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**Municipal Development and Management Project  
Phase II**

**Contract No. PCE-1008-C-00-5001-00**

**Work Plan**

**Submitted by the International City/County Management Association (ICMA)**

**to**

**The United States Agency for International Development  
Washington, D.C.**

**January 31, 1995**

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## **I. PROJECT OBJECTIVES**

The objectives of the Municipal Development and Management Project, as described in the Contract, are as follows:

"The overall objective of the Municipal Development and Management Project (MDM) is to provide the Office of Environment and Urban Programs with sectoral and cross-cutting analytical, advisory, logistical, and technical services in the areas of municipal development, management, finance, program design, strategic planning, and training. These services are to be provided in a manner which strengthens the capacity of municipal governments and community-based organizations to work together in identifying and resolving problems."

## **II. PROJECT MANAGEMENT**

### **A. Staffing**

ICMA has established its project management structure, with Peter Feiden as Project Manager, Steve McCoy-Thompson as Technical Coordinator, Mark Bidus as Information Specialist, and Corinne Rothblum as Administrative Assistant. To complement the required staffing ICMA has also assigned Molly McKay to work on the project on a part-time basis. Hal Minis is the Technical Coordinator for Research Triangle Institute, a subcontractor. This structure is fully consistent with ICMA's proposal.

To further strengthen project management capabilities, ICMA will hire one or two interns to work at ICMA. They will not be billed directly to the Contract.

### **B. Procurement**

As provided for under the Contract (Section H.8.g.), ICMA has initiated procurement of several items. These include two desktop computers, one computer with CD-ROM, two laser printers, one lap-top computer, three portable printers, and software upgrades. ICMA may request substituting additional equipment to enhance the Information Center for the two additional lap-top computers provided for under the Contract. This might include a document scanner and other items to facilitate on-line services.

### III. SPECIFIC CONTRACT REQUIREMENTS

#### A. Financial Analysis

ICMA has proposed Elicer Fernandez to provide financial analytical services to USAID. Mr. Fernandez will provide support to municipal programs under the Housing Guaranty Program, including analysis of debt servicing capability, financial impact of debt rescheduling and debt forgiveness, and the impact on investor claims of proposed new lending. A proposed budget, including funds for travel, has been presented to USAID and was approved on February 1st.

#### B. Municipal Management Association Development

Municipal associations can play an important role in promoting governmental decentralization. They also provide an important forum for training and sharing of practical information among municipal management professionals at various levels. In transforming economies they are an integral part of the democratization process.

Under the MDM Project, ICMA plans to provide a range of assistance to municipal associations around the world. This assistance can be provided to existing associations, to new associations born during the political transformations in Central and Eastern Europe and NIS republics, and to new associations in lesser developed countries.

Municipal association training is designed to provide officials of such associations with the basic skills necessary to nurture the growth of their associations. The program addresses such issues as corporate structure, membership development, financial management, staffing, program development, policy development, and public relations. Under prior USAID programs, ICMA implemented municipal association training programs for officials from Central and Eastern Europe and Latin America.

#### **ACTIONS**

- 1. Canvas U.S. state municipal associations to identify associations interested in and capable of twinning with an overseas association, and to broaden the number of capable consultants in this field (March/April, 1995).**
- 2. Develop a municipal association assessment instrument. This will enable ICMA and missions to evaluate association performance (e.g. membership, finances) and growth prospects, and develop a consensus for further strategic development of the association based on strategic objectives (May/June, 1995).**

3. **Conduct assessment of one or more municipal associations, and based on the results refine the assessment instrument and methodology as necessary (September, 1995).**
4. **Implement initial project-funded training program on municipal association development (November, 1995)**

### C. Training

Training is an integral part of the MDM Project. ICMA believes that effective municipal management demands professional leadership, exposure to a broad range of approaches to addressing urban problems and issues, and continued skill enhancement of technical personnel in key areas. The training opportunities provided by ICMA address this multiplicity of needs, and is consistent with MDM Project objectives.

Four training opportunities are described below. Three of these, the Local Government Management Program, Practical Applications in Municipal Management, and ICMA Conference/Building U.S. Linkages, are based on existing ICMA programs and are expected to draw participants funded from other ICMA contracts, as well as participants funded under the MDM Project. Leadership Training for Local Government Executives is a new program, and will be developed under the MDM Project. (In each area, ICMA will explore using the government Services Television Network for producing training videos, etc.) The four types of training are described below.

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#### C.1. Leadership Training for Local Government Executives

The program is designed for the top leadership of larger cities (this program is further described in Annex II). Participants could be either appointed or elected leaders, reflecting the diversity of local government systems that exists in various parts of the world. The conceptual framework for the program focuses on three aspects of local government management:

- democratic institutions of local self-governance, including legal, political, and participatory implications;
- organizational systems and strategies (e.g. fiscal management, human resource development, operational/performance-based programs and services); and
- leadership skills and norms.

These three themes will be addressed both in sequence and as iterative inputs to idea generation and problem-solving exercises pursued throughout the training program. The goal will be to train local government executives in the effective processes of leadership and decision-making, as well as in techniques for leveraging limited community resources. Specifically, the program will focus on developing the following leadership skills:

- consensus building
- role definition
- leveraging resources
- partnership building (with business, citizens, local government departments, etc.)
- negotiation and compromise
- delegation

Senior local government leaders are most effective when they serve as agents of change in their communities and work to build effective partnerships to effect this change. The program will therefore use problem-solving techniques (drawing on the most urgent issues faced by local governments in the participants' countries) to demonstrate the process of effective governance and the effective use of leadership skills.

## **ACTIONS**

- 1. Finalize arrangements with selected venue for training (February, 1995).**
  - 2. Complete program curriculum for USAID review and approval (March, 1995).**
  - 3. Inform missions about the availability of the program and select participants (March/April, 1995).**
  - 4. Implement pilot training program (July/August, 1995).**
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## **C.2. Local Government Management Program**

The Local Government Management Program, which was successfully inaugurated by ICMA in 1994, is designed as a survey course on local government practices within a market economy and is based on optimal decentralization of governmental authority. The program, which examines effective local government operations in the U.S., is flexibly designed for mid and senior level managers to enable participants to craft agenda to strengthen local government operations in their own locales. This program will be offered in September/October, 1995.

The course takes place in Washington, D.C. and Tempe, Arizona, and is designed to expose participants to both national and local issues. In Washington, intergovernmental relations are examined. In Arizona, the various elements of municipal management, such as finance and environmental management are presented by local government practitioners and public administration experts. Dialogue among participants and with U.S. practitioners is emphasized to concentrate sessions on participants' specific interests. Focussed field visits to various municipalities complement issues discussed in a classroom setting. Throughout the course, exercises are included to help participants apply the concepts presented to their local situations.

