



Sustainable Urban Management IQC

USAID Quarterly Report XIV

April-June 2003

Prepared for the U.S. Agency for International Development

**International City / County Management Association
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April 1-June 30, 2003

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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 – September 30, 2003

USAID Office/Mission: USAID/Washington

CTO: Dale Gredler

Activity Manager: 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.

The workshops assisted USAID staff and partners in the following areas: to design and implement and manage activities that enhance long-term and sustainable economic growth at the local level; to enable participants to identify how USAID and other donor-funded projects can complement each other and use synergies to maximize their impact on local economic growth; and to take advantage of the experience in local economic development from other countries in the region.

The program emphasized the important role that local government administrators, working in partnership with the national government, private sector, NGOs, community based organizations, citizens and other stakeholders can and must play in CBED. It also focused on the financial management practices that must be institute for successful community development, in particular sound and transparent management of existing resources, and the ability to raise capital for key public infrastructure investments.

The original course was held in March 2002 and included participants from Georgia, Armenia and Azerbaijan. A follow-up activity will be conducted by ICMA in the Summer 2003 to gauge the long-term results of the course.

Major Accomplishments

During this quarter, the follow-up survey was developed and sent to the CTO for approval.

The purpose of the survey is to determine the effect of the course in the following areas:

- Impact on USAID program implementations
- Usefulness in assessing and/or developing new strategies that create an investment friendly environment.
- Progress on individual work statements

- Progress on implementing activities that support the Critical Factors of Success (as defined by the course participants)

Challenges/Remedial Actions Taken

A pre-survey email was sent to all participants to determine their current contact information, and to prepare them for the follow-up survey. Response turnout was low, possibly meaning participants have since changed jobs, changed email addresses, or simply have little access to the Internet. However, those who did respond are enthusiastic about a survey and are awaiting it. We will ask that participants pass the survey on to others who attended the course, in case not all received the email.

Projected Activities

Upon CTO approval of the survey, it will be sent to all participants for feedback.

Task Order No.: 808, 4312
Task Order Title: Core Management and Budget Skills for Indonesian Local Governments
Period of Performance: September 30, 2000 – June 30, 2004
USAID Office/Mission: USAID/ Jakarta
CTO: Jessica 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. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

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 January through March 2003 (Quarter 10) and covers the major accomplishments and challenges for the tenth Quarter along with the planned activities for the eleventh Quarter. Quarter 10 marks the start of the 16-month extension, which is characterized by an increased focus on sustainability and transference of skills to host country nationals.

II. Major Accomplishments

Field Operations

K2K Model: In this quarter, BIGG launched the K2K program (which is an Indonesian acronym for “City to City” or “City to County” or “County to County”), whereby BIGG works closely with six local governments that participated in the first two years of the program. These six core local governments share experiences and information preparing performance budgets with twelve new local governments, called satellites. The core and satellite local governments prepare budget calendars, budget instructions, citizen involvement plans and performance budgets from one of the following three areas: transportation, health, or public works. BIGG prepared and signed Memorandums of Understanding (MOUs) with 6 core local governments and 12 satellite local governments. The table below lists the core and satellite local governments partnering with BIGG in Year Three along with their selected focus area.

BIGG’s Core and Satellite Local Government Partners			
Province	Core	Satellite	Focus Area
South Sulawesi	Kabupaten Gowa	Kabupaten Sidrap	Public Works
		Kabupaten Pangkep	
West Sumatera	Kota Bukittinggi	Kabupaten Tanah Datar	Public Works
		Kota Solok	

Central Java	Kabupaten Pati	Kabupaten Kudus	Health
		Kabupaten Sragen	
	Kabupaten Sukoharjo	Kabupaten Klaten	Health
		Kabupaten Boyolali	
West Java	Kota Bogor	Kabupaten Serang	Transportation
		Kota Tangerang	
East Kalimantan	Kota Samarinda	Kota Bontang	Public Works
		Kabupaten Kutai Timur	

Each satellite local government has established a technical team, consisting of eight to twelve members recruited from the executive and legislative branches to work intensively with BIGG's Team Leaders and Local Coordinators. Each satellite local government has also received an Internet-connected computer and application software to be used by the Local Coordinator. In May, the core local governments met for the first time in a 1.5 day workshop in Yogyakarta to discuss ways of sharing information and experiences with the satellites and to discuss the idea of forming a national working group on performance budgeting to share information with other local governments throughout Indonesia. The Team Leaders, Local Coordinators, and two staff from each of core local governments also participated in a three-day Training on Materials (TOM) for workshop series A. Immediately following the TOM, they conducted Workshop Series A for the twelve satellite local governments.

