



# **Sustainable Urban Management IQC**

**USAID Quarterly Report XII**  
*October – December 2002*

**Prepared for the U.S. Agency for International Development**

**International City / County Management Association**  
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**Sustainable Urban Management IQC  
USAID Quarterly Report XII**

*October 1-December 31, 2002*

**Table of Contents**

1. Task Order 03: Quick Response Task Order
2. Task Order 808: Core Management and Budget Skills for Indonesian Local Governments
3. Task Order 810: Information Communication Technology Applications in Support of Municipal Local Development in Bolivia
4. Task Order 05: USAEP Municipal League Development
5. Task Order 814: Information Communication Technology Applications in Support of Municipal and Local Development in Bolivia

**Annexes:**

Annex 1: Financial Information

**Task Order No.:** 03, 4308

**Task Order Title:** Quick-Response Task Order: India City Managers' Association

**Period of Performance:** August 1, 2001 – December 31, 2002

**USAID Office/Mission:** USAID/Washington

**CTO:** Richard Sheppard

## **I. Introduction**

The goal of this final quarter in this task order was to continue working with the City Managers' Association of Gujarat (CMAG) and continue to strengthen India's local government associations. Manvita Bharadi, ICMA's Senior Association Advisor, was the lead advisor to the City Managers Association of Gujarat and is assisting seven other association development coordinators in their efforts.

## **II. Major Accomplishments**

This task order was extended through December 2002 in order to provide funding for seven local government association coordinators and to set up each association with computers, printers and access to the Internet. Manvita Bharadi continues to maintain regular communications with staff and the Executive Committee of each association.

Throughout the life of the project, ICMA increased the capacity of eight city managers associations in India through grants and technical assistance.

## **III. Challenges/ Remedial Actions Taken**

N/A

## **IV. Projected Activities**

This is the final quarter in the task order. However, association development technical assistance will continue under a separate task order working with the US-Asia Environmental Partnership.

**Task Order No.:** 03, 4308

**Task Order Title:** Cities Matter: Principles and Practices of Community Based Economic Development in the Republic of Georgia

**Period of Performance:** August 1, 2001 – March 31, 2003

**USAID Office/Mission:** USAID/Washington

**CTO:** Mike Keshishian

## **I. Introduction**

The Cities Matter: Principles and Practices of Community- Based Economic Development course was designed to demonstrate:

- The integration of the basic principles of Community Based Economic Development with highly interactive involvement of the civil society, individuals, NGO's, and business;
- The link between and the impact of economic development on other sectors such as health, environment, and education; and
- The steps that local governments must take in order to be responsive to the citizenry and to be able to deliver necessary services.

In this course, participants investigated the intricacies of this triad: Successful implementation of economic development policy and programs requires that all levels of government assume responsibility for creating an investment environment that is easily accessible, provides for a reasonable return on investment (profit); and corresponds with and enhances the value of the countries resources (defined broadly as human, capital and natural resources).

## **II. Major Accomplishments**

During this quarter, discussions continued between ICMA and the Chief Technical Officer in the Caucasus Mission regarding the follow up activities. ICMA is planning to implement a follow up seminar and is awaiting mission approval. A no-cost extension was granted to do follow-up work, moving the end date of the project to March 31, 2003 and realigning some of the budget to adequately cover labor costs.

## **III. Challenges/Remedial Actions Taken**

N/A

## **IV. Projected Activities**

Follow-up activities are expected to take place in early spring 2003, pending mission approval.

**Task Order No.:** 03, 4308

**Task Order Title:** Strategy and Indicator Development

**Period of Performance:** June 10, 2002 – January 31, 2003

**USAID Office/Mission:** USAID/Washington

**CTO:** Jeff Boyer

## **I. Introduction**

This task order requests the services of a contractor to deliver a revised and updated Performance Monitoring Plan: 2002-2007 to the Office of Urban Programs (UP) within the United States Agency for International Development (USAID). The work is intended to support UP's strategic planning and future work plan development to implement more effectively USAID's approved Making Cities Work Strategy.

The Objective of this SUM Task Order is to provide support to the USAID Office of Urban Programs (UP) in identifying performance indicators and developing a performance monitoring plan (PMP) for the period 2002-2007. Programmed tasks include reviewing UP's key strategy and program documents, including its strategic objective (SO) and Intermediate Result (IR) framework, conduct meetings with the UP strategy team to process and formulate illustrative indicators, and prepare a PMP.

## **II. Major Accomplishments**

The contractor has conducted a series of meetings and one-on-one interviews with UP leadership and staff, including an off-site workshop for the entire office, to formulate the relationships between UP's current and prospective activities and its developing strategic framework.

## **III. Challenges/Remedial Actions Taken**

In the course of developing an approach to performance monitoring for the UP, it was determined that the Office's Strategic Results Framework would be revised, with material implications for the ultimate identification of monitoring indicators. Responding to the UP's needs in this regard, the Consultant temporarily revised the focus of its efforts to providing background support and inputs to the UP team while the team reformulated its Strategic Framework. This intermediate step was completed with the Bureau-level approval of a revised UP Strategic Objective, and focus was subsequently shifted once again to the formulation of meaningful indicators. The temporary diversion of resources away from the PMP development to support of the UP reformulation of its Strategic Framework has meant that, rather than completing the PMP, the project team will provide a PMP frame, which UP will subsequently use to complete PMP itself. This amended approach required some revision to the overall task order staffing and an extension of the task order completion date through January 31, 2003.

