and culture of integrity.
- Increase transparency, accountability and communication dissemination

The dialogue was useful to develop a common understanding about the underlying corruption issues in the state and the network's priorities to address this issue. This collective visioning exercise and mapping exercise have contributed to a more cohesive functioning of the network.

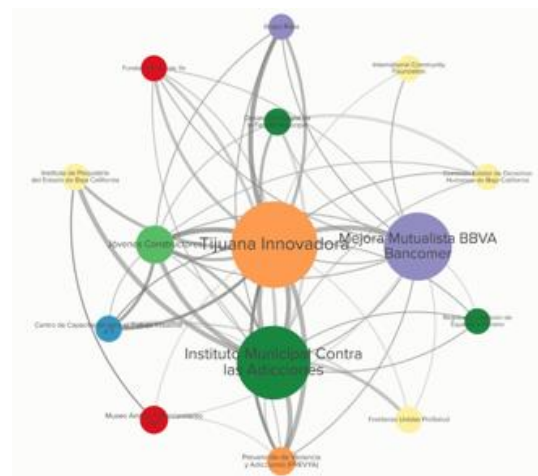
⁸ Please note that organizational participation varied throughout the four days.

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Network Mapping: In Year 3, LCDA submitted a proposal on how LCDA will implement a network mapping exercise in the “systems of interest” to better understand the key actors in the space and how they interact with one another. The document outlined the overall methodology and process and set a proposed timeline for implementation. For each target locality, LCDA defined the network parameters and designed a remote survey instrument using the Survey Monkey platform.

The network mapping questionnaire sought to understand the type and strength of communication and collaboration that existed among organizations and institutions in the selected target localities. The surveys were administered to both of the Tijuana networks (preventing youth violence and combatting corruption) between June and September 2019. The analysis visualized the networks and interesting sub-networks, identified key relationships in the target sectors and uncovered strengths and gaps in collaboration. Well-connected and/or influential actors were also identified. The collected network data was analyzed using the kumu.io online software. Relying on the survey data, LCDA analyzed the network data at three levels: the whole network (looking at the map as a whole); sub-networks; and ego-networks (the relationships of a single actor). Findings were shared with the participants and USAID in September 2019.



SNA map of the Tijuana Youth Violence Network

Tijuana (Preventing Youth Violence): The team administered the online survey tool to 15 participants of the Tijuana youth violence dialogue in June 2019. Over the next months, the team collected data. While the stakeholders showed an interest in the survey, it took quite some time to have enough members of the network respond to the survey. Once responses reached 10 of the 15 participants, LINC conducted a Social Network Analysis (SNA) to better understand how different actors in Tijuana work together on youth violence prevention efforts. In the end, of the 15 participants invited, 11 responded to the survey.⁹

Overview of Key SNA findings and insights: The section below outlines the key findings for each of the analyses conducted, including findings for the overall network, sub-networks and prominent actors.

- **Overall Network:** The analysis revealed that the network is very well connected, in particular for communication and collaboration. According to the survey data, all organizations were connected - either directly, or indirectly through at least one or the other connection. Additionally, almost all organizations interacted regularly. The most "centrally connected" members of the network, based on their regular interactions, were:
 - Tijuana Innovadora
 - Instituto Municipal Contra las Adicciones
 - Mejora Mutualista BBVA Bancomer
 - Jóvenes Constructores

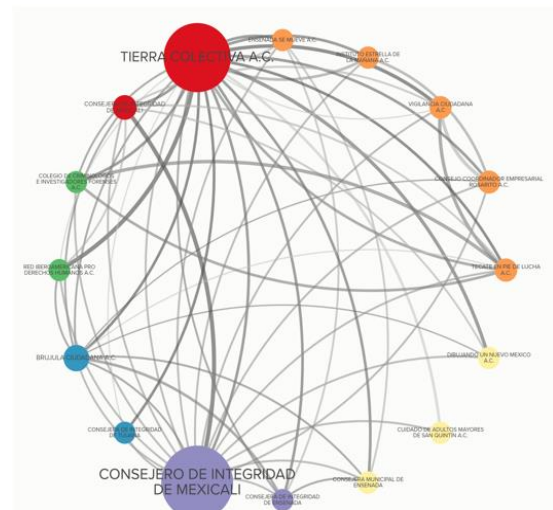
⁹ The interactive map of the Tijuana Violence Prevention network can be viewed on Kumu at <https://kumu.io/linc/lc/red-de-organizaciones-prevencion-violencia-en-tijuana-lcda>

