

Terms of Reference for Local Capacity Development Teams September 20, 2010

USAID's Local Capacity Development Teams (LCDTs) will be comprised of USAID Development Leadership Initiative staff (DLIs), Foreign Service Nationals (FSNs), and a senior US Direct Hire (USDH) or Personal Services Contractor (PSC). They will be posted in regional pilot offices and Missions and will receive on-going training to strengthen their capacity to carry out their mandate. They will interact regularly with Washington and other pilot countries to share experiences and lessons-learned to continuously improve the broader LCD effort.

The primary responsibilities of the teams will include the following:

- 1. Conduct analysis on issues related to local capacity development (LCD)**
 - a. Identification of potential partners**
 - i. Work with Mission technical teams, in coordination with program, legal and acquisition/assistance staff, in pilot Missions and regional offices to conduct targeted mappings of the civil society and business sectors in order to identify potential local partners who could receive direct funding from USAID. This would include an analysis of the enabling environments for the civil society and business sectors, as well as in-depth assessments of the risks and opportunities for engaging with select organizations and companies. Semi-annual SWOT analyses should be used to update the mappings. A gender analysis should also be included and special attention given to the involvement of marginalized populations, such as women, youth, minority groups, and the disabled, among others.
 - ii. Identify current Mission use of local civil society and business entities, including subcontracting and grants under contracts, and identify opportunities to transition these services to direct contracts/grants where logical.
 - iii. Analyze Mission procurement plans and identify discrete activities and services where local providers are likely to best positioned to perform the work.¹
 - iv. Identify local organizations and/or companies, or, if necessary, external actors (i.e., INGOs, contractors, etc.) that could provide participatory capacity assessments, organizational capacity development training and other types of support to targeted local partners.
 - b. Select and apply relevant analytical tools and methodologies (i.e., mapping tools, organizational capacity development assessment frameworks, etc.) to serve local LCDT objectives**
 - i. Select mapping, capacity development and other relevant tools to be used in identifying and engaging with local partners and tracking their progress in meeting LCDT objectives. Assist Mission colleagues in identifying organizations and businesses that can be "graduated" into prime partners, based on the progress demonstrated through the use of

¹ These efforts must be done in close coordination with USAID's Board for Acquisition and Assistance Review (BAAR) to ensure coordination of best practices, lessons learned, and similar messaging. Summaries of the efforts should also be shared with the BAAR to feed into best practices and to ensure coordinated efforts on higher dollar activities that come under BAAR review.

the tools. LCD teams must be mindful of competition concerns, the importance of promoting competition with local organizations, and guarding against promoting numerous sole source local awards. Upon identifying potential local capacity, opportunities to directly engage local firms and organizations to lead activities should be pursued through competitive efforts to the maximum extent possible.

- ii. Disseminate information and new tools through LCD knowledge management system.

c. Explore opportunities and propose measures for strengthening the sustainability of LCD efforts

- i. Work with USAID Mission staff, if appropriate, on tracking critical developments that may affect local NGOs, CSOs, and/or businesses, such as legislative changes that restrict the enabling environment for these entities and propose appropriate responses (both diplomatic and developmental) for USAID and other USG agencies in country to consider. If the country is participating in USAID's NGO Sustainability Index, serve as one of the points of contact for the Mission on the Index or assist in identifying an appropriate person to serve this function.
- ii. Explore and propose options for strengthening the sustainability of the Mission's support to local actors (i.e., in the case of NGOs, examine the feasibility of establishing and/or supporting endowments or trust funds, explore opportunities to encourage local philanthropy, ensure capacity development assistance includes financial sustainability and viability modules, including strengthening the capacity of local partners to seek funding from other donors and/or local government sources, etc.)