The Team Leaders also assisted with the preparation of terms of references and samples of the three program deliverables (budget calendar, budget instructions, and public information and involvement plan) that the 18 local governments participating in the program are required to prepare. These samples will form a critical part of the reference manual on performance budgeting that will be distributed to local governments.

The Field Operations team also conducted the first of four information-sharing workshops with core and satellite local governments. The goal of the information sharing workshops is to provide the six local government clusters (comprised of one core local government and its two satellite local governments) with a minimum of four opportunities during the year to share their knowledge, skills, and experiences with each other as they implement performance budgeting.

This information-sharing model introduces self-reliance and cooperation among Indonesian local governments as opposed to reliance on outside technical consultants. In addition to the information-sharing workshops, it is also expected that each cluster will conduct regular, informal information sharing throughout the year. Contracts between BIGG/ICMA and two staff from each core local government have been established to facilitate this regular communication between the clusters.

In June, Team Leaders reviewed and gave feedback on the draft focus area budget calendars that were submitted by 18 local governments in the K2K program to help them improve the quality of their budget calendars.

Papua: Three kabupaten in the province of Papua (Fak-Fak, Manokwari, and Sorong) signed Memoranda of Understanding with BIGG to receive on-site technical assistance and the three-

part, interactive ABC program deliverables (i.e., budget instructions, budget calendars, performance budgets for one focus area, and a public information and involvement plan). A full-time Jakarta-based Team Leader, a full-time Fak-Fak based Team Leader, and three part-time on-site Local Coordinators were recruited for this purpose. Each kabupaten has established a technical team, consisting of eight to twelve members recruited from the executive and legislative branches to work intensively with BIGG's Team Leader and Local Coordinators.

Sleman: Kabupaten Sleman will prepare a performance budget for one focus area (health) that places special emphasis on data collection, monitoring, and reporting. BIGG is helping to set up an account code structure that will enable the focus area to collect and monitor data; evaluate how well the budget projections match actual expenditures; and evaluate to what degree the focus area accomplished its goals and objectives. In May and June, BIGG conducted a needs assessment and prepared a Terms of Reference and Memorandum of Understanding to conduct this work.

Evaluation and Assessment of Program Deliverables from Year Two: In this quarter, Paul Young (short-term technical advisor) and the Team Leaders conducted a two-hour session on June 4 in Jakarta with the heads of the core local governments to provide them a high level overview and feedback on their local government's performance budget. A draft summary of the assessment has been prepared which will give an overview of the second year results. The purpose of these assessments is to provide budget preparers in the LGUs with feedback and input for preparing their 2004 budgets.

Training and Publications

In June, BIGG's training team sponsored a national conference in Jakarta. This one-day conference provided an opportunity for local government partners from the first, second and third years of the program to discuss issues related to implementing performance-based budgeting and promote interregional cooperation. The primary purpose of this conference was to provide an opportunity for BIGG's local government partners to network with each other, exchange information, and hear speakers from the Ministry of Home Affairs and Ministry of Finance provide timely and relevant information on issues affecting the implementation of performance budgeting. Keynote speakers from the central government included Machfud Sidik (Director General of the Ministry of Finance), Dr. Supomo Prodjoharjono (Ministry of Home Affairs), Dr. Mulia P. Nasutian (Ministry of Finance - BAKUN), and Dr. Abdul Halim (University of Gaja Madah). Topics presented included the status and impact of the accounting standard on the implementation of performance budgets in local governments and how performance budgeting be used in preparing the Mayor's accountability report. A press conference was held during the conference, which provided an opportunity for Machfud Sidik to address the national and local media.

The day before the national conference, the seven heads of the core local governments met for a one-day workshop in Jakarta to receive feedback on their 2003 performance budgets, participate in a discussion and practice session to learn the "why and how" of preparing policy statements, and to further explore the idea of forming a performance budgeting working group. Participants

agreed to work with the associations to form working groups on an ad hoc basis on specific issues to address the mutual needs and concerns of the associations' members.