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- **Sub-network:** The analysis revealed that nine of the 11 respondent organizations work in information and education and that those nine are very well connected, again, mainly for information exchange and collaboration purposes. Additionally, eight of the 11 respondent organizations focus on local work in ‘colonias.’ There are relatively few (4) organizations working in the advocacy or health sub-sectors. The team also observed that organizations that provide the same services were connected to each other. The 9 organizations that offer training were very well connected, as were those organizations (n=7) that offer services for behavior change.
- **Prominent Actors:** *Tijuana Innovadora* was the most central and influential actor in the network. The analysis showed that the organization acts as a key “bridge” within the network, connecting various actors that work in various subsectors and provide diverse services. While this can create a network that is highly efficient, it can also pose challenges if *Tijuana Innovadora* chooses to alter its institutional strategy or activities in the future.

Tijuana (Combating Corruption) The team administered the online survey tool to 17 participants of the Tijuana anti-corruption dialogue in July 2019. Over the next months, the team collected data. Again, though there was significant interest in the survey and understanding the network, it took time to collect enough data to make the analysis meaningful, with the respondents reaching 14 after two months of reminders. In September, LINC conducted the SNA to better understand how different actors in Tijuana work together on combatting corruption. Of the 17 participants, 14 responded to the survey, but one of the respondents did not meet the network membership criteria, reporting that they do not currently work in anti-corruption. The analysis was conducted for the remaining 16 participants based on the survey results of 13 network members.¹⁰



SNA map of the Tijuana Combating Corruption Network

Overview of Key SNA findings: The section below outlines the key findings for each of the analyses conducted, including findings for the overall network, sub-networks and prominent actors.

- **Overall Network:** The analysis revealed that the network is well connected, in particular for communication and skills transfer. However, in general, there is relatively little collaboration between stakeholders (joint actions).

According to the survey data, all organizations were connected - either directly, or indirectly through at most one other connection. Additionally, almost all organizations interacted regularly. The most "centrally connected" members of the network, based on their regular interactions, were:

- *Consejero de Integridad de Mexicali*

¹⁰ The interactive map of the Tijuana Violence Prevention network can be viewed on Kumu at <https://kumu.io/linc/lc/red-de-organizaciones-lucha-contra-corrupcion-en-bc-lcda>

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- *Tierra Colectiva*
- **Sub-network:** The analysis revealed that nine of the respondent organizations work on network engagement efforts and that they are very well connected. Nine of the participant organizations engage in advocacy efforts. Relatively few of the respondent organizations (n=5) work on either information and education or local work in colonias. The team also observed that organizations that provide the same services are generally connected to one another. For example, the 13 organizations that offer behavioral change services were very well connected.
- **Prominent Actors:** *El Consejero de Integridad de Mexicali* and *Tierra Colectiva* are both the most central and prominent stakeholders in the network. The analysis shows that both organizations act as key “bridges” within the network, connecting various actors that work in various subsectors and provide various services. This gives both the ability to create connections, coordinate and improve network cohesion. While there is some risk to be considered if one of these central actors left the network, the current network is resilient and well-interconnected and can withstand potential disruption. However, should both leave, the network would be at risk.

For more information on each of these networks, please refer to the “Network Mapping in Specific Geographies” deliverable submitted to USAID.

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Fondo Unido México

FUM has developed community impact programs and social investment initiatives that reach more than 1.5 million beneficiaries each year in 26 states of Mexico. FUM's very successful business model made them an ideal partner to take ownership of the Diplomado. Their solid network of corporate and individual donors allows FUM to generate their annual budget from Mexican resources. They achieve their impact by working through local partner CSOs and CBOs (Community Based Organizations) throughout Mexico, giving them great insight into CSO priorities and credibility in capacity development.

