

USAID Performance Indicator Reference Sheet

Name of Indicator: Locally Led Programs

Name of Result Measured: Local Leadership in USAID Programs

Is this a PPR indicator? Not for FY23; The indicator will be submitted via the annual Standard Indicator Management Review process for incorporation into the PPR for FY24 and onward.

DESCRIPTION

Precise Definition(s):

The **Locally Led Programs** indicator measures the percentage of USAID-funded activities in which local partners and/or local communities lead development or humanitarian efforts, including priority setting, design, partnership formation, implementation, and defining and measuring results, in a given fiscal year.

ADS 201 defines an **activity** as an implementing mechanism that carries out an intervention or set of interventions to advance identified development or humanitarian result(s). Operating expenses are not activities. Activities include contracts or cooperative agreements with international or local organizations; direct agreements with partner governments, other USG agencies, or public international organizations; and partial credit guarantees that mobilize private capital, among other examples. Activities also include buy-ins under global awards (e.g., Field Support mechanisms) that generate programmatic results in a given country or region. For the purposes of this indicator, all activities count regardless of the type of implementing partner.

USAID has identified **four categories of good practices** it will take as an Agency to enable greater local leadership in USAID activities:

- **Working Directly with Local Partners** - USAID will undertake activities that are implemented by local partners as prime awardees or by host country governments; tracking the *number of activities* complements parallel efforts to track funding going to local partners and host country governments.
- **Creating Effective Local Partnerships** - USAID will co-design and co-create activities in ways that elevate local decision making, support mutuality, and promote reciprocal trust and accountability.
- **Recognizing, Leveraging, and Strengthening Local Capacity** - USAID will invest in strengthening local capacity, and in leveraging and elevating existing capacity, local knowledge, and expertise in the places where we work.
- **Engaging Communities Directly** - USAID will use inclusive and participatory approaches throughout our programs, including direct engagement of USAID staff with local partners and communities.

For the purpose of this indicator, a **good practice for local leadership** is one of a set of actions that

may be taken by USAID and its implementing partners during priority setting, design, implementation, or monitoring and evaluation processes to advance one or more of the four categories listed above. Good practices tracked under this indicator may be updated as USAID’s knowledge and practice of locally led development improves over time.

For the purpose of this indicator, a **local partner** is defined as an individual, a corporation, a nonprofit organization, partner country government entity, or another body of persons that

- 1) is in a formal partnership with USAID;
- 2) is providing assistance in the same country or region as its principal place of business or performance.

For the purpose of this indicator, a partner country government entity must be engaged through a Partner Government implementing mechanism as defined in ADS 220.3.5, using the Expanded Object Class Code (EOCC) 4100510 for FARA and CR Agreements and EOCC Code 41007000 for Sector Program Assistance and General Budget Support or Balance of Payments/Cash.

For the purpose of this indicator, a **local community** is considered as a group of individuals, households, organizations, political units (e.g., a village, municipality, sub-national government entity or any organization composed thereof), private sector firms, or other partner-country based institutions, defined by shared interest or priorities and inclusive of marginalized groups (e.g., women, youth, Indigenous groups, and LGBTQIA+). Local here refers to both the level of organization of the community, and the position of that community as directly affected by the development challenge.

Unit of Measure: Percentage of ongoing USAID-funded activities that demonstrate the use of at least two (2) out of four (4) categories of good practices for local leadership in a given fiscal year.

Data Type: Percentage

- *Numerator:* Total number of USAID-funded development and humanitarian activities that demonstrate the use of at least two (2) out of four (4) categories of good practices for local leadership in a given fiscal year.
- *Denominator:* Total number of USAID-funded development and humanitarian activities throughout the fiscal year of reporting.

Disaggregated by: Operating Unit (OU) (i.e., Washington Bureaus v. Missions/Field OUs) and by good practice as listed under Method of Data Collection and Construction, below.

Rationale or Justification for indicator (optional):

In her November 2021 speech, “[A New Vision for Development](#),” Administrator Power reiterated USAID’s commitment to working more closely with local development actors by setting the goal that “by the end of the decade, 50 percent of our programming, at least half of every dollar we spend, will need to place local communities in the lead to either co-design a project, set priorities, drive

implementation, or evaluate the impact of our programs.” USAID knows that the ability to exercise meaningful influence over how development happens in one’s own organization or community is foundational to locally led development, and that development results are more likely to be sustained when local change agents lead, resource, and experience genuine ownership of development efforts. For this reason, USAID will shift its approach to engaging local partners, communities, and change agents across our programs and in a wide range of relationships with local actors, whether they are direct recipients of USAID funding, sub-partners to an intermediary, participants in a USAID program, or members of a community affected by USAID programming.