ICMA plans to offer this program in September, 1995. The program can be adjusted to cater to participants exclusively from one country, if requested by USAID.

### **ACTIONS**

- 1. Finalize core course curriculum, including revisions based on the September, 1994 pilot program (February, 1995).**
- 2. Based on consultation with G/ENV/UP, identify appropriate countries and participants who should be targeted for the program using MDM project funding (March, 1995).**
- 3. Finalize participant list (July, 1995).**
- 4. Implement training program (September/October, 1995).**

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### **C.3. Practical Applications in Municipal Management**

This training is designed to provide line managers, particularly those in technical fields, with practical training to enable them to more effectively carry out their functions. This training will also expose participants to new technologies and facilitate the development of ongoing collegial relationships between the participants and practitioners in the U.S. The training is related to the Resource City strategy proposed by ICMA in this Work plan.

This training will be custom-designed based on USAID interest. Initial areas of focus are the following:

Citizen participation strategies and programs  
Economic development  
Water/wastewater systems  
Solid waste management  
Comprehensive environmental controls/regulations  
Revenue generation  
Financial management

## **ACTIONS**

- 1. Canvas missions and RHUDOs identified by G/ENV/UP to ascertain their interest in two-week custom-designed training programs in targeted areas (February/March, 1995).**
  - 2. With G/ENV/UP finalize plans for training programs to be held in the summer and fall of 1995 (May, 1995).**
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### **C.4. ICMA Conference/Building U.S. Linkages**

The ICMA conference is a yearly opportunity for municipal management professionals from the U.S. and overseas to exchange information on innovative practices in the profession. This is also an opportunity for managers from lesser developed countries to develop linkages with U.S. managers for ongoing technical support and peer exchange, and to be exposed to the variety of new urban management technologies on display.

To enable participants from overseas to gain the most from the conference, ICMA will provide a one-week orientation program prior to the actual conference. This will allow the participants to become more familiar with decentralization concepts and approaches in the West. A series of special workshops and lectures will be woven into regular conference activities to related the material presented through the conference to the circumstances in which the participants operate. ICMA's 1995 annual conference will be held in September in Denver, Colorado.

## **ACTIONS**

- 1. Develop draft plans for an integrated orientation program that utilizes the ICMA**

conference, for review and approval by G/ENV/UP (April, 1995).

2. **Develop with G/ENV/UP a list of target countries and/or participants for participation in the program (June, 1995).**
  3. **Finalize participant list (July, 1995).**
  4. **Implement program (September, 1995).**
- 

D. Research/Development and Maintenance of Reference Materials/  
Information Dissemination

Under the MDM Project, ICMA will provide a variety of information and research services to USAID (the full Information Strategy including information and research services is shown in Annex III). The MDM Project will provide USAID staff in Washington and the field and host country counterparts (as well as a broader audience of urban development professionals in the U.S. and overseas) with relevant and timely information and research services on municipal development and urban management. Information collection and analysis will focus on both the successful and innovative experiences of U.S. cities and the lessons learned from the MDM Project, other USAID programs, and activities of other donors.

D.1. Research

ICMA will fill small-scale research requests from USAID for information and data on a variety of topics with an emphasis on the development and operation of U.S. cities. This might include, for example, new municipal approaches to controlling and directing urban land development, development of environmentally sound programs, joint public/private and private financing techniques for municipal infrastructure, and land recordation and property tax systems for small cities.

**ACTIONS**

1. **Determine initial research needs and parameters for assignments with G/ENV/UP (February 1995).**
2. **Determine MDM Project role in providing research services to USAID Missions vis-a-vis USAID/POL/CDIE (February 1995).**

- 3. Develop a database tracking USAID municipal urban activities. This database would be used as a basis for identifying lessons learned from USAID experience. An RFS will be necessary to develop this database. (June 1995).**

#### D.2. Development and Maintenance of Reference Materials

ICMA will develop and maintain a comprehensive reference center, bibliographies, and a distribution service system of technical and management materials on topics identified in the contract which, while in large part U.S.-specific, would be relevant to the urban development and municipal management issues of developing country cities. The center will also keep the reference materials generated by the activities conducted under this contract.

#### ACTIONS

- 1. Review current information center collection for relevance to the MDM Contract (February 1995).**
- 2. Develop a cataloging database and a collection development policy with input from G/ENV/UP (February/March 1995).**
- 3. Begin "internationalization" of the ICMA Management Information System (MIS), which currently contains information on local government operations and practices in the U.S. (June 1995).**

#### D.3. Information Dissemination

The MDM Project contract requires the development of a newsletter on U.S. municipal management and development topics that would be of interest to professionals and practitioners in developing countries. It will also include a listing of upcoming training events and conferences as well as relevant recent publications. ICMA has been asked to organize the distribution of such a newsletter to networks of professionals and municipal management officials from both developing countries and the U.S. ICMA will be the central information source for any inquiries on information provided in the newsletter, as well as in the development and maintenance of reference materials provided above.

ICMA has been publishing a quarterly newsletter, *Cities International*, since 1990 in English, Spanish and French, with a circulation of 5,000 in over 96 countries. ICMA will continue to publish *Cities International* with improvements to meet the needs of the MDM Contract.

## **ACTIONS**

- 1. Expand the overall distribution of *Cities International*, targeting specifically urban professionals and practitioners overseas (January 1995 and ongoing).**
  - 2. Broaden the scope of *Cities International* to include guest writers and interviews with practitioners and policy makers on urban problems and issues (May 1995).**
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### **E. Intern Program**

Under the MDM contract, ICMA has subcontracted with Community Consulting International (CCI) to provide interns at USAID. This will provide opportunities for graduate students and others interested in international development to become exposed to urban development issues in developing countries, and to provide short-term assistance to USAID. CCI has developed working relationships with a number of universities, as well as a regularly-updated short list of individuals available for internships. Interns are available at relatively short notice when requested.

## **IV. OTHER ACTIVITIES TO MEET PROJECT OBJECTIVES**

### **A. U.S. Resource Cities Program**

The Contract Scope of Work requires ICMA to "identify U.S. cities which are interested in developing a long-term technical relationship and can be matched or paired with cities in developing countries." It also presumes that ICMA will be requested through this or the related buy-in contract (No. PCE-1008-Q-00-5002-00) to provide "training, on-sight placements, and information/study tours to U.S. cities on particular urban topics related to those listed herein." ICMA's proposed U.S. Resource Cities Program, which is further described in Annex IV, is designed to address these needs. Under this Program, ICMA will utilize three approaches to more comprehensively integrate the expertise found in U.S. cities into the MDM program activities:

- **Resource Cities.** ICMA and USAID will select a few cities to act as prime resources to USAID programs overseas. These cities may be selected as resources in a particular field (e.g. revenue generation, wastewater treatment). As Resource Cities, they will commit to 1) making their best staff available for overseas assignments, 2) effecting an ongoing exchange of information as may be requested, and 3) hosting study tours, internships, and other learning opportunities.