Component 2: Capacity Development of Sub-Awardee

Building the Capacity of FUM Overview: Over the past 3 years, Component 2 of LCDA built the capacity of Mexican implementing partner FUM to ensure their ability to sustainably manage and deliver the Diplomado course on their own. To improve the long-term sustainable results of the program, LCDA intended to transition the Diplomado to a locally managed, locally owned, and locally resourced activity from the onset of the activity. Over the life of the project, FUM increasingly took on that leadership role. To identify priority areas for targeted capacity development, LINC facilitated an institutional assessment (PICKS) to identify challenges faced in each functional area of FUM's operations. Based on those results, FUM formalized an Institutional Capacity Strengthening Plan to be implemented with support from LINC. Updated and re-assessed every year, the Capacity Strengthening Plan complemented the Transition Plan of the Diplomado, and the necessary actions, resources and milestones required for FUM to assume ownership of the Diplomado.

Highlights at Glance: With each project and year and the support of LINC, FUM quickly made progress against its institutional goals. As a result of the close collaboration between the LCDA team and the FUM leadership, each year FUM mapped out its priority areas for development in their Annual Institutional Capacity Strengthening Plans which set their targets and strategic direction for improving internal institutional processes and operations. As FUM made advances against its Plan, it also began to personally invest in its own organizational development and the future management of the Diplomado. Progressively, FUM began to take proactive measures as a learning organization to strengthen its own internal capacities and seek ways to learn, adapt and improve. FUM's ability to manage its own improvement processes allowed the organization to take significant steps towards independently identifying and addressing areas for improvement and facilitating their own continuous development.

This drive for self-improvement, coupled with their progressively increasing interest in and involvement in the financial sustainability of the Diplomado, led FUM to begin progressively assuming more project managerial and leadership responsibilities. In Year 3, FUM made significant effort to demonstrate their commitment to owning the Diplomado. Seeing the Diplomado as a key component of the FUM's future programming, the management team increased their direct staff involvement and began to heavily invest in a sustainable marketing and business model for the program. With support from LINC, FUM witnessed an overall organizational capacity increase of 23% and achieved the necessary progress set by Transfer Plan. This progress allowed LINC to fully and officially transition the Diplomado to FUM in October 2018 shortly after the end of the reporting period.

To ensure the sustainability of the Diplomado, beyond the life of the project, in Year 3, FUM began to leverage its unique business model to 1) attract diverse local and international funding, 2) provide financial and in-kind support, and 3) appeal to a wide range of CSOs. To that end, FUM developed a sustainable business case that would allow the program to achieve financial sustainability beyond USAID funding. Receiving funding from national corporate partners, foundations and international donors, FUM found new avenues for generating new, sustainable revenue sources for the Diplomado beyond the contractual life of the program. FUM successfully raised funding for four additional deliveries of the Diplomado, including funding from United Way South Korea to co-deliver the Diplomado in Oaxaca, Mexico with *Fundación Merced* and a grant from *Nacional Monte de Piedad*. The course has been delivered four times by FUM with non-USAID funding and they have received funds

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to deliver two more cohorts in 2020. This has been a critical step in ensuring not only the vitality of the program beyond USAID funding, but also FUM's ability to take over the sustainable management and delivery of the Diplomado course.



Progress Against FUM Capacity Strengthening

Each year, the LCDA team worked with FUM to plan and re-assess organizational capacity and to identify progress against the Capacity Strengthening Plan. Based on those results, the team updated and formalized FUM's Annual Capacity Strengthening Plans, which addresses priority areas for growth and development. Collaborating closely with the USAID/Mexico COR, Lucila Serrano, the team also incorporated USAID's insights and perspectives.

Updating Capacity Strengthening Plan: With the support of LCDA Capacity Development Specialist, Daniel Ramos, each year FUM's executives developed their annual strategic objectives. LCDA supported this process by bridging the implementing partner's annual strategic objectives with FUM's Institutional Capacity Strengthening Plan. Specific activities and program plans were developed for each objective and the LCDA team met with FUM management and operation staff annually to re-assess organizational capacity, assess progress and challenges, and support implementation. Each year, the Plans focused on specific priority areas and benchmarks.

Tracking Progress Against Processes and Procedures Implemented:

Year 1: Strengthening Financial Systems

Activities Based Costing (ABC): One of the top priorities identified by FUM leadership was an improved ability to monitor and manage their costs by activity. The team worked closely with the FUM finance staff to support the design of the system, define the level of costs / activities to track, and lead several training sessions for both executive management and FUM personnel. The ABC system, fully implemented in January 2017, allowed FUM to oversee its operational costs by activity and accurately report the information to current and prospective donors. The management team can now effectively to identify and track all the direct costs incurred by programs.