2. Provide technical assistance and training on LCD-related issues

- a. Provide pilot Missions with feedback and recommendations concerning Local Capacity Development efforts, in close collaboration with applicable experts in the Mission. Work with the Contracting Officer to learn and promote knowledge of procurement regulations including eligibility criteria, responsibility determinations, thresholds, new policies, application of simplified procedures and Fixed Obligation Grant (FOG) mechanism, small grants programs, in advising colleagues in Missions.
- b. Raise awareness within the Mission of different ways in which SO teams can more effectively engage local partners, including direct funding as well as other means for strengthening local participation in USAID programs (i.e., mechanisms to ensure local input in strategy and program development processes, procurement processes, and creation of local advisory councils, etc.)
- c. As appropriate, provide capacity development training and/or technical assistance (including mentoring) for local organizations and/or businesses identified by the LCDDT team together with the Mission as candidates for competitions for direct funding. In cases where assistance may need to be provided by external service providers, identify appropriate local organizations and/or businesses that can be engaged in consultation with the Mission team, including the RLA and CO. If such entities do not exist or can not be engaged, seek assistance from USAID/W and/or work with the Mission to identify international NGOs and/or contractors to provide assistance.

- d. Support trainings for Mission staff on procurement reform, LCDT objectives, and how to more effectively engage with local partners.
- e. If based in a regional USAID Mission, travel to neighboring USAID Missions to provide assistance outlined in the TOR.
- f. Contribute to broader Agency procurement reform-related efforts focused on LCDT objectives (i.e., providing information and case studies, serving as speakers in trainings, etc.)

**** Please note that points 2.c and 2.d are likely to occur later in the program once LCDT teams have more experience and capacity.**

3. Provide support on operational and procedural issues (i.e., statements of work/program descriptions, management and oversight) related to LCD efforts

- a. Work with pilot Missions' sector teams to apply simplified eligibility procedures for local nonprofit and for-profit organizations.
- b. Participate in development of statements of work/program descriptions, ready to be called upon to serve on technical review panels to evaluate proposals, and work with SO teams to advocate for and issue contracts and grants to local organizations and businesses. This includes working with the Contracting Officer in reviewing outgoing RFAs and RFPs to ensure that they are appropriate for local organizations - taking into account local terms, phrases, idiomatic concepts, dialect, etc. – modifying where necessary and providing supplementary guidance.
- c. Serve as point of contact in the Mission for receipt and review of unsolicited applications to encourage greater innovation and to cultivate programs and organizations that are already doing good work.
- d. Help design activities or other measures for streamlining capacity support for select local partners (i.e., CSOs, NGOs, local businesses) across Mission programs, as necessary.

**** Please note that only LCDT team members who are certified COTRs will be able to engage in procurement-related functions, such as participating in technical review panels, etc.**

4. Serve as a liaison and facilitate public relations related to LCD efforts

- a. Serve as a liaison between the Mission and local CSOs, including NGOs, and businesses (closely coordinated with other Mission colleagues). This may include facilitating meetings with local partners, providing opportunities for them to voice their concerns, etc.
- b. Together with the appropriate USAID Mission staff, liaise with Embassy and other USG actors in country, other donors, and relevant private sector actors in country to harmonize efforts, compare notes on new initiatives and ideas, and share challenges and opportunities in working with local partners. As appropriate, represent the Mission on multi-donor working groups relevant to LCDT efforts (i.e., multi-donor working groups on civil society, etc.)
- c. Study media penetration and communication networks to determine the best ways of disseminating USAID information, including and especially in rural areas (i.e. newspaper, radio, mobile phone outreach where appropriate). Facilitate communication of USAID procurement announcements through the Contracting Officer and opportunities for training or other information to local actors.

5. Assist in monitoring and evaluation efforts related to LCD effort

- a.** Establish a monitoring and evaluation process that includes baseline data to track progress and failures of LCDT initiative. This would include the development of relevant indicators and benchmarks to track local partners' progress.

6. Develop analytical and strategy papers, publications and other documents related to LCD efforts and objectives

- b.** Draft analytical and strategy papers on working with local organizations that can help USAID be a thought leader in this field.
- c.** Capture and share experiences-- successes and failures-- lessons learned and best practices from the LCDT effort. Utilize internal social media tools to encourage the sharing of ideas, best practices, and lessons learned to the greatest extent practicable.
- d.** Collect and draft success stories for Mission engagement with local partners to be used in Agency publications, etc.