- **City Twinning.** In a twinning relationship, a specific U.S. city is paired with a specific foreign local government to provide continuing support to its host country counterpart in a particular technical area. This provides an ongoing channel for training, information sharing, and peer relationships, often in support of a broader technical or capital assistance program in the sector.
- **Internet.** ICMA is developing on-line technology to improve international and domestic communications capability. Within six months, ICMA will have access to a T-1 line and will be developing a comprehensive local government information center on the Internet. This will enable ICMA to draw on U.S. local governments for transmission of regular requests for information on model programs, sample legislation and ordinances, etc., and to facilitate direct communication between twinned cities.

ICMA will provide guidance to each U.S. city involved on how to work effectively with professional counterparts from other cultures.

## **ACTIONS**

- 1. Develop a proposed list of three - five resource cities and core subject areas for approval by USAID (May, 1995).**
- 2. Formalize relations with the Resource Cities, including recognition by USAID (June, 1995).**
- 3. Establish three twinning relationships between U.S. and overseas cities, including recognition by USAID (January, 1996).**

### **B. Steps to Effectively Utilize U.S. Municipal Practitioners**

The contract requires that ICMA provide a staff office within Washington, D.C. to undertake a variety of support functions for this and the sister Requirements Contract. Several aspects of effective home office support to form an effective base for assistance to various management units of USAID are discussed below:

#### **B.1. Talent Bank**

ICMA has a computerized talent bank of over 2,000 professionals available for overseas assignments. The system includes a total of 70 skill codes, which reflect the kinds of work anticipated under this and other USAID contracts. Further steps to strengthen the talent bank are listed below:

## **ACTIONS**

- 1. Complete review of current talent bank personnel to develop a subset of professionals especially appropriate for anticipated assignments under the MDM Project (March, 1995).**
- 2. Complete upgrading of ICMA's talent bank to fully integrate past USAID performance information into the system (May, 1995).**
- 3. Conduct a targeted solicitation of ICMA members and others to fill any additional personnel needs to respond to USAID plans (May, 1995).**

### **B.2. Competency Tool**

ICMA has access to a wide variety of municipal management professionals in the U.S. Development of a "competency tool" will enable ICMA to systematically identify those whose technical and cross-cultural skills are consistent with the needs of USAID.

## **ACTIONS**

- 1. Draft and begin using self-assessment competency instrument for prospective practitioner-consultants (March, 1995).**
- 2. Review/Revise instrument as necessary (July, 1995).**

### **B.3. Project Monitoring and Reporting**

ICMA has developed an effective management information system for its overseas activities. The system is regularly updated, and tracks such information as expenditures, levels of effort, field work by activity area and country, reporting requirements, and several other items. This system has been modified to respond to requirements under the MDM Project (Core and Requirements Contracts). Sample tracking system information is provided as Annex IV.

## **ACTIONS**

- 1. Finalize format for project monitoring and reporting based on any feedback from USAID following first quarterly reports (May, 1995).**

## **V. OUTREACH TO MISSIONS AND RHUDOs**

Initial steps were taken to alert USAID field offices of the availability of the MDM contract. These include drafting a worldwide cable and preparing a project brochure. The following additional steps will be taken to further inform the field about opportunities under the MDM Contract.

### **ACTIONS**

- 1. Prepare and distribute more in-depth material about the specific capabilities of ICMA and Project subcontractors (February/March, 1995).**
- 2. Initial reconnaissance trips to Latin America, South Africa, East Africa, and selected Asian countries are recommended. However, the details of this travel would be worked out with G/ENV/UP following response to the worldwide cable. Travel to Latin America and Africa might be added to existing ICMA staff travel plans related to field activities already funded under other contracts (February/March/April, 1995).**

**Annex I - Work Plan Action Table**

<b>ACTIVITY</b>	<b>DESCRIPTION</b>	<b>ACTIONS</b>	<b>SCHEDULE</b>
A. Financial Analysis	Financial analysis support services to municipal programs under the Housing Guaranty Portfolio loan management.	1. Seek AID concurrence to retain the services of Eliecer Fernandez.	January 1995
B. Municipal Management Association Development	Provision of a range of assistance to municipal associations around the world, including training and information sharing.	<p>1. Canvas state municipal associations to identify those interested in and capable of twinning with an overseas association, and to broaden the number of capable consultants in this field.</p> <p>2. Develop a municipal association assessment instrument to enable ICMA and missions to evaluate association performance (e.g. membership, finances) and growth prospects, and develop a consensus for further strategic development of the association based on strategic objectives.</p> <p>3. Conduct assessment of one or more municipal associations, and based on results refine assessment instrument.</p> <p>4. Implement initial project-funded training program on municipal association development.</p>	<p>March/April 1995</p> <p>May/June 1995</p> <p>September 1995</p> <p>November 1995</p>

ACTIVITY	DESCRIPTION	ACTIONS	SCHEDULE
<p>C. Training</p>	<p>Provision of a variety of training opportunities for local government officials consistent with project objectives.</p> <p>Programs will include a Local Government Executive Leadership program targeted at top officials in medium and large cities, a Local Government Management program, designed as a survey course on local government practices within a market economy, and a Practical Applications in Municipal Management program, targeted at line managers to enable them to carry out their functions more effectively.</p> <p>Use of ICMA annual conference as unique opportunity for overseas municipal management professionals to exchange best practices information and build linkages with U.S. practitioners.</p>	<p><b>C. 1. Leadership Training for Local Government Executives:</b></p> <ol style="list-style-type: none"> <li>1. Finalize arrangements with selected venue for training.</li> <li>2. Complete program curriculum for USAID review and approval.</li> <li>3. Inform missions of availability of program and select participants.</li> <li>4. Implement pilot training program.</li> </ol> <p><b>C.2. Local Government Management Program:</b></p> <ol style="list-style-type: none"> <li>1. Finalize core curriculum, including revisions based on September 1994 pilot program.</li> <li>2. Based on consultation with G/ENV/UP, identify appropriate countries and participants to be targeted for program using MDM funding.</li> <li>3. Finalize participant list.</li> <li>4. Implement training program.</li> </ol> <p><b>C.3. Practical Applications in Municipal Management:</b></p> <ol style="list-style-type: none"> <li>1. Canvas missions and RHUDOs identified by G/ENV/UP to ascertain their interest in two-week, custom-designed training programs in targeted areas.</li> <li>2. With G/ENV/UP finalize plans for practical applications training programs to be held in the summer and fall of 1995.</li> </ol> <p><b>C.4. ICMA Conference/ Building U.S. Linkages:</b></p> <ol style="list-style-type: none"> <li>1. Develop draft plans for an integrated orientation program that utilizes the ICMA conference, for review and approval by G/ENV/UP.</li> <li>2. Develop with G/ENV/UP a list of target countries and/or participants for participation in the program.</li> <li>3. Finalize participant list.</li> <li>4. Implement program.</li> </ol>	<p>February 1995</p> <p>March 1995</p> <p>March/April 1995</p> <p>July/August 1995</p> <p>February 1995</p> <p>March 1995</p> <p>July 1995 September/ October 1995</p> <p>February/ March 1995</p> <p>May 1995</p> <p>April 1995</p> <p>June 1995</p> <p>July 1995 September 1995</p>