Timesheet Systems: As part of implementing the ABC system, FUM also initiated an organization-wide timesheet system. Each of FUM's departments received instruction on correct timesheet coding and began fully using the new system in early 2017.

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Balanced Scorecard (BSC): The LCDA team worked with FUM and its Board to implement a strategic map that illustrates the way the organization relates and provides services to its beneficiaries. FUM initiated the design of a BSC for measuring progress towards organizational goals and objectives. To measure progress against its organizational goals and objectives, the team created several key performance indicators and presented them to the FUM Board, where they were approved as the official way to track and monitor the targeted success of their operations and effectiveness of FUM. Year 3 marked the first time that the BSC was used to report against FUM's organizational progress to the Board's Audit Committee.



Instructor, Daniel Ramos and the LINC team recognized for the continued success of the Diplomado by FUM Director, Diana Garcia and the Chair of the Board, Claudia Herreramoró

Year 2: Strengthening Human Resources, Programmatic Capacity and FUM Governing Body

Human Capital Management and Performance: In 2017, FUM set out to implement a competency model, adapted to the Mexican environment and legal context, that would provide a framework for institutional competencies and facilitate the growth and development of FUM personnel. FUM worked with its Board and the LCDA team to implement and adopt organization wide employee performance policies and an effective process to evaluate all personnel performance.

Additionally, in 2017, FUM also began to actively collaborate with its secretariat, United Way Worldwide (UWW). Noting the strong work of FUM in defining its institutional competencies and facilitating the growth and development of FUM personnel, UWW invited FUM to participate in a focus group that would support the organization in adapting its

competency model to Mexico and the Central American region in general. Given the opportunity to work directly with UWW, the LCDA and FUM management team decided to partner-up with its secretariat and work together to produce a competency model for effective United Way employee management and development. The LCDA team worked closely with FUM on the adaptation of this model, as well as, FUM's framework for institutional competency. Following the completion of the FUM competency model, the team worked with UWW to align the organization's model to its international counterpart. The LCDA team was invited to present the model at the UWW Latin American Regional Meeting in Guatemala. This represented not only a great opportunity to collaborate and work together with United Way but also a great opportunity to able to share the success of the Diplomado with other UWW affiliates.

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FUM has continued to invest in their HR capacities and now has a full-time employee in charge of managing all HR platforms and tools created in partnership with LCDA.

Programmatic Capacity: In Year 2, FUM also set out to institute a policies and procedures manual that would align the organization’s social programs with its financial and budget processes. This would include learning how to incorporate the Diplomado into its project portfolio and ensure the overall sustainability of the program. To ensure the future sustainability of the Diplomado, FUM began to strategically think about the personnel needed, to support the administration, management, and delivery of the Diplomado. The FUM management team began recruiting for several new positions to support LCDA project, strengthen the Diplomado, and integrate the Diplomado into FUM’s program portfolio.

Additionally, FUM partnered with IBM’s Corporate Service Corps (CSC)¹¹ experts to strengthen the operative and communicational procedures of its regional Bajío office. IBM worked with FUM to analyze and provide recommendations on how to strengthen and align FUM’s national and regional programs and operations to ensure greater, sustainable community impact. This partnership with IBM represented a proactive step taken by the FUM to grow as an organization and build on ongoing efforts by LINC to facilitate FUM’s growth, learning and programmatic capacity development.

Board Capacity: In Year 2, the team worked with the Board of FUM to improve its institutional governance procedures, such as code of conduct and board of operating procedures and reinforce the relationship between the Board and FUM management team. The team worked with the Board to help it formalize its activities and document its agreements and points of action. As a result, a calendar of scheduled meetings, objectives and goals was established and implemented.

Year 3: Strengthening Social Investment Processes and Long-Term Strategic Planning

Corporate Identity: Relying on the results of an institution-wide Myers-Briggs assessment, FUM worked on creating a “Corporate Identity Plan” to promote a strong organizational structure and support FUM’s corporate strategy. The Plan is intended to reinforce FUM’s Competency Model and internal HR policies and reduce the turnover rate of personnel.