## **IV. Projected Activities**

IRG will organize a final off-site workshop on indicator development and integration between results levels (SO, IR, and activity), and will develop a timeline for the PMP completion, in a manner integrated with regular UP annual action milestones and portfolio review.

**Task Order No.:** 808, 4312

**Task Order Title:** Core Management and Budget Skills for Indonesian Local Governments

**Period of Performance:** September 30, 2000 – September 30, 2002

**USAID Office/Mission:** USAID/ Jakarta

**CTO:** Jessica McKenna Tulodo

## **I. Introduction**

The International City/County Management Association's (ICMA) Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. The implementation of the "Core Management and Budget Skills for Indonesian Local Governments" Task Order began on September 30, 2000. This report covers the period October through December 2002 (Quarter 9) and reports on the major accomplishments and challenges for the ninth quarter along with the planned activities for the tenth quarter. Each section of the quarterly report is divided into the following subsections: field operations, training and publications.

Following the Bali bombing in early October, the U.S. State Department declared an ordered/mandatory evacuation of non-essential U.S. personnel. Geoffrey Swenson and Matius Krisetya returned to the U.S. to work out of ICMA's headquarters in Washington. Kay Spearman returned to her home of record. Sharon Lumbantobing was on personal, unpaid leave during October and November and traveled back to Jakarta to begin working again in December. None of the short-term technical advisors that had planned to do work in Indonesia in Quarter 9 were allowed to enter the country. One short-term technical advisor, Paul Young, commenced work this quarter on assessing the four program deliverables, working from his home of record and the ICMA office in Washington, D.C.

ICMA has used innovative solutions to continue building on the progress over the past two years and reduce the potential negative effects of the ongoing ordered/mandatory evacuation. The municipal finance advisors, Kay Spearman and Paul Young, have been working with Geoff Swenson at ICMA's headquarters in Washington, DC for short-term periods. Geoff Swenson and Kay Spearman continued to guide the project and keep in touch with the project staff through regular e-mails, including instant messaging, and weekly conference call meetings with the field office technical staff. In Geoff Swenson's absence, ICMA appointed Ed Anderson the Acting Country Director and Sharon Lumbantobing as the Acting Chief of Party.

In Quarter 9, BIGG has conducted the following activities in support of local governments' implementation of performance budgeting:

- Conducted assessment meetings and finalized evaluations of Y1 and Y2 program deliverables, including performance-based budgets for the selected focused area(s).
- Began drafting work plan for 16-month extension
- Drafted recommendations for organizational structures for the budgeting components within LGUs (to be finalized in Quarter 10)
- Extended contracts with CCN staff (Jakarta staff and Local Coordinators) through the end of February 2003
- Recruited to fill vacant and new positions

- Drafted and signed new MOUs and work plans for the 17 LGUs for the October 1, 2002 to January 31, 2003 period
- Staffed BIGG's booth at the Regional Autonomy Exposition in Bali
- Led Indonesian delegation on local government study tour in the Philadelphia area and accompanied the delegation at the 2002 ICMA Annual Conference in Philadelphia
- Prepared bilingual documentation and conference proceedings for all training events, workshops, and national and regional conferences conducted during the first two years of the program.
- Developed CD-Rom for provincial trainers
- Prepared English translations of major sections of 18 performance budgets and the Ministry of Home Affairs' Ministerial Decree 29/2002 (KepMen) that enabled the U.S. consultants to evaluate the performance budgets as well as formulate recommended changes to the KepMen.
- Drafted feedback on recommended changes to the KepMen that will be provided to USAID under a different report.
- Had preliminary discussions on the contents of the national and regional conferences.
- Had preliminary discussions on the additional training modules to be developed for the 16-month extension.
- Continued work on preparing the contents for the reference manual to accompany the 2003 revised ABC training series.
- Finalized "Citizens' Guide to Budgeting" and four lessons learned articles.

The activities below were planned to be conducted in Quarter 9 but were postponed due to the ordered/mandatory evacuation status of U.S. non-essential personnel:

- Five-day Training Design workshop for university professors (October 28 – November 1, 2002)
- Principles of Good Governance workshop for BIGG staff (November 4-8, 2002)

## **II. Major Accomplishments**

### **ICMA Annual Conference Study Tour**

A group of local government and Ministry of Finance officials traveled to the US at the end of September to make presentations at USAID and ICMA headquarters; participate in a study tour to local governments in the Philadelphia area; and attend the 2002 ICMA Annual Conference in Philadelphia (Sept 29- Oct. 2, 2002).