ACTIVITY	DESCRIPTION	ACTIONS	SCHEDULE
<p>D. Research, Development and Maintenance of Reference Materials/Information Dissemination</p>	<p>Provision of a variety of information and research services on municipal development and urban management issues to USAID staff in Washington and overseas missions and host country counterparts.</p>	<p><b>D.1. Research:</b></p> <ol style="list-style-type: none"> <li>1. Determine initial research needs and parameters for assignments with G/ENV/UP.</li> <li>2. Determine MDM project role in provision of research services to USAID missions vis-a-vis USAID/POL/CDIE.</li> <li>3. Develop database tracking USAID municipal urban activities, to be used as basis for identifying lessons learned from USAID experience. <i>An RFS will be required to develop this database.</i></li> </ol> <p><b>D.2. Development &amp; Maintenance of Reference Materials:</b></p> <ol style="list-style-type: none"> <li>1. Review current information center collection for relevance to MDM contract.</li> <li>2. Develop cataloging database and collection development policy with input from G/ENV/UP.</li> <li>3. Begin "internationalization" of ICMA Management Information System (MIS), which currently contains information on local government operations and practices in the U.S.</li> </ol> <p><b>D.3 Information Dissemination:</b></p> <ol style="list-style-type: none"> <li>1. Expand overall distribution of <i>Cities International</i>, targeting specifically urban professionals and practitioners overseas.</li> <li>2. Broaden scope of <i>Cities International</i> to include guest writers and interviews with practitioners and policy makers on urban problems and issues.</li> </ol>	<p>February 1995</p> <p>February 1995</p> <p>June 1995</p> <p>February 1995</p> <p>February/ March 1995</p> <p>June 1995</p> <p>January 1995 - ongoing</p> <p>May 1995</p>
<p>E. Intern Program</p>	<p>Community Consulting International to provide interns to USAID under subcontract to ICMA.</p>		<p>Ongoing</p>

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ACTIVITY	DESCRIPTION	ACTIONS	SCHEDULE
<b>Other Activities to Meet Contract Objectives:</b> Cities as Resources Program	Identification of U.S. cities interested in developing long-term technical relationships with cities in developing countries. Three approaches will be utilized: 1. Resource Cities 2. City Twinning 3. Internet/on-line communications services for information sharing and dissemination.	1. Develop list (to be approved by USAID) of three - five resource cities and core subject areas.  2. Formalize relations with selected resource cities, including recognition by USAID.  3. Establish three twinning relationships between U.S. and overseas cities, including recognition by USAID.	May 1995  June 1995  January 1996
Steps to Expand Effective Use of U.S. Municipal Practitioners	Expansion of ICMA resource bank of U.S. municipal management professionals and development of a "competency tool" to identify those with the technical expertise and cross-cultural skills to participate in MDM project assignments.	<b>Talent Bank:</b> 1. Complete review of current talent bank professionals & development of subset appropriate for anticipated assignments.  2. Complete upgrading of ICMA MIS to fully integrate past USAID performance information.  3. Conduct a targeted solicitation of ICMA members and others to fill any additional personnel needs to respond to USAID plans.  <b>Competency Tool:</b> 1. Draft and begin using self-assessment competency instrument for prospective practitioner-consultants..  2. Review/revise instrument as needed.	March 1995  May 1995  May 1995  March 1995  July 1995
Project Monitoring and Reporting	Refinement of ICMA Home Office Monitoring and Reporting Systems	1. Finalize format for project monitoring and reporting based on any feedback from USAID following first quarterly reports.	May 1995

ACTIVITY	DESCRIPTION	ACTIONS	SCHEDULE
<p>Outreach to USAID Missions and RHUDOs</p>	<p>Ensure that all USAID overseas bilateral missions and RHUDOs are cognizant of the services available to them through the MDM Project core and requirements contracts.</p>	<ol style="list-style-type: none"> <li>1. Prepare and distribute more in-depth material about ICMA and subcontractor capabilities.</li> <li>2. Initial reconnaissance trips to Latin America, South Africa, East Africa, and selected Asian countries recommended. Details to be worked out with G/ENV/UP following response to world-wide cable announcing project. Travel to Latin America and Africa might be added to existing staff travel plans related to field activities funded under other contracts.</li> </ol>	<p>February /March 1995</p> <p>February-April 1995</p>

## **Annex II - Leadership Training for Local Government Executives**

*The attached training concept paper is based on preliminary discussions which proposed a tentative site and format. Both site and format are subject to further discussion and review by ICMA and USAID.*

## **THE ICMA INTERNATIONAL LEADERSHIP SEMINAR FOR SENIOR LOCAL GOVERNMENT EXECUTIVES**

**The International Leadership Seminar for Senior Local Government Executives is an intensive three week residential program designed to bring together elected and appointed chief executives from various parts of the world. The purpose of the seminar is to improve managerial competence within the context of local self-governance and rapid economic, social and political change. The program addresses three inter-related and integral factors in achieving local government excellence. They are: democratic institutions of local self-governance; organizational systems and strategies for implementing public policies, programs and services; and, the critical role of managerial leadership.**

**The clarion call for democratic and responsive institutions at the local level of governance has never been stronger. Nor have the demands for achieving a better quality of life within communities been more challenging for those who manage local government organizations. These dual leadership challenges will be the focus of this unique learning experience. The democratic process of government will be explored in dialogue with those who hold the reins of leadership at various levels of government in the United States. These discussions will take place within full recognition of the diversity of institutional systems and roles that define the challenge of managing local policies, programs and services from country to country and region to region throughout the world.**

**Program participants and staff will look at the implications of rapid change that make managing public organizations at the local level of government so difficult and challenging. They will meet with local government officials and officers who are on the cutting edge of managing local programs and services. There will be opportunities to explore new ways of thinking about their own organizations and how performance improvements can be achieved within current resources. For example, what kinds of financial management, human resource development and operating strategies can be employed to improve organizational efficiency and effectiveness in an increasingly complex environment.**