The four categories of good practices to enable local leadership were identified based on wide consultations with a range of stakeholders representing over 48 countries, more than 300 organizations, and spanning all sectors and geographic regions in which USAID works. These included community-based organizations, current and former USAID local partners, US-based and international partners, USAID staff, and advocacy networks focused on advancing locally led development.

PLAN FOR DATA COLLECTION

Data Source:

Data source will vary by the good practice element being measured. Please see the Locally Led Programs Guidance document (under development) for detailed information on data sources and reporting standards.

Method of Data Collection and Construction:

For the FY 2023 reporting period, USAID will collect data on activities at a subset of Missions/OUs and stored in Google Sheets. All OUs will report complementary qualitative data through the Sustainability and Local Ownership Key Issue Narrative in the PPR. FY 2023 will serve as a learning year to identify improvements to the indicator and opportunities to institutionalize data collection for FY 2024 and subsequent reporting periods.

Activities which use at least one good practice at any point in that activity’s lifecycle (from planning, to design/procurement, to implementation, to evaluation) under at least two of the four categories will be counted toward the numerator. The 14 good practices are as follows:

Working Directly with Local Partners

- 1) **The prime partner is a local partner.**

Creating Effective Local Partnerships

- 2) **Award is co-designed** with local partner(s).
- 3) **Award to a local partner that is descriptive of desired outcomes** but not prescriptive of activities, allowing partners to propose, implement, and adapt locally generated development solutions.

- 4) **Efforts to achieve full cost recovery are part of the pre-award process and reflected** in a direct award to a local partner (regardless of instrument).

Recognizing, Leveraging, and Strengthening Local Capacity

- 5) **Demand-driven capacity strengthening** approaches are used as defined in USAID’s Local Capacity Strengthening Policy.
- 6) **Support is provided to** current or prospective local partners to **work directly with USAID**.
- 7) **Locally led monitoring indicator(s)** are included in Activity monitoring, evaluation, and learning (MEL) plan (at least one): CBLD-9, CBLD-10, CBLD-11, and/or locally defined measures of programmatic success.
- 8) **Non-local recipients demonstrate good faith efforts to maximize subawards to local organizations.**
- 9) **Transition award process included in award** to an international prime recipient in accordance with mandatory policy in ADS 303mhb.
- 10) **Local evaluation expertise** is included in a core evaluation team to evaluate an activity.

Engaging Local Communities Directly

- 11) **Activity co-created with local communities**, using participatory systems analysis such as Whole System in a Room or another participatory method.
- 12) **Listening tour** informed the activity design. The listening tour must have included direct participation by USAID staff members involved in the activity design.
- 13) **Activity MEL Plan included an [Accountability and Feedback Plan](#)** which uses local feedback to make program adaptations and closes the loop with those who provide feedback, as defined by the [New Partnerships Initiative](#).
- 14) **Activity MEL Plan used participatory approaches** through which local communities directly contribute to program monitoring, evaluation, and learning (e.g., pause-and-reflect sessions with local community members, community-led monitoring, or participatory evaluations).

Reporting Frequency: Data will be collected and reported on an annual basis.

Baseline Timeframe: Fiscal Year (FY) 2023

Rationale for Targets (optional):

The Agency-wide target is 50 percent by FY 2030. This target was set by Administrator Power in her November 2021 speech, “[A New Vision for Development](#).” USAID will generate a baseline assessment that is reflective of Agency practice during the FY2023 reporting season. Individual OUs will set their own, context specific outyear targets during FY2024 and in subsequent years.

Dates of Data Quality Assessments and Name of Reviewer:

For the first year of data collection, an initial data quality assessment of selected OUs’ reporting will be conducted during FY2024.

Known Data Limitations:

Existing USAID systems do not systematically capture all ongoing activities in a fiscal year, or the management actions identified as good practices in this PIRS.

USAID recognizes that tracking the good practices and specific actions of USAID staff and USAID funded activities is only one part of meaningfully ensuring local partners and the local communities they serve are truly leading development efforts in their contexts. This metric can, to a certain extent, tell us whether USAID has supported the enabling conditions for local leadership, but will *not* reflect how these actions are perceived by the communities and local partners we seek to partner with and serve. As a result, findings from this indicator will need to be triangulated with meaningful feedback from local partners' perspectives to comprehensively understand our progress toward local leadership in USAID activities.

Changes to Indicator:

N/A

Other notes (optional):

Following the initial pilot year of reporting, USAID will explore options to make a dashboard available on the Enterprise Reporting Portal (ERP) to allow OUs to track the data (including a breakdown of the numerator and denominator) on an as-needed basis without support from other teams.

THIS SHEET LAST UPDATED ON: 7/14/23