The Indonesian delegates met with staff from the Global Urban Programs Office (G/ENV/UP) at USAID to discuss the challenges of decentralization in Indonesia. The Indonesian delegates made comments regarding their own jurisdictions and the assistance the BIGG has provided during this decentralization process. One of the Indonesian delegates stressed the importance of community participation and the need to respond to constituents' needs. The study tour gave the Indonesian delegates exposure to the US local government systems and the issues being faced by US local government officials. Budgeting and the financial management of US local governments was the main focus of the study tour.

Members of the Indonesian delegation included the following officials: Mr. Arlen T. Pakpahan (Director of Local Expenditures and Loans from the Ministry of Finance), Mr. Sutrisno (Secretariat from Kabupaten Sleman), Mr. H. Djufri (Mayor of Bukittinggi) and Mr. Setijo Pramono (Head of the Local Planning Agency in Kabupaten Pati). Dr. Geoffrey Swenson accompanied the Indonesian delegation during the delegates' entire stay in the US. Mr. Jon Bormet, Director of the Resource Cities Program at ICMA, designed and led the study tour to the Philadelphia area local governments.

## **Field Operations**

### **Program Extension**

In Quarter 9, BIGG facilitated and provided assistance to LGUs that wanted to implement performance-based budgets on a citywide basis. Seventeen of the eighteen participating LGUs have made the commitment to extend the application of performance based budgeting from the focus areas to all other departments within the local governments.

To assist the LGUs with their citywide application of performance budgeting, BIGG extended the Memorandum of Understanding (MOU) which ended in September 2002 through to the end of January 2003 (December 31, 2002, marks the end of the current fiscal year). All 18 LGUs have already signed the extended MOU. Kabupaten Bogor is the only LGU that declined signing the extended MOU. They are committed to implementing performance budgeting on a citywide basis, but do not have the time to receive technical assistance.

The technical assistance provided by BIGG in Quarter 9 included:

- 1) Evaluation of the four program deliverables and
- 2) Assisting LGUs to socialize the principles and practice of performance budgeting to all units and departments.

### **Evaluation of program deliverables**

In Quarter 8, short-term technical advisor, Jim Ley, began an assessment of the four program deliverables (e.g., performance-based budgets, budget calendars, budget instructions, and citizen involvement plans) from Year 1 and Year 2 LGUs. Four assessment forms were designed to: 1) evaluate whether the deliverables complied with requirements outlined in the Memorandum of Understanding between BIGG and the LGUs; 2) provide oral and written feedback to the participating LGUs on areas where they are doing well and areas that need further improvement; and 3) identify areas where training materials and technical assistance need to be refined to better support the LGU's production of program deliverables. One-day assessment workshops were planned at each LGU to collaboratively fill out the forms and provide immediate feedback on the quality of the deliverables as well as suggestions for improvement. Four assessment workshops were conducted in Quarter 8 in Kabupaten Takalar, Kota Bogor, Kabupaten Pati, and Kota Sukoharjo.

Jim Ley had originally planned to attend fourteen more assessment workshops in October and November. However, due to the ordered/mandatory evacuation of all non-essential U.S. employees in Quarter 9, the evaluations were conducted by team leaders and local coordinators. In addition, the Team Leaders designed a checklist for assessing each of the performance budgets based on compliance with training materials that BIGG has developed as well as compliance with a central government regulation (Ministerial Decree 29/2002) issued by the Ministry of Home Affairs on how to prepare performance budgets. In addition to the three LGUs that Jim Ley evaluated in Quarter 8, the Team Leaders and Local Coordinators completed evaluations of 13 more LGUs by the end of December 2002. Two more evaluations will be completed in Quarter 10.

In Quarter 9, short-term technical advisor, Paul Young, designed an assessment tool to evaluate the performance budgets based on two categories: Process Characteristics and Assessment Criteria. Process Characteristics identify how one performance item (e.g., vision, mission, goals, objectives, programs, and activities) relates to another performance item. Assessment Criteria are quantitative measures provided to aid the local governments in improving their budgets in the future. Where applicable, a mnemonic was developed to aid in the training, communication, and memorization of the Assessment Criteria. Grading sheets have been developed to aid the reviewers in scoring and providing comments on each of the performance items and assessment criteria. In Quarter 10, feedback will be provided to each of the local governments on ways to improve their performance budgeting for the coming year.

### **Assisting LGUs to socialize the principles and practice of performance budgeting to all units and departments**

The Ministry of Home Affairs conducted a five-day Training of Trainers (TOT) for a maximum of three staff from every LGU to introduce performance budgeting and explain the ministerial decree (KepMen 29/2002) and forms on how to prepare a performance budget. However, this TOT had a very limited audience and did not address all of the questions and complexity regarding this major transition to a performance budgeting system. Therefore, in Quarter 9, BIGG facilitated additional socialization workshops for local government officials in Kota Kediri, Kabupaten Jember, Kota Depok, Kota Bandung, and Kabupaten Sleman to socialize the performance budgeting concepts to all units and departments in their jurisdiction. These five LGUs received funding support from BIGG for a 2-3 day socialization workshop for 200-300 participants in each LGU. In addition, nine other LGUs conducted their own citywide socialization of performance budgeting, without financial support from BIGG. In January 2003, BIGG plans to conduct four more socialization workshops in Kabupaten Padang Panjang, Kabupaten Takalar, Kabupaten Gowa, and Kabupaten Bulukumba.