**The individual dimension of local self-governance will provide the capstone experience in this exploration of public leadership for the participants. They will assess their own management styles, look at the importance of internal**

**organizational resources and external influences in a world of shared power, including the development of management teams, and prepare action plans for improving their individual local governments based on the ideas and strategies explored during the seminar.**

## **WHO SHOULD ATTEND**

**The ICMA Seminar for Senior Local Government Executives is committed to developing a cadre of community based professional managers who share a common commitment and perspective for achieving excellence in the administration of local governments in various regions of the world. Given the importance of sustaining the learning initiated in this and similar seminars, participants will be selected on a regional basis, representing two or more countries within the region.**

**To the extent possible, local government executives should include the chief elected official and his or her chief appointed administrative officer. Preference will be given to these two person teams in the final selection process. In addition to the 10-12 two person teams of local government executives, ICMA expects to recruit three or four senior educational and training professionals from the region to participate in the seminar. Their involvement is intended to provide continuing support and follow up learning opportunities for the local government representatives when they return home.**

**Criteria for selection will include responsibility for organizational leadership, strong support from the institution they represent, a willingness to learn new ideas, and the ability to rethink old ones. No assumptions are made about the experience of elected leaders. The appointed officials should have at least ten years of significant management experience in local governments or comparable institutions.**

## **PROGRAM FORMAT**

**The seminar will involve a mix of formal presentations, large and small group discussions and task assignments, self assessment and other exercises designed to facilitate individual learning and skill development, and field trips to relevant organizations and programs. The following is a brief description of the program on a weekly basis. (Some minor changes may be necessary based on the availability of resource personnel and organizations.)**

## **WEEK I: FOCUS ON INSTITUTIONS AND STRATEGIES OF LOCAL SELF GOVERNANCE**

This week would include the following content and process learning activities:

- **introduction to democratic institutions of local self governance and how they operate within the United States: lecture/discussion**
- **panel discussion involving an elected councillor, a city manager, a county commissioner (who represents both policy and administration roles), and a community representative (e.g. League of Women Voters)**
- **presentation by representatives of the Susquehanna River Basin Commission, a federal government - interstate compact commission to provide water resource management direction and support to local governments and communities in a three state area (an example of exercising leadership in an arena of shared power and scarce resources that impacts on local governments)**
- **country presentations describing their institutions of local self-governance and how they operate**
- **small group exercise to identify the issues that support and inhibit the process of democratic governance at the local level, and strategies for fostering and sustaining the process**
- **country team sessions to identify specific policies, procedures, strategies and actions that might be taken to strengthen the democratic self-governance process in each of the countries represented in the seminar**
- **participant / small group reports and discussions**
- **field trip to Washington, DC to meet with ICMA, NLC and other local government support organizations. Visits to Smithsonian and other cultural institutions during weekend**

[ The seminar's activities for all three weeks are based on an assumption that significant learning is dependent on a three stage approach: (1) the introduction of new ideas (information), skills and experiences; (2) opportunities to process these

new inputs to increase understanding; and, (3) their application, either in a simulated situation (e.g. case study) or as a task oriented event (e.g. action plans for implementation upon returning to the work organization).

## **WEEK II: FOCUS ON ORGANIZATIONAL SYSTEMS AND STRATEGIES FOR PROGRAM AND SERVICE DELIVERY**

**This week would include the following content and process learning activities:**

- **introduction to organizational systems and strategies, using the City of Harrisburg as a case study (The City is a full service local government with the characteristics of an older community, encompassing ethnic and racial diversity and the full range of economic and social challenges.)**
- **task groups to identify the most important ideas resulting from the case study that might be applied to the participants' organizations.**
- **lectures / discussions on financial management and human resource development systems and strategies.**
- **field trip to York and Lancaster to meet with officials and observe the operation of two different local government programs, each organized differently and demonstrating state of the art technology in solid waste management and small business incubation (economic development). The intent of these two visits is two fold: to learn about different ways of organizing complex tasks within local governments; and, to observe two very different strategies for solving local problems.**
- **country team work sessions: to identify ways to improve the organization of their local governments and service delivery systems based on what has been learned**
- **country team reports and discussions**
- **field trip to observe large city government operations and to meet with local elected and appointed officials (the selection of the city to be visited would be made later based on more detailed planning but could include Baltimore, Philadelphia or Pittsburgh, all within 2.5 hours drive of Carlisle.)**

### **WEEK III: FOCUS ON LEADERSHIP, INNOVATION AND PLANNED CHANGE**

**This week would include the following content and process learning activities:**

- **lectures / discussions on: concepts and strategies for planned change; and, importance of role clarification / negotiation (the latter will be important in helping the city team members build a more productive working relationship and could involve an exercise).**
- **case study of a local government's application of total quality management (e.g. Madison Wisconsin), with particular emphasis on devolutionary decision making and use of teams, and the focus on quality as an operational and public service strategy.**
- **self assessment exercises to help participants understand their own management styles and work behavior**
- **day with Dr. John Bryson, author of *Leadership for the Common Good: Tackling Public Problems in a Shared-Power World*. Bryson, an internationally recognized expert on public leadership, is a professor at the Humphrey Institute and spent the last year as a visiting lecturer at Oxford University.**
- **planning exercise to prepare participants to apply what they have learned to their own work situation.**

**[CMA will assign a staff member to serve as rapporteur for the seminar. The intent is to provide a written summary of the major learnings from the seminar and to provide an article for *Public Management* (possible special edition). These summaries will assure that each participant will have a written record of key ideas and will free them from note taking during the seminar.**

### **STAFFING**

**The seminar will be directed by Dr. Fred Fisher, Director, International**



**Development Institute for Organization and Management, [ IDIOM ]. Dr. Fisher has consulted on local government and training issues in more than 40 countries on six continents and written extensively about management and organization development.**

**Other members of the faculty, identified at this time, include:**

- **Dr. John Bryson, Professor, Humphrey Institute, University of Minnesota**
- **James Pritchard, a full time consultant with the Boston Management Consortium, a partnership linking over 100 private sector organizations with the City of Boston to improve the performance of the municipal government and to find creative solutions to critical urban problems.**
- **Dr. Lee Fritchler, President, Dickinson College (a specialist in public administration)**
- **William Hansell, Jr., Executive Director, ICMA**
- **Mayor Stephen Reed, City of Harrisburg, Pennsylvania**
- **Paul Swartz, Executive Director, Susquehanna River Basin Commission**
- **Herbert Flosdorf, Executive Director, Lancaster County Solid Waste Authority**

**[ Other guest lecturers will be identified as the program design is further developed. Some changes in faculty may be required due to unexpected conflicts in scheduling and other unforeseen circumstances. ]**

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## **Annex III - Accessing U.S. Local Governments to Support International Urban Development**

### **I. Introduction**

ICMA proposes a broad strategy to access the resources of U.S. local governments as potential agents of change for their counterparts overseas. The strategy identifies a range of techniques to draw on this capacity, including the selection of Resource Cities, clear Letters of Agreement with participating cities, the development of effective Twinning programs between U.S. and overseas cities and the increased use of on-line communication services. Each element is designed to enable U.S. local governments to become partners with USAID in the urban development process.