Strengthening FUM to Lead the Diplomado and Assume Leadership of its Own Capacity Development: To show both LINC and USAID that they are ready to assume ownership of the Diplomado, FUM developed a sustainable business model of the Diplomado that would allow the program to achieve financial sustainability beyond USAID funding. FUM drafted a Sustainability Plan that outlined how they planned to

¹¹ First launched pro bono in 2008 as part of IBM’s Corporate Social Responsibility initiative, the CSC aims to contribute innovative solutions to non-for- profits around the world working in communities facing critical, high priority development challenges.

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integrate the Diplomado as an integrated part of their CSO Capacity Development services. In this Plan, FUM also highlighted its efforts to find and generate new revenue sources for the Diplomado, outside of USAID. These included:

- A proposal to *Monte de Piedad* that earned them a substantial grant (approximately 875,876 Mexican pesos or \$47,344 USD) to deliver two more Diplomados in 2019.
- A signed an agreement with *Fundación Merced* to deliver a Diplomado cohort in Oaxaca, Mexico to CSOs working on post-earthquake emergency relief in the state using disaster emergency funding (approximately \$11,000 USD) received from United Way South Korea.

Since the plan was submitted, FUM has received additional financial support (750,000 Mexican Pesos or \$40,000 USD) from Monte de Piedad to deliver two more Diplomado cohorts by July 2020.

Measuring FUM's Change in Institutional Capacity: To demonstrate FUM's readiness to assume leadership of the Diplomado, LINC administered a PICKS rapid assessment to calculate the percentage change of its sub-awardee's in capacity from baseline in Year 1 to date. In general, the PICKS rapid assessment demonstrated a positive percentage change across all the functional areas of FUM's operations. As can be observed from the figure below, the two functional capacity areas where FUM has observed the highest improvement have been *Strategy, Vision and Planning* and *Financial Administration* (percentage change of 67% and 37% respectively). While no FUM functional areas are currently evaluated in "red zone" as weak, the PICKS assessment does show capacity needs that require further attention and improvement, most prominently: *Operational Management* and *Human Resource Management*. The FUM team is actively working to grow those functional areas.

Functional Area	Baseline	Actual	Percentage Change
Strategy, Vision and Planning	2.70	4.50	67%
Operational Management	2.90	3.40	17%
Resource Development	3.50	4.00	14%
Financial Administration	3.10	4.25	37%
Programmatic Capacity	3.50	4.23	21%
Human Resource Management	3.40	3.70	9%
Institutional Governability and Leadership	4.20	4.67	11%
External Relations	4.20	5.00	19%
Overall	3.43	4.21	23%

Transferring the Diplomado to FUM: In 2018, the FUM management team, with the support of LINC, began outlining an actual transfer process of the Diplomado, specifying the necessary actions, resources and milestones required for FUM to assume ownership of the Diplomado. To ensure that LINC's sub-awardee is capable, prepared and willing to assume sole leadership of the program, official milestones were established, and specific responsibilities were allocated to the FUM staff to guide the transfer process. Designed around four institutional competencies (academic capability, positioning within training sector, FUM's institutional capability, and resource mobilization), the Plan broke down indicators of progress/ measures that still need to be improved and strengthened to ensure the successful transition of the Diplomado to FUM. Progress against the Plan was evaluated, and it was determined that FUM had made the necessary progress against the set indicators and had fulfilled all set

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criteria to assume ownership of the program. The Diplomado was officially transitioned to FUM in October 2018.

LCDA Learning Event

To celebrate the successful conclusion of the LCDA Project, LINC hosted a learning event in Mexico City on August 15, 2019. The event, which drew the participation of USAID/Mexico and 30 civil society stakeholders including the MacArthur Foundation, Ford Foundation, Monte de Piedad, and Promotora Social, presented the results of the LCDA program and shared important lessons learned. During the event, the stakeholders and experts in attendance also discussed their own experiences and shared thoughts on strategies for encouraging donors to support capacity strengthening of their grantees, how to improve participation of CSOs in capacity strengthening activities, and methods to increase application of new skills within CSOs.



LINC Managing Director, Rich Fromer addressing the attendees of the LCDA Learning Event

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GENDER PLAN ADVANCEMENTS

LCDA views gender equity and women's empowerment as an integral part of the CSO capacity building process. Throughout the course of this project, the LCDA team has remained committed to a balanced gender representation and has ensured that gender-oriented content and activities were well incorporated throughout the course curriculum. The LCDA team actively sought ways to integrate gender considerations across all its training modules and stress the importance of gender issues and their implications in the CSO space and development work in general.