**Organizational Analysis:** This STA, conducted by John Taylor, provides a summary of existing budgeting processes in local governments, the roles and functions of the agencies involved in budgeting, the limitations of existing processes and organizational structure, and a brief review of existing regulations related to local government structure. A model organization or sets of models for budgeting process will be recommended. The primary importance of this analysis is to provide a proposed organizational model for truly integrating the strategic planning process into the budgetary decision making process. Currently the two processes occur in

parallel but are not integrated. The first draft of this report was prepared in Quarter 8 and will be finalized in Quarter 10.

**Training Design Workshop:** One five-day Training Design Workshop for university professors who have participated on BIGG's Training Team was to be conducted by short-term technical advisor, Fred Fisher (October 28 – November 1, 2002). This training event was postponed due to the ordered/mandatory evacuation status.

**Good Governance Workshop:** A five-day workshop on the principles and practice of good governance for BIGG staff was planned to be conducted by short-term technical advisor, Fred Fisher, in Quarter 9 (November 4-8, 2002). This workshop was also postponed due to the ordered/mandatory evacuation status.

**Autonomy Exposition.** From October 3 – 6, 2002, Indonesia held its second annual Autonomy Exposition in Bali. The Expo provided an opportunity for local governments all over Indonesia to come together, share information on the implementation on Indonesia's ambitious decentralization program, exhibit goods and services, and attract investors. ICMA sponsored a booth at the Expo, where our Indonesian language publications on performance budgeting, local government association building and Resource Cities were prominently displayed. Over 400 local government officials from all over the country visited the booth. BIGG training staff was on hand throughout the Expo to answer questions and provide additional information about BIGG.

**Publications:** In this quarter, the four lessons learned prepared by short-term technical advisor Irfan Kortschak and the "Citizens' Guide to the Budgeting" were edited and will be published in Quarter 10. Due to budget limitations, no publications were printed in Quarter 9.

**Documentation and translation:** The training and publications team produced bilingual (English/Indonesian) program documentation for all training workshops conducted during the two-year program. They also completed an English translation of the Ministry of Home Affairs' Ministerial Decree 29/2002 (KepMen) and all its numerous attachments as well as translated a four-part evaluation of the performance budgets produced by the participating local governments.

This report is divided into the following sections: field operations, training and publications, and administration.

### **III. Challenges/ Remedial Actions Taken**

The extension of the ordered/mandatory evacuation has had an affect on the implementation of BIGG program activities. Because the Chief of Party has been evacuated to the US and US consultants are unable to travel to Indonesia, some activities have been postponed. One the areas of biggest concern is the BIGG program's relationship with the Ministry of Home Affairs and other agencies, specifically in relation to KepMen 29.

BIGG has been taking steps to ensure that program activities continue during this period despite the continued ordered/mandatory evacuation.

### **Field Operations:**

The Ministry of Home Affairs Decree No. 29/2002 (Kepmendagri No. 29/2002) was issued in June 2002. This decree contains guidelines and forms for local governments to complete as they prepare their performance budgets. BIGG and other programs along with several other donor agencies have serious concerns about these forms. The main problem BIGG has encountered is that the account code structure does not allow for budget analysis. BIGG proposed ways to work with the MoHA in implementing the KepMen. These will be addressed in a separate document. The Ministry of Home Affairs has conducted limited socialization of the KepMen to all LGUs, but this has not addressed all of the questions and complexity regarding this major transition to a performance budgeting.

**Budget preparation:** The city of Bogor is one of the first LGUs to have received legislative council approval of their 2003 performance budget. The current problem they are facing is how to transfer the information from the forms (RASK) that were used to prepare the draft budget into forms (DASK) to prepare the final approved budget. The DASK forms require more detailed information than is currently provided in the RASK forms. More and more LGUs will start having this problem as their budgets are approved by the legislative councils in January. The Ministry of Home Affairs promised to provide guidance and information to address this problem by the end of December, but to date, no instructions have been issued.

**Budget implementation:** The legislative council of the city of Bukittinggi has already finalized the city's 2003 budget. The current problems they are facing with regard to budget implementation relate to: 1) account codes, and 2) double entry bookkeeping system.

The Ministry of Home Affairs issued a chart of accounts in the KepMendagri 29/2002. This chart of accounts is still in contention with the chart of accounts issued by the Ministry of Finance through the National Standard of Government Sector Accounting. LGUs are confused about which chart of accounts they should apply.

The second problem that LGUs are facing is that in order to produce balance sheet, income statement, and cash flow, they must understand how to implement double entry bookkeeping. Several LGUs have requested BIGG's assistance in providing training on double entry bookkeeping.