### **II. Approach**

ICMA will develop a municipal resource program that is responsive to the needs of USAID and beneficiary local governments and that can be used to access the vast expertise of U.S. municipal managers. USAID and beneficiary government require a long term commitment from qualified U.S. local counterparts capable of providing extensive expertise in certain areas, and with available personnel sensitive to the complex environments within which cities in the developing world and emerging economies operate. At the same time, U.S. local governments predisposed to participate would look to receive some assurance that their offer of assistance will be utilized, as well as some public recognition for that assistance. ICMA will coordinate with USAID and a limited number of U.S. cities to achieve these objectives.

The following approaches are designed to facilitate institutional relationships between the participating cities themselves while USAID and ICMA act as intermediaries and support institutions.

#### **1. Resource Cities**

Under the MDM Project, ICMA will finalize a list of key program areas where ongoing technical assistance and support to local governments is most needed under the contract. These areas might include water, wastewater and solid waste management; revenue generation and financial management; citizen participation; and building public-private partnerships. Based on this assessment, ICMA will draw on its affiliations with national and state associations as well as its extensive information base and contacts to identify one or more appropriate cities for each subject area to act as resource centers for urban development assistance. These Resource Cities will be selected according to the following broad criteria:



- a. A proven track record in a specific field that corresponds to USAID priority technical assistance areas;
- b. The capacity and sensitivity of local government staff to transfer that expertise to an overseas environment; and
- c. A demonstrated commitment by senior local government officials to provide city staff and/or resources for specific projects.

When the Resource City is identified, ICMA will submit a Letter of Agreement to the senior official in charge outlining the particular area of assistance, the anticipated means of support and the city's level of commitment with respect to staff time, information and general resources. While each agreement will vary depending on the level of effort the local government is willing to expend, the Resource City will generally be expected to serve the needs of overseas cities by any or all of the following means:

- a. Making available a limited number of staff (in the specified assistance field) for overseas assignments.
- b. Providing information and, occasionally, staff time on short notice for USAID projects. This will meet occasional USAID needs for quick response on certain programs, such as in disaster management.
- c. Hosting occasional study tours in the city's area of expertise.
- d. Providing opportunities for internships in the U.S. city.
- e. Effecting a continual flow of information in a technical area to support the ongoing work of overseas professionals.

To encourage and facilitate the commitment of U.S. cities to assist USAID in meeting its objectives for the MDM project, two prerequisites are expected to be necessary:

- a. Some level of assurance that the city's offer of assistance will be utilized. When a city signs a Letter of Agreement, the city official usually must seek approval from an elected official or city council. If the Agreement is not utilized, the program loses stature and the city official loses credibility. A letter from USAID would be most effective.
- b. Public recognition of the city's contribution. Elected officials are sensitive to such recognition which is often necessary for galvanizing citizen support, city resources and staff involvement.

With regard to the latter, USAID may wish to consider a high profile recognition campaign for an International Urban Leadership Award, or some related title, that would recognize the contribution of U.S. cities to the promotion of democracy and urban development abroad. The award campaign might be limited to 3-4 cities per year and would be broadly publicized. Recognition could be conveyed in a format similar to the National Civic League's prestigious All-America Cities Award and be presented by a senior USAID or other federal government official. The ICMA Annual International Conference (to be held this year in Denver, Colorado) could be an appropriate and visible venue for this award. If carefully crafted, such a program could have significant mutual benefits for both USAID and local governments.

## 2. Twinning

Twining programs are designed to pair a specific U.S. and foreign local government (and their relevant departments) along functional lines to provide a channel for training, information sharing and peer relation building that supports a broader program of technical assistance. Twining programs can, however, be a useful supplement to a long-term urban development technical assistance program. They combine on-the-job training with an ongoing resource for information sharing that extends beyond the life of a particular project. To the extent that USAID Missions remain engaged with follow-up, twinning can also be a technique to institutionalize the technical assistance gains made during a specific project period.

Under the MDM Phase I contract, ICMA facilitated several such relationships: the relatively high profile Raleigh-Tetouan program and a number of twinning partnerships with local governments in Thailand. Nevertheless, the potential of twinning as a method to provide ongoing technical assistance and information sharing, as well as a technique to engage U.S. cities in international development, was relatively underutilized.

Education appears to be the most important ingredient needed to increase USAID's use of twinning as a development tool. The lack of information at the Mission/RHUDO level concerning what a twinning program entails, how much it costs and how much it will benefit ongoing programs seems to be the principal obstacle to accessing this resource. As part of its activities under MDM Phase II, ICMA will work with G/ENV/UP to raise the status of twinning and to develop a targeted promotional strategy. Possible steps are as follows:

- a. Publish a listing of model U.S. programs in USAID priority assistance areas and distribute to USAID Missions as resource material. This listing may also supplement the use of Resource Cities.
- b. Identify different twinning scenarios to provide USAID Missions with a clear outline of how this development tool would support their programs.
- c. Prepare sample budgets based on these scenarios so that USAID Missions understand the costs involved.
- d. Package the information as part of a marketing campaign to encourage the use of twinning. The information should also indicate the benefits of twinning, its relative cost-effectiveness and the importance of follow-up.

In addition, ICMA hopes to work more closely with Sister Cities International (SCI). In recent years, Sister Cities has made attempts to shift the emphasis of its program from cultural and educational exchanges to one that is more functionally oriented. ICMA will explore the possibilities of a working relationship with Sister Cities and will coordinate with USAID in identifying areas of cooperation. Specifically, ICMA and USAID could work with SCI to design and fund Twining projects that would expand existing Sister Cities programs in countries where USAID has relevant urban development programs.

### **3. Internet**

ICMA is working extensively to develop on-line technology to improve international and domestic communication capacity. ICMA has also established a task force on the use of information technology for the entire association and is developing a work strategy that anticipates full access to a T-1 line within six months and significant progress in creating a local government information center on the Internet. This information center will be coordinated with National League of Cities, Public Technology, Inc. and potentially several other nationally based local government institutions. Currently, there is no central local government "center" on the Internet and this effort will not only help to fill that information gap, but will constitute an important resource for local governments around the world.

Under the MDM contract, ICMA plans to more fully access this communications technology to support USAID overseas activities. Specifically, ICMA will be able to draw on the resources of U.S. local governments in a variety of ways, including:

1. Transmission of regular and urgent information requests to on-line communities in response to USAID requests for information on model programs, sample legislation and ordinances, candidates for overseas assignment and a range of other issues.
2. The facilitation of communication between Twinning partners.
3. The improvement of information links between ICMA and USAID Missions.