While LCDA incorporated a specific session on gender equality in the Program Management module, classroom instruction often benefited from the large presence of female participants, women-led organizations. Given the vast gender expertise in the classroom by many of the participants, the LCDA instructors actively sought ways to incorporate their experience into the training. Gender focused organizations were asked to prepare short presentations for several classroom sessions.



Cohort 6 witnessed one of the highest participation rates of women; Of the 41 individual participants that were selected to participate in Cohort 6, 32 were women.

To ensure the communication of gender sensitive practices and messages, the LCDA team also worked closely with key-gender oriented CSOs and Mexican government agencies, including *Fundación Semillas*, *Centro de Derechos Humanos de la Mujer de Chihuahua*, and of the *Dirección General de Vinculación con la Sociedad Civil de la Secretaría de Relaciones Exteriores*. The extensive knowledge and experience that the representatives of these organizations brought to the Diplomado was positively received by the Diplomado participants.

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PROGRAM SUPPORT, DELIVERY AND ADMINISTRATION

Throughout the course of this project, the team provided smooth and uninterrupted program support, operational delivery, and administration of the LCDA program. The LCDA team collaborated closely with the USAID/Mexico and FUM's executive management team to ensure progress against all LCDA activities, goals and objectives.

Human Resources: To support this project, in Year I, LINC hired Project Director, Carlos Zarco and Capacity Building Specialist, Daniel Ramos to lead and manage the LCDA activity. As the project advanced, LINC brought onboard an HQ Program Manager and Program Coordinator to support activities. The LCDA project also benefited from a variety of short-term technical consultants that were brought on to help support activities, primarily under the option programming period.

The project has continuously benefitted from the support of FUM's staff. While initially this centered primarily on financial support, as FUM became increasingly more involved in the Diplomado, a Project Coordinator position was created to manage and provide operational support Diplomado. This position was initially occupied by Miguel de la Vega and later by Mauricio Huitrón.

Program Support: Throughout the course of the project, program support from the LCDA field office and backstopping from the HQ office in Washington, DC remained timely and effective. In the last four years, 7 project trips were made from the HQ office to provide on the ground support, technical assistance and to attend project events and ceremonies.



Celebrating the graduation of the first cohort during a LINC HQ support visit to Mexico in July 2016

- Programmatic Planning: LCDA continuously adapted its activities to meet USAID priorities and remain on schedule. The project's strong relationship with the mission can be credited to this. The open communication between USAID and the LCDA team, allowed for any programmatic challenges and delays to be addressed quickly and effectively. Additionally, it permitted the team the opportunity to work closely with the mission to collectively identify and implement activities that directly advanced USAID's sectorial and geographic priorities.
- Final Submissions to USAID: The LCDA team will be submitting "Network mapping in specified geographies" and the "Final Option 2 report and

lessons learned" deliverables to USAID in September 2019.

Submissions to Development Experience Clearinghouse (DEC): The LCDA team has submitted all annual reports, quarterly reports, workplans, and the final report to the DEC.

TraiNet Information: TraiNet data has been entered into the system, accounting for Cohort I through Cohort B.

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CHALLENGES AND LESSONS LEARNED

Maintaining Relevance

- There is already a conceptual and methodological corpus about what institutional strengthening implies in the Mexico context, however, it must be updated regularly and complemented with new and useful approaches. It is important that training curriculum is viewed as a living document, that is dynamic and flexible, and that modules are not developed in isolation.

To this end, the LCDA team worked hard to ensure that the Diplomado continuously remained relevant to the needs and realities of its participants. The team updated the Diplomado based on the diverse background and expertise of the participants that took the Diplomado; emerging and relevant CSO practices in Mexico; and the rise of new approaches that extend beyond the traditional institutional strengthening tools and activities. To keep the Diplomado course relevant and valuable to all participants, regardless of level of experience and capacity, LCDA relied on different delivery tactics, including learning communities, as a way to stimulate knowledge sharing and peer- to-peer learning as well as “guest expert” lectures to enrich the curriculum and learning environment.