### **IV. Projected Activities**

Work plan for the 16-month extension will be finalized and sent to USAID for approval

### **Field Operations:**

- Four socialization workshops in Kabupaten Padang Panjang, Kabupaten Takalar, Kabupaten Gowa, and Kabupaten Bulukumba
- Monitoring public hearings in selected Y1 and Y2 LGUs
- Extending contracts with CCN staff (Team Leaders and Local Coordinators)

- Recruiting to fill any vacant and new positions
- Marketing the program to attract potential LGU candidates to participate in the program extension
- Establishing criteria for the selection of star and satellite LGUs for participation in the K2K program
- Preparation for assessment of each participating LGU to determine the level of technical assistance required in the sixteen month extension period
- Establishing criteria for the selection of star and satellite LGUs for participation in the K2K program and for provinces for participation in the P2P program.
- Drafting and signing new MOUs and work plans for the new LGUs participating in the K2K and P2P programs.

### **Training and Publications**

- Preparation for training/consulting/mentoring needs assessment for BIGG staff
- Preparation for needs assessment for LGUs in conjunction with associations
- Preparation for assessment of each participating LGU to determine the level of technical assistance required in the sixteen month extension period
- The BIGG Picture topics to be published include the following topics: “The Citizens’ Guide to Budgeting” and a four-part series on Lessons Learned
- Finalization of the reference manual that accompanies the 2003 version of ABC training.

**Task Order No.: 813, 4315**

**Task Order Title:** Regional Cities Matter Course: Cities Matter  
Local Government Training on Decentralization

**Period of Performance:** September 28, 2001-June 30, 2003

**USAID Office/Mission:** USAID/Indonesia

**CTO:** Jessica McKenna Tulodo

**I. Introduction**

Eight countries participated in the Cities Matter: Lessons Learned in the Age of Decentralization in Asia in April 2002. The course was constructed to allow for the creation of analytical frameworks by which a country team could return to their respective positions and apply the framework to determine what actions should be taken to form a governing structure that is conducive for effectiveness of local government. In addition to the frameworks, the course also resulted in defining critical factors of success by which to measure progress in this area.

Sufficient funds remained in the task order that would allow for follow-up work sessions in up to four of the eight countries that attended. Of the countries in attendance Indonesia, Thailand, Bangladesh and Philippines had a critical mass of attendees from which to measure progress.

The objectives of the follow-up work session is as follows:

1. To review the progress made by each of the teams in regard to
  - a. applying the framework to existing programs to determine what if any changes may be in order;
  - b. to determine the applicability of the decentralization framework offered in the course for use by USAID/RUDO/Jakarta in measuring progress of urban management and local government programs
2. To convene a meeting with other counterparts and/or mission staff that course participants feel would benefit from understanding the basic framework and critical factors of success

The work sessions will be held 12 months after the course. Each workshop will be two days, held in the country of the participants. Day one would be an evaluation of the impact made in each country by participants. Day two would be a training program on the decentralization framework, ways to measure progress and a review of determining ways to determine appropriate program formation using the critical factors of success.

**II. Major Accomplishments**

This task order was extended through June 2003 in order to allow for the follow up sessions to be conducted in April 2003.

**III. Challenges/ Remedial Actions Taken**

N/A

#### **IV. Projected Activities**

Follow up surveys will be e-mailed to participants. Participant survey results will be analyzed in preparation for the in-country follow up sessions. Workshop preparations and workshop dates will be also be finalized.

**Task Order No.:** 05, 4316

**Task Order Title:** USAEP Municipal League Development

**Period of Performance:** September 30, 2001-September 29, 2003

**USAID Office/Mission:** ANE/USAEP

**CTO:** Del McClusky

## **I. Introduction**

In support of USAEP's Urban Strategy and Urban Regional Activities Plan, four types of assistance are requested for nascent and established municipal support organizations and Asian municipal governments in targeted countries. The task order will focus on the following four areas:

Task 1: Advisory service to newly formed and established municipal associations and local government leagues

Task 2: Technical assistance to local governments participating in Resource Cities or other donor funded technical programs

Task 3: Facilitation of information generation and information sharing; and

Task 4: Facilitation of Grants, Study Tours and conference

## **II. Major Accomplishments**

### **Program Management**

In December, ICMA submitted a budget realignment, which reflected FY 2003 work plans, to USAID. The work plans represent the proposed activities for ICMA, based upon the USAEP/field requests for program and financial support. Approval for the budget realignment is still pending, but program activities continue to progress.

### **India-Replication of Association Development**

Development of the eight City Managers Associations (CMAs) has progressed throughout the quarter. On December 17, the All CMA Workshop was held in New Delhi, and included participants from all eight of the associations, as well as representatives from USAID, the FIRE II Project and ICMA. The workshop was organized and sponsored by USAID, USAEP and ICMA. The purpose of this workshop was to bring all of the partners, CMA presidents, association staff and coordinators together to discuss the progress that has been made to date, as well as next steps for each of the CMAs. A report of the workshop has been drafted and will be submitted, once it is finalized.

In addition to organizing and contributing to the workshop, Manvita Bharadi continues to serve as the India Association Advisor for USAEP/ICMA. In November, USAEP/ICMA hired a coordinator to assist Ms. Bharadi, who is in charge of writing/editing newsletters, which provide updates on the status of the CMAs. This coordinator will also assist the CMAs with their best practices compilation and documentation, as well as assist with general coordination of CMA activities.

