INSTITUTIONAL MAPPING QUESTIONNAIRE

The following guidance is part of the rural invest Toolkit developed by the Food and Agriculture Organization (FAO) of the United Nations for preparing successful rural Development projects—in terms of both income generation and social investment. The Toolkit comprises training courses, manuals, and custom-developed software which are Applicable for any agency, project, organization, or private investor managing funds for Small and medium-scale agricultural and rural investments.*

The institutional mapping activities given below can be used when undertaking local Context analysis for the purpose of identifying community groups, development Institutions, local organizations and/or other potential partners.

Mapping Interest Groups

These groups may include: work groups, youth clubs, cooperatives, agricultural worker associations, women’s organizations, parents’ associations, religious organizations, saving and loan associations, irrigation boards, local development committees, etc. The objective of the institutional mapping is to discover roles and activities of these various groups.

Products that can be obtained:

- Brief information on interest groups existing in the communities
- A map or sketch showing the spatial distribution of the various interest groups that operates in the communities
- A register of these various groups for the purpose of future planning

Useful questions:

- What are the interest or activity groups that operate in the community?
- What other organizations are there in the zone? What are their relations with the community?
- How many members do they have?
- What are their aims?
- What activities do they undertake?
- How do they relate to other local stakeholders and/or the communities?
- What are the relations like between these organizations and the community?
- Are there any conflicts between the community and interest groups in the zone? If there are, what is the cause? How can these conflicts be overcome?

* www.fao.org/tc/tci/ourrole/ruralinvest/it/
Sample Format: Interest Groups in the Community

<table>
<thead>
<tr>
<th>Organization and date established</th>
<th>Activities carried out</th>
<th>Role or function in local development</th>
<th>Number of members within the area</th>
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Mapping Development Institutions

Development institutions include public development institutions, private entities, and NGOs. The main objective of the institutional mapping is to identify the activities these organizations undertake (or have undertaken), the policy and development approach adopted by them and, on the basis of this information, to identify their potential contribution to the objectives and targets of the project or program under consideration.

Products that can be obtained:

- Summary of the development institutions that work in the zone, by sector
- A table or drawing to show what development institutions do, and the type of relationship they maintain with the community
- A record of development institutions that work in the zone, for the purpose of defining their role/function in local development

Useful questions:

- What public (state) institutions, local governments, private firms, and NGOs have a significant presence in the communities?
- In which sectors do each of these institutions operate and what concrete activities have they carried out or are they currently carrying out?
- What do the officials of each of these institutions think of the organizations participating in decision making in the projects and programs that they execute?
- How do members of the community rate the work of these institutions?

Sample Format: Development Institutions

<table>
<thead>
<tr>
<th>Institution</th>
<th>What activities does it carry out?</th>
<th>Who does it work with?</th>
<th>Level of participation in decision making</th>
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Mapping Management Capacity of Local Organizations

Where needed, institutional mapping may also explore questions around expertise and capacity of local organizations that operate in the area. The objective of this exercise is to find out whether local organizations require strengthening and, if so, in what areas.

Products that can be obtained:

- Identification of the areas of training and technical assistance required by different entities and local institutions
- Summary of the social capital and/or the management capacity of local communities and organizations

Useful questions:

- What local organizations are there? Do they have legal status? Do they have different functions?
- If there are several local organizations, are there tensions or conflicts among them?
- Do members of the community or organization(s) help finance the organization’s activities?
- How frequently do their boards of directors meet?
- Are minutes kept of assemblies and meetings?
- Are balance sheets prepared and accounting records kept?
- Are such records manual or computerized?
- Are external audits performed?
- When and at what event was the current board of directors appointed?
- How and with what mechanisms do grassroots members assess their leaders’ performance?
- How often is community work done? Who participates in community work?
- What tasks are carried out collectively and free of charge?
- Do organizations and their communities have experience in managing development projects?
- How are important decisions affecting all organization members taken?
- What mechanisms do community members have to supervise the work of their leaders?