ICMA will work closely with USAID to identify additional uses of this technology.

### **III. Objectives and Outputs**

The following objectives and outputs provide a set of reasonable goals for what is essentially a start-up component of the MDM program. The outputs should also provide a foundation from which to build future related activities. During the first year of the project, ICMA will:

1. Establish working relations with five resource cities. Subject areas will be mutually defined with USAID and ICMA will follow with promotional materials to encourage the use of these cities as resources.
2. Facilitate minimum of three working Twinning relationships. The actual number will depend on level of USAID Mission interest.
3. Establish a working relationship with Sister Cities to facilitate Twinning programs; relationship should be defined by agreed upon goals and objectives.
4. Expand use of the Internet. Expand international use of information requests and exchanges between participating on-line cities. Begin process of introducing USAID Missions and international cities to ICMA on-line communications with member cities.

Objectives and outputs for the second year of the program will be identified based on the level of success of these first year activities.

## **Annex IV - Municipal Development and Management Project Information Strategy**

The USAID Municipal Development and Management (MDM) Project Information Strategy has been developed as a working document outlining MDM Project services related to information dissemination and research. The MDM Project will provide USAID staff in Washington and the field and host country counterparts (as well as a broader audience of urban development professionals in the U.S. and overseas) with relevant and timely information and research services on municipal development and urban management. Information collection and analysis will focus on both the successful and innovative experiences of U.S. cities and the lessons learned from the MDM Project and other USAID programs.

### *Development/Maintenance of Reference Materials*

ICMA will develop and maintain a comprehensive reference center, bibliographies, and a distribution service system of technical and management materials on topics identified in the contract which, while in large part U.S. specific, would be relevant to the urban development and municipal management issues of developing country cities. This center will also keep the reference materials generated by the activities conducted under this contract.

The MDM Project has an annual collection development budget of \$3,500. This budget will be used for purchasing state-of-the-art books and monographs and subscriptions to key journals and periodicals related to urban and municipal management as identified by ICMA and EUP staff. Books and journals will be cataloged on-line and eventually networked to be available to ICMA and EUP staff (optional).

The MDM Project will also subscribe to an on-line bibliographic database service to give MDM staff access to a wide range of resources including the holdings of the Library of Congress on-line and college and university libraries throughout the U.S. ICMA has arranged with USAID's Center for Development Information and Evaluation (CDIE) to purchase photocopies of articles identified in the commercial databases through CDIE's interlibrary loan service. These articles will also be indexed and abstracted in the MDM database.

Development of the reference center began at the initiation of the MDM contract. Software for the cataloging of the collection has also been identified (Filemaker Pro). The MDM Project staff will work closely with EUP in the next two months to identify key journals for subscriptions.

### *ICMA's Management Information System (MIS)*

ICMA's MIS is a database containing over 10,000 fully abstracted articles and reports on model local government programs and practices, sample ordinances, contracts, budgets, and

technical specifications. The MIS contains documents on a variety of topics such as community and economic development, user fees, environmental management, strategic planning and emergency management, much of which is not available from other sources. The MIS is currently a subscription-based service for local governments. As subscribers, local officials receive unlimited access to the information base, and inquiries are filled by a trained researcher within 48 hours. The subscription cost to local governments for this service ranges from \$294/year to \$1,125/year, based on the population size of the user's jurisdiction.

ICMA proposes to "internationalize" the MIS under the MDM Project, enhancing its capability to include information on international municipal and urban development issues. This would include abstracted bibliographic information on ICMA and USAID studies and reports. The MDM Project will work with EUP and CDIE to identify the legal/copyright ramifications of this proposal. As previously mentioned, the MIS is accessed through a subscription service for local governments. Since the bulk of the cost for the subscription service is the "value added" of the researcher and the photocopying expense, the MDM Project would use ICMA International staff and interns as "value added" to the MIS database (see Research). Photocopying expenses would be covered under the contract. This would defray any additional costs to USAID.

Access to the MIS is available to USAID requesters immediately. The MDM Project has already fielded and responded to one request from USAID/San Salvador on the U.S. experience with organizations set up for the purpose of stimulating regional economic development among cities and towns.

A communications work strategy is currently being developed for ICMA (the entire association) and it is envisaged that within six months, ICMA will have full access to Internet and will be making progress toward developing a comprehensive local government information center with the National League of Cities, Public Technology, Inc., and potentially several other nationally-based local government institutions. The MIS would be the focal point of ICMA's contribution to this information center, with the potential of providing access to the MIS to clients worldwide through Internet.

### ***Information Dissemination***

The MDM Project contract requires the development of a newsletter on U.S. municipal management and development topics which would be of interest to professionals and practitioners in developing countries. It will also include a listing of upcoming training events and conferences as well as relevant recent publications. ICMA has been asked to organize the distribution of such a newsletter to networks of professionals and municipal management officials from both developing countries and the U.S.. The international networks will be developed in collaboration with G/ENV/UP and the RHUDOs. ICMA will be the central information source for any inquiries on information provided in the newsletter, as well as in the development and maintenance of reference materials provided above.

ICMA has been publishing a newsletter, *Cities International*, since 1990. Produced quarterly in English, Spanish and French with a circulation of 5,000 in over 96 countries, ICMA believes that *Cities International* has been a useful vehicle for disseminating information worldwide on urban and municipal programs. Several improvements and changes will be targeted for the first two quarters of this contract:

- 1) **Distribution.** ICMA will expand the overall distribution of *Cities International*, targeting specifically urban professionals and practitioners overseas. Additionally, ICMA will expand the foreign language circulation of *Cities International*. Currently, the circulation for the Spanish-language version is 600 and for French 500. The international networks will be developed in collaboration with the RHUDOs, and, in particular, the Spanish language version's distribution will be expanded. One method for increasing circulation among interested individuals and institutions is through the hundreds of international visitors who come through ICMA each year.
- 2) **Scope.** ICMA plans to diversify the scope of material presented in *Cities International* by more aggressively pursuing input from a wider range of sources. ICMA's goal is to obtain the perspective of guest writers (such as USAID staff and contractors) who are active professionals in improving urban management and local government worldwide. This will be accomplished by increasing personal networking activities through our MDM MIS and through more targeted responses to requests for information from international visitors and other organizations. ICMA is also considering initiating an interview series with local government practitioners, NGO representatives, international visitors, and other urban managers with anecdotal advice on solutions to common problems.