There were many programmatic successes for the CMAs, during this quarter. In November the City Manager's Association of Maharashtra (CMAM) successfully completed its first workshop on financial management and plans to conduct a second workshop on solid waste management in January 2003. Although CMAM has not been able to formally register the association, it continues to develop its capacity through association activities. The City Manager's Association of Tamil Nadu (CMATN) conducted a solid waste management workshop in Chennai at the end of November, with the attendance set at approximately 150 cities. CMATN has also begun to collect membership dues, which will allow it to continue to grow and provide services to its members. As the CMAs continue to increase their sustainability, Ms. Bharadi and ICMA will continue to monitor their progress and provide technical assistance, as needed.

### **Thailand-Environmental and Urban Management**

Felicia Logan (Director of Professional Development for ICMA) conducted a follow on training of trainer's (TOT) workshop in October 2002, in conjunction with King Prachadhipok's Institute (KPI). The purpose of the workshop was to provide training to the KPI staff and their curriculum developers/trainers on new interactive training techniques, as well as to prepare additional trainers for the Municipal Management Diploma/Certification Program.

Eighteen senior professors and nine graduate students from Chaing Mei, Khon Kaen, Songhla and Bangkok Universities attended the workshop. At the end of the workshop, participants successfully demonstrated their understanding of interactive learning by designing their own class session/day of interactive learning. Once they designed the session, they taught a segment of it to the other workshop participants. An informal trip report was completed by Felicia Logan, which will be forwarded to USAEP upon request.

### **Vietnam**

Activities related to the Socialization of Solid Waste Management in Ho Chi Minh City (HCMC) began this quarter. USAEP, ICMA, TSSC, STTA and IIE are developing legal requirements to implement a program for participation of non-public sectors in solid waste management in HCMC. In addition to the regulations, a pilot program will be designed and key personnel will be trained in solid waste management issues.

In November, ICMA hired Sandra Cointreau to serve as the technical expert and team leader. Ms. Cointreau conducted her initial assessment trip to Vietnam in December where she met with members from the Ho Chi Minh City People's Committee, visited key land disposal and transfer facilities and delivered lectures on public sector involvement techniques and occupational/environmental health issues in solid waste management. Ms. Cointreau also interviewed the local consultant team that will work with her on the project. These local consultants will provide training, assist in writing the legal requirements for non-public sector involvement and develop the pilot program for the project. Ms. Cointreau has provided a draft report, which will be submitted once it has been finalized. The report has been forwarded for review to the Ho Chi Minh City People's Committee.

Once the People's Committee responds to the report, a work plan will be developed which will map out future activities with the various partners and select sites for the pilot program. Ms. Cointreau's next trip to Vietnam is scheduled for February or March 2003. During this time the

local consultants will begin developing training and promotional materials, as well as help with the work plan development. In addition, study tours are scheduled for late February/early March. Taiwan and Hong Kong have been recommended as possible sites for the study tours and initial contacts have been made. Ho Chi Minh City will be providing suggested candidates, as well as topics for the study tour, which will be reviewed and approved by USAEP/ICMA/IE.

### **Sri Lanka**

Through the USAEP Municipal League Development Task Order, ICMA will conduct a feasibility study that would assess the viability of a Sri Lankan League of Cities and identify the necessary steps required to establish such an organization. In particular, a scoping mission would be conducted by an ICMA advisor to convene a meeting with key elected and appointed officials to determine the country wide interest in forming a new League of Cities (or reforming the existing one that was established in the 1970's). It is anticipated that the scoping mission would be proposed in late March 2003 to review the option of building/reviving an association or using current resources available to coordinate local government activities in Sri Lanka.

### **Philippines**

The USAEP FY 2003 work plan was finalized during this quarter. ICMA plans to provide guidance in association development and cleaner production to the League of Cities and the Philippine Business for Social Progress respectively in March/April 2003.

## **III. Challenges/Remedial Actions Taken**

### **India-Replication of Association Development**

While there has been much progress on the development of the associations, there has been some difficulty in registering them, due to in-country circumstances. Registration has been delayed due to the transfer of board members to new professional positions as well as by State government regulations. ICMA will continue to monitor the registration progress of the associations, and will seek ways to minimize further delays.

Due to circumstance particular to Madhya Pradesh, development of the City Manager's Association in this state has been delayed. Progress is starting to occur, based on increased communication between the USAID FIRE-2 team and ICMA. ICMA will continue to work with the City Manager's Association to insure that benchmarks are met.

### **Philippines**

It is unclear whether there is local will on the part of the PBSP or the LCP. ICMA is working with the new country manager for USAEP, Jill Lucas, to determine if and how to proceed.