Need for “Capacity 2.0”

- Building on Component I, LCDA actively and successfully incorporated a local systems approach into its work and promoted the use of systems thinking with USAID, CSOs, capacity development experts, and others throughout Mexico. This represented a larger effort to introduce a “Capacity 2.0” approach to CSO institutional strengthening in Mexico that stresses the need for systemic approaches to complex issues, continuous adaptation and evidence- based decision making. The systemic thinking approach introduced in the option programming period enhanced the Diplomado experience, allowing participants to think and understand complexity systematically. Intended to enrich the Diplomado curriculum and bring a different knowledge perspective and practical tools to the program, the system module was positively received by the Diplomado participants, confirming its relevance.
- The multi-stakeholder dialogues in Mexico City, Tijuana and La Paz showcased the utility of the systems thinking in helping the participants identify key factors of the local system and key leverage points for intervention. While the dialogues led participants to “quickly” (in the span of 2 months) visualize local complex problems and strategies to solve those problems, participants learned that action plans for systemic change must consider both short-term and long-term structural solutions that don’t solely touch on surface level symptoms. All four dialogues were positively received by the participants, as an effective way to enrich planning and social intervention efforts, confirming, once more, the relevance and need for applying innovative, systematic approaches to development challenges.

Investing in CSO trainings

- While there is a wide demand for institutional strengthening in Mexico, due to competing priorities and lack of training resources, CSOs face significant difficulties in finding time and resources for formal training and development. Symbolic fees for participation allow for co-investment and buy-in, however they also pose an economic burden on resource strapped

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CSOs. In-kind financial support and public-private collaboration and partnerships with stakeholders interested in investing in the Mexican civil society should be considered to offset training costs. A consideration should also be made for virtual training as a way to increase flexibility, reach a greater number of organizations, and decrease training costs. However, one should consider that while a virtual learning environment allows for geographical obstacles to be overcome and for greater number of trainees to be reached at lower costs, traditional face-to-face learning time is essential to deeper engagement with curriculum and relationship building.

- In follow-up with past Diplomado graduates to measure changes in institutional capacity and collect feedback on other effects of participating in the Diplomado, the team noted firsthand the high rate of labor mobility in the Mexican civil society sector. Frequent personnel turnover not only complicates the transfer of knowledge but leaves CSOs vulnerable to lapses in institutional memory. It is highly important that management tools are implemented by CSOs to ensure that knowledge and learned experiences are captured and preserved institutionally.

Building alliances

- Inter-institutional alliances were fundamental to the development and the sustainability of the Diplomado. The team actively worked with USAID to find viable avenues for partnership and collaboration with stakeholders interested in investing in Mexican CSOs. Perhaps, one of the most powerful alliances that LCDA was able to forge was that with INDESOL. Given the political environment and general government distrust of Mexican CSOs, LCDA's partnership with INDESOL is a promising sign for greater government/CSO collaboration and partnerships. Future programming needs to consider how to engage government stakeholders tactfully and effectively to ensure better development impact. Building local capacity fundamentally requires that one work with local government.
- The continuous and open communication between USAID and the LCDA team was vital in ensuring that precise programmatic objectives were identified, and that progress was properly documented. Moving LCDA's reporting relations within USAID helped align strategic interests and long-term visions for the project and draw public recognition to the Diplomado and its efforts. As a result, a reciprocal and mutually advantageous relationship was formed. Given the convening power of USAID/Mexico, the mission was able to connect the Diplomado with strong partners. Likewise, LCDA shared its sub-national government and grass-root contacts to support and promote the mission's interests.

Investing in local partners

- LINC's approach to organizational capacity building is to facilitate reflection and learning and to allow local organizations to manage their own improvement processes. Since LINC first partnered with FUM in 2015, FUM has continuously shown a strong drive to learn and improve. As a result, over the life of the Activity, FUM has transformed into a learning organization, capable of strategically identifying areas for improvement and facilitating its own continuous development. In the true spirit of learning, FUM has continued to actively invest in the "know-how" of their management teams and staff and improve their institutional systems, processes and procedures. This initiative, as well as their leadership in finding new revenue sources beyond USAID led LINC to transfer full ownership of the course to FUM. Since then, the course has been delivered four times by FUM with non-USAID funding and they have received funds to

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deliver two more cohorts in 2020. FUM success, is a testament to why future development programming and international cooperation needs to consider building local capacities in order to sustain development results. Building local capacity ensures local ownership, project continuity and long-term sustainability. Thus, a strong emphasis should be placed on engaging local partners.