### ***Research Services***

ICMA will fill small-scale research requests from USAID for information and data on a variety of topics with an emphasis on the development and operation of U.S. cities, such as new municipal approaches to controlling and directing urban land development, development of environmentally sound programs, joint public/private and private financing techniques for municipal infrastructure, land recordation, and property tax systems for small cities.

ICMA staff will be made available to respond to research requests from G/ENV/UP and other USAID offices and Missions. In addition to research requests received directly from USAID/Washington and the field, the MDM Project will coordinate closely with CDIE. Each year, CDIE responds to dozens of requests from Missions for information on municipal and urban development, the majority of which are related to project development. ICMA proposes to coordinate MDM research assistance with CDIE to insure that USAID Missions are indeed receiving state-of-the-art information on requested topics and that the experience of U.S. cities is adequately and appropriately represented. Utilizing the MIS and additional resources, ICMA will respond to requests in a manner complementary to CDIE. This will serve the

purpose of disseminating information on successful management practices in U.S. cities to USAID as well as providing an additional vehicle for the MDM Project to establish working relationships with Missions engaged in urban and municipal activities.

Examples of responses to research requests could take the form of:

- \* Readers' guides to the literature or annotated bibliographies
- \* Evaluation summaries of relevant USAID and other donor experience
- \* Selection of key documents in requested technical areas to be sent to the field
- \* Compendium of organizations providing specific urban services or technologies

Small-scale research requests will be handled by MDM Project staff, bringing in other ICMA staff as appropriate. More in-depth research may require additional ICMA staff time and/or consultants through an RFS.

### *USAID Municipal Development Database*

G/ENV/UP has shown some interest in the development of a database of USAID project activity in the area of municipal and urban development. The database could be used as a basis for providing USAID Missions with lessons learned for project development (including Project Papers and Evaluations). While CDIE's Development Information System (DIS) provides information of USAID projects, including project proposals, evaluations, and USAID-funded technical studies, the depth of information available through the DIS is rudimentary. The MDM Project, under an RFS, could develop a database using the DIS and other USAID sources, based primarily on information provided by the regional bureaus. The MDM Project would work with a party to be identified by G/ENV/UP (possibly an intern) to access the regional bureaus.

### *Lessons Learned from the MDM Project*

Throughout the life of the Project, staff will collect information on the experiences of both the core activities and the buy-in activities. Project experience will be evaluated, summarized, and "lessons learned" developed and disseminated through a variety of channels. *Cities International* will be one vehicle for dissemination. Other dissemination channels would include the ICMA MIS, an ICMA publication series, and videos. The MDM Project would also like to explore with G/ENV/UP holding a conference, possibly in year three of the contract, to disseminate lessons learned.

**Annex V - Sample Project Reporting Formats**

## ICMA Task Initiation Report - MDM Contract

**Contract #:** PCE-1008-C-00-5001-00      **Project Type:** RFS      **Project #** 2  
**Project Name:** Assessment of Housing Guaranty Program Performance Indicator System  
**Technical Area 1:** Computers/Management Systems  
**Country 1:** World-Wide      **Country 2:**      **Region:** World-Wide  
**Client\Contact:** James Stein, G/ENV/UP  
**Start Date:** 12/27/94      **End Date:** 4/30/95 (Proposed)  
**Proposed Budget:**      **Level of Effort:** 36 days  
**ICMA Task Manager:** Peter Feiden  
**Subcontractors:** Research Triangle Institute

**Key Personnel:** Thomas Cook, Performance Measurement Specialist  
Ronald W. Johnson, Housing Guaranty Programs Specialist  
James McCullough, Housing Guaranty Programs Specialist  
Jerry Van Sant, Performance Measurement Specialist

**Summary:** To assess the appropriateness of the existing Housing Guaranty Program Performance Indicator System and recommend modifications to improve its measurement of program results.

**Schedule:** Effective start date: January 12, 1995  
Submission of draft report: March 10, 1995  
Submission of final report: April 14, 1995 (assumes receipt of Project Officer comments on draft by 3/31/95)

**Deliverable 1:** Draft report - 3/10/95

**Deliverable 2:** Final report - 4/14/95

FS

Project Name:

Assessment of Housing Guaranty Program Performance Indicator System

Mod/Task

Contract #: PCE-1008-C-00-5001-00

Country 1: World-Wide

Start Date: 12/27/94 End Date: 4/30/95

Country 2:

Consultants (Proposed)

Region: World-Wide

Client/Contact: James Stein, G/ENV/UP

Technical Area 1: Computers/Management Systems

USAID Contact:

Main Contractor:

Technical Area 2:

Main Con. Contact:

RHUDO:

ICMA Contact:

Billing #:

Budget:

LOE: 36 days

Key Personnel: Thomas Cook, Performance Measurement Specialist  
Ronald W. Johnson, Housing Guaranty Programs Specialist  
James McCullough, Housing Guaranty Programs Specialist  
Jerry Van Sant, Performance Measurement Specialist

# Pubs Sent:

Fee Charged:

Summary:

To assess the appropriateness of the existing Housing Guaranty Program Performance Indicator System and recommend modifications to improve its measurement of program results.

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Outstanding Reporting Requirements

Comments:

Deliverable 1:

Draft report - 3/10/95

Author 1:

Submission Date 1:

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Project Name:	Start Date:	End Date:	Contractor/ Subcontract	Key Personnel:	Outstanding Reporting Requirements	Comments:
Assessment of Housing Guaranty Program Performance Indicator System	12/27/94	4/30/95 (Proposed)	Research Triangle Institute	Thomas Cook, Performance Measurement Specialist Ronald W. Johnson, Housing Guaranty Programs Specialist James McCullough, Housing Guaranty Programs Specialist Jerry Van Sant, Performance Measurement Specialist		
<b>Countries:</b> World-Wide			<b>Main Con. Contact:</b>			
<b>Technical Areas:</b> Computers/Management Systems			<b>USAID Contact:</b>			
			<b>ICMA Contact:</b>			

Submitted Deliverables/Reports

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**Buy-In and RFS Contracts**

**1994-1994**

<b>Project Type:</b>	<b>Project #</b>	<b>Country</b>	<b>Project Name:</b>	<b>Budget</b>	<b>Start Date</b>	<b>Technical Area</b>
RFS	2	World-Wide	Assessment of Housing Guaranty Program Performance Indicator System		12/27/94	Computers/Management Systems

# MDM Project Activities 1994 to 1996

## SUMMARY OF REQUESTS FOR SERVICES AND BUY-INS 1994-1996

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**RFS 2 (12/27/94 - 4/30/95 ASSESSMENT OF HOUSING GUARANTY PROGRAM  
(PROPOSED)) PERFORMANCE INDICATOR SYSTEM**

COUNTRY: WORLD-WIDE

To assess the appropriateness of the existing Housing Guaranty Program Performance Indicator System and recommend modifications to improve its measurement of program results.