## **IV. Projected Activities**

1. Completion of registration and work plans for year 1 of new CMA's in India
2. Initiate Best Practices documentation program for the new CMA's in India
3. Publish the first newsletter for each of the new CMA's in India

4. Begin to collect membership fees for the new CMA's in India
5. Based on the response received by the Ho Chi Minh City People's Committee, draft and complete a work plan (in conjunction with the international and local consultants) detailing solid waste management activities in Ho Chi Minh City for FY 2003. The work plan should take into consideration the training and pilot program proposed under the contract, as well as study tour activities.
6. Based on the USAEP FY 2003 work plan, a feasibility study will be proposed to plan for the establishment of a League of Sri Lankan Cities, which will improve information sharing between cities.

**Task Order No.:** 814, 4317

**Task Order Title:** Information Communication Technology Applications in Support of  
Municipal and Local Development in Bolivia

**Period of Performance:** October 1, 2002-February 21, 2004

**USAID Office/Mission:** USAID/Bolivia

**CTO:** Todd Sloane

## **I. Introduction**

The first quarter of the new phase of *Enlared Municipal* was marked by two key lines of action that will have an impact on the entire project for the coming months.

The first line of action was the expansion of the staff of ICMA Bolivia (five new staff members) to support the new activities and expanded scope approved in the new Task Order. The new staff members have developed activities and timetables for each of the program areas of *Enlared*: technology, training, strengthening of the Bolivian associative system, and the dissemination of relevant materials to municipalities. Additionally, during this quarter, *Enlared* developed and presented the 2002-2004 Work Plan to USAID/Bolivia.

The second major activity for this quarter was to put the “new membership strategy” into place. The strategy exists to get members (associations, mancomunidades and municipalities) more involved with the project through the signing of an agreement that stipulates the responsibilities of each party. To date, two associations and two mancomunidades have signed these agreements. ICMA/Bolivia has begun to see the initial success of this initiative in that the new members have already demonstrated their commitment to *Enlared* by increasing their involvement in project activities.

With regard to the project’s technological focus, adjustments to hardware and equipment have been made in order to offer a better quality of service to the Portal’s users. The IT Team has also begun to design the services and tools that will be incorporated into the new image of *Enlared Municipal*, which will be launched in the next quarter.

## **II. Major Accomplishments this Quarter**

The following accomplishments were achieved this quarter:

- a. Presentation of the Work Plan to USAID: On December 2, ICMA/Bolivia presented the 2002-2004 Work Plan to USAID. Additionally, the team presented their Sustainability Plan (including the Business Plan and Training Plan), Marketing Plan, and Monitoring and Quality and Assurance Plan. During this presentation, the lines of action for the new project phase were discussed and any outstanding doubts were addressed and cleared up.
- b. Expansion of the User Universe and Support to Municipal Associations: During this new phase, *Enlared* will redefine its membership terms by asking current and future members

to sign an agreement that will specify the rights and responsibilities of each party. During this quarter, two associations (AMDECRUZ and AMDEPO) signed agreements with *Enlared*. ICMA/Bolivia follows up with each association about these agreements on a daily basis to ensure that the associations understand the commitment they have made to *Enlared*. Additionally, the staff has contacted other municipal associations to explore the possibility of having them sign similar agreements. Finally, *Enlared* provided logistical support to ACOBOL during its workshops on “Models of Participatory Management,” which focused primarily on gender issues in local administration.

- c. Opening of the User Universe and Support to Mancomunidades: The Mancomunidad de Municipios de la Gran Chiquitanía signed an agreement with *Enlared*. ICMA/Bolivia is using this agreement as a model for other mancomunidades in an effort to further the reach of the Portal’s programs and activities. Currently, the team is negotiating with the mancomunidades of Cintis and Metropolitana to sign these agreements.
- d. Involvement with the Ministry for Municipal Development: *Enlared* has posted on their Web site a compendium of all of the visits that the Ministry for Municipal Development made to each departmental municipal association. The page was updated in October and it was circulated among all of the associations and members of the media as a reference document containing a summary of the event and the results achieved. The Web site is located at <http://www.enlared.org.bo/asociacion/fam/planempleo/>.
- e. Workshop on Municipal Web Sites in Santa Cruz: *Enlared* and AMDECRUZ held a Web site development seminar for municipalities that attracted 48 participants, including representatives and technical personnel from municipalities, Comités de Vigilancia and AMDECRUZ. AMDECRUZ raised Bs. 5265 (approximately \$700 USD) in registration fees from this event.
- f. Seminar on Internet Usage and E-mail in Cochabamba: ICMA/Bolivia sponsored this seminar in conjunction with the Municipal Association of Cochabamba. The course was directed to users with a basic understanding of Internet use. Course attendees included municipal IT staff as well as members of the Comités de Vigilancia and AMDECO. This activity was part of the process of validating the courses that ICMA/Bolivia is designing within its Training Plan.
- g. Development of a New Web Page for the Universal Insurance Program for Mothers and Infants (SUMI): The *Enlared* team developed a special Web page to increase the dialogue for this new program introduced by the Presidency of the Republic. This Web site, which is updated daily, offers an opinions page in which users can submit their opinion about this program. The opinions gathered from this Web page helped the FAM formulate its response to and negotiate the new law decreed by the National Government. The Web site also served as an important source of information for the media. This Web site is located at: <http://www.enlared.org.bo/sumi/default.asp>.
- h. Improving the Content of the Portal: With the increase in staff size, ICMA/Bolivia has been able to more frequently update the information on its home page. In the three

months since the new staff joined ICMA/Bolivia, over 200 news items have been posted, and information is updated daily.