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INDICATOR PROGRESS

#	OBJECTIVE/ IND6ICATOR	UNIT	DISSEGRAGATION	FISCAL YEAR							
				2016		2017		2018		2019	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual
1	(Outcome) CBLD-5: Percent increase in Local Organizational Capacity Assessment (condensed version of PICKS) Score (F Indicator)	(# Value), % Change	Organization Type	**	N/A ¹²	**	17%	**	32%	**	22%
2	(Output) Number of civil society organizations that have improved their institutional capacity with USAID support	# of CSOs	Organization type, Sector, Geography, Gender leadership	N/A	N/A	40	23	24	47	12	24
3	(Outcome) By the end of Year 3, LINC and FUM will have established partnerships that leverage resources and developed a fee-for-service payment structure that, together, will enable FUM to continue implementing the Diplomado without USAID assistance after the activity ends	Business Plan, Sub-Awardee Capacity Report	N/A	0	N/A	0	N/A	1	2	**	N/A
4	(Outcome) By the end of three years, up to 100 CSOs will have successfully completed the Diplomado course based upon previously defined criteria for successful completion	# of CSOs	Organization type, Geography, Gender participation	20	16	50	73	30	44	30	46

¹² Given the diversity of organizations and institutional levels of development, LCDA will report the increases and results on this indicator but will not indicate a target.

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5	(Outcome) After the first cohort group, at least 80% of CSOs randomly sampled from subsequent cohort groups will be able to successfully apply the competencies gained in the training as confirmed through a formal review process established by LINC and FUM	% of randomly sampled CSOs	Organization type, Geography, Gender leadership	N/A	N/A	80%	93%	80%	73%	80%	74%
6	(Outcome) Number of institutions with improved capacity to address climate change issues as a result of USG assistance (F Indicator)	# of CSOs	Organization type, Sector, Geography, Gender leadership	**	N/A	**	4	**	5	**	6
7	(Output) Civil society organizations receiving USAID support that are engaged in monitoring or advocacy work on human rights. (F Indicator)	# of CSOs	Organization type, Sector, Geography, Gender leadership	**	28	**	50	**	11	**	6
8	(Output) Training satisfaction score of 80% for Diplomado courses	% satisfaction of participants		80%	98%	80%	97%	80%	94.50%	80%	93.50%
9	(Output) By the end of Year 3, 150 individual students have completed the Diplomado course	# of individuals	gender, age, position/role	25	25	75	116	50	68	45	76
10	(Output) By the end of Year 3, LCDA has received 200 applications to attend the Diplomado course	Units: # of applications received	Organization type, Sector, Geography, Gender leadership	30	94	95	159	75	48	30	72
11	(Output) Number of corporate mentors and guest lecturers participating in the Diplomado course (in the classroom and/or as Mentors for practicum)	# of individuals	Gender, Age, Classroom/practicum	4	14	8	20	8	7	8	4
12	(Output) Number of partnerships signed to decrease	# of partnerships	N/A	1	1	3	5	3	6	2	5

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	costs, raise profile or expand reach of Diplomado										
13	(Outcome) FUM increases its Organizational Capacity Assessment score by 20% ¹³	Scores (# value), % change	By functional skill areas	Baseline score 3.4	N/A	0	N/A	20%	23%	0	N/A
14	(Output) FUM Capacity Development Plan Completed	Capacity Development Plan	N/A	1	1	0	0	0	0	0	0
15	(Output) FUM completes actions and objectives in Capacity Development Plan	% of yearly capacity building plan completed (cumulative)	N/A	75%	82%	75%	94%	75%	95%	N/A	N/A
16	(Outcome) FUM takes over management of LCDA and Diplomado program in Year 4	Transition to FUM management	N/A	0	N/A	0	N/A	0	N/A	0	N/A
17	Number of organizations participating in the formalized Alumni Learning Networks (ALN)	# organizations	Organization type, Sector, Geography, Gender leadership	N/A	N/A	N/A	N/A	N/A	N/A	105	236
18	Number of joint actions formed between organizations as result of the ALNs	# alliances/initiatives	Sector, Geography	N/A	N/A	N/A	N/A	N/A	N/A	**	1

¹³ Activities under Component 2 were completed in Year 3. As a result, in Year 4, the LCDA team will no longer be tracking Indicator #13, 14, 15, or 16.

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