- i. Positioning of *Enlared* as the Virtual News Agency: *Enlared* has begun to function as a type of news agency, providing municipal news to major media outlets throughout Bolivia. As such, the media has published more than 30 news articles from *Enlared* to date – over 70% of all news items sent to the media by *Enlared*.
- j. Orientation of New *Enlared Municipal* Staff: In order to achieve the goals specified in the new contract, *Enlared* increased its staff to include five new members. The new staff members will work in the areas of training, strengthening of the municipal associative system, marketing, and ICT development and support.
- k. New Office Location: Due to the enlargement of both the scope of the project as well as the staff, ICMA/Bolivia moved to a new office. FAM Bolivia and ACOBOL are renting space from ICMA/Bolivia in their new building.
- l. Projects Directly Related to the IT Staff:
  1. Evaluated new Internet software called “Internet On Line” and is migrating existing services to this new product;
  2. Reconfigured the Web and Mail servers according to the parameters of the Internet On Line program;
  3. Supervised the installation of the structural cable network for voice and data in the new offices;
  4. Installed and configured *Enlared*'s own DNS;
  5. Developed the new Web site for the SUMI program (see above link);
  6. Developed a template for Web sites focusing on the issues of gender in participatory planning for La Paz and Oruro;
  7. Designed the e-FAM Web site;
  8. Provided training on Internet usage to AMDECRUZ;
  9. Supervised the move and re-installation of all hardware and software to the new offices;
  10. Wrote and edited the on-line publication *Digesto*;
  11. Developed a template for an on-line newsletter called *Boletín Enlared*;
  12. Published the news report on HIPC 2003;
  13. Provided support to special Departmental Congress for municipalities in Montero (created Web site for posting of information, pictures, etc. during the event).

### **III. Challenges/Remedial Actions Taken**

The following challenges were encountered during this quarter:

- a. Strengthening of the FAM and the Municipal Associations: During this quarter, the FAM and many of their affiliate associations experienced an institutional crisis, which resulted in the change of the FAM's president. This institutional instability had a direct impact on *Enlared Municipal*, given that many of the services that the Portal provides require

decisions and actions made in conjunction with the FAM. ICMA/Bolivia believes that the tension of this situation was lessened due to the hiring of a staff member who works directly on projects related to strengthening the municipal associative system. Because of this relationship, *Enlared* was able to serve as a channel that all interested parties could use to share the debate and dialogue between the FAM and its member associations.

- b. Adjustment Period for the E-procurement Pilot Project: The implementation of the pilot e-procurement project was delayed due to circumstances beyond the control of ICMA/Bolivia; namely, the change in national level government administration. However, *Enlared* has maintained contact with all involved participants and has defined an implementation plan so that all parties are apprised of the situation and can continue the planning process. Nevertheless, the timing and scope of future actions is beyond the control of ICMA/Bolivia and rests clearly in the hands of national government agencies.

#### **IV. Projected Activities for the Next Quarter**

The following activities are planned for January-March 2003:

- a. Pilot E-procurement Project:
  - 1. Establish contact with the participating municipalities;
  - 2. Coordinate with Microsoft, Vesta, SIGMA and the Unidad de Normas for the implementation of the pilot project;
  - 3. Maintain coordination between *Enlared's* IT Staff and their counterparts in other participating organizations;
  - 4. Coordinate with the Unidad de Normas for training all involved parties in the use of the e-procurement software;
  - 5. Publish activities and outcomes of the pilot project.
- b. Presentation of the New Logo for *Enlared Municipal*:
  - 1. Incorporate the new logo for the on-line products and tools;
  - 2. Begin a publicity campaign advertising the new logo;
  - 3. Provide training to users and members on how to use the new on-line products and tools.
- c. Reconfigure *Enlared's* Intranet site so that it is more secure.
- d. Migrate information to the new servers.
- e. Optimize the on-line surveys and municipal forums as useful on-line services.
- f. Provide courses and seminars in Internet and e-mail usage as well as Web site updating with the Mancomunidad de Municipios de la Gran Chiquitanía.
- g. Coordinate with the Municipal Associations of Potosí and Chuquisaca for the development of workshops on Internet and e-mail usage as well as Web site updating.

- h. Begin the Training of Trainers program.
- i. Begin working on individual business plans for the member associations and continue to support the activities specified in each signed agreement.
- j. Create a calendar for *Enlared* and the member associations to use so that all parties are aware of which activities will be conducted during any given time period.
- k. Publish the first E-bulletin that reflects on and analyzes municipal topics, and continue publishing the newsletter on a quarterly basis.
- l. Begin the *Red de Corresponsales*, which will ask one individual from each association to be responsible for sending news items for publication on the Web site.
- m. Develop an on-line survey on the availability of the Internet in Bolivian municipalities.

## **Annex 1: Financial Information**