In this quarter, the Training and Publications Team also worked on the following tasks:

- Delivered a three-day Training on Materials for Workshop A for the K2K Model to train Team Leaders, Local Coordinators, university professors, and two staff from each core local government.
- Drafted Terms of References and samples of the four program deliverables: public involvement plan, budget calendar, budget instructions, and performance-based budgets.
- Facilitated a one-day national conference in Jakarta.
- Facilitated a one-day workshop for the heads of local governments from the core local governments to provide them: feedback on their performance budgets; opportunity to form a working group on performance budgeting; and information on the "how and why" of preparing policy statements.
- Prepared logistics for six regional conferences and implemented two of the conferences (Medan and Lampung) in conjunction with the local government associations. A training needs assessment was designed and implemented at these regional conferences to solicit input for the Association Model, where BIGG will help each association (APEKSI and APKASI) prepare a one-day workshop on a topic deemed important by their members. Also, the marketing for the P2P program was conducted.
- Drafted numerous terms of reference for all activities in BIGG's Work Plan.
- Provided training backup to the Field Operations team in the implementation of the K2K Model.
- Delivered a presentation at USAID's Decentralized Local Government retreat.
- Drafted the Local Government Assessment Report.
- Drafted the Training and Publications Strategy.
- Drafted Terms of References and samples of three program deliverables (public involvement plan, budget calendar, and budget instructions) for the reference manual on performance budgeting.
- Secured signed letters of agreement with APEKSI and APKASI and university partners (UGM and UNHAS) to participate in BIGG's training pool.
- Secured signed letter of agreement with staff from the Ministry of Finance to participate in BIGG's training pool.
- Produced a new bilingual BIGG brochure, BIGG Picture Edition 23 on a "Citizen's Guide to the Budget," and drafted the BIGG Picture Edition 24 on How to Write Vision, Mission, Goals, Objectives, and Activities (to be printed in next quarter).
- Inserted new bilingual text and graphics to update BIGG's website and updated the website with new changes to the program.
- Drafted several sections of the performance-budgeting reference manual.

Province Model: In this quarter, BIGG's Training Team also launched the Province Model. The province of South Sulawesi signed an MOU with BIGG to receive a three-part training of trainers workshops on performance budgeting at the end of May. As a result, the province of South Sulawesi became the first province this year to receive training under BIGG's Province Program. Thirty trainers (24 province trainers and 6 local staff from Gowa, Takalar, and Makassar) from the province of South Sulawesi participated in a Training on Materials (TOM)

on Workshop A. The TOM was conducted by BIGG's training pool, consisting of trainers from UGM, UNHAS as well as members of BIGG's full-time training staff. The MOU requires that the province trainers conduct Workshop A for at least half of all the kota and kabupaten in their province before they receive the TOM on Workshop B. Based on South Sulawesi's experience with this training model, the Province Model will be expanded to four more provinces where BIGG is active (South Sulawesi, East Kalimantan, West Sumatera, Central and East Java) in 2004. This model greatly expands the number of trainers who can use BIGG's performance budget training materials. It also potentially extends BIGG's reach into all local governments within those five provinces, if the provincial leadership chooses to do so.

The association partners from APEKSI and APKASI began working as full-time participants on BIGG's training team to further develop skills in training design, facilitation, and planning/logistics that will enable each association to carry out a training program for their members if they choose to do so. In addition, the executive directors and two staff from APEKSI, APKASI, ADEKSI and ADKASI were invited to participate in BIGG's national conference and half-day workshop on the "how and why" of preparing policy statements that preceded the national conference. Staff of APEKSI, APKASI, ADEKSI, ADKASI and CLGI were also invited to observe the three-day Training on Materials for Workshop A.

III. Challenges/ Remedial Actions Taken

BIGG staff are continuing to feel the impact of the six-month evacuation (October 2002-April 2003) particularly with regard to the scheduling and implementation of activities in the Work Plan. Staff are working on an accelerated schedule in three respects. Firstly, the Province Model was not scheduled to start until 2004. However, due to the eagerness of the province of South Sulawesi (the vice-governor is the former bupati of Gowa, which was selected as a Kota Inti this year) to receive training this year, South Sulawesi became the first province to start the program and they are receiving the three-part training workshop series in parallel with the K2K program.

Secondly, the Papua Work Plan came into effect late this quarter. Staff are now trying to integrate the delivery of training and on-site consulting to three provinces in Papua so that these local governments will receive training in sync with their budget cycle.

Thirdly, for the program as a whole, staff are trying to keep one step ahead of the local governments in terms of providing training, on-site consulting, and sample deliverables so that local governments will have conceptual frameworks and good working models from which to prepare their budget calendars, budget instructions, performance budgets, and public information and involvement plans.

Many of the Indonesian personnel on BIGG's staff as well as the staff of the central and local governments that BIGG works with still lack a thorough understanding of the complexity and number of pieces to the puzzle that are involved in preparing performance budgeting. They do not yet recognize that they have embarked on a fifteen to twenty year journey of getting all the pieces in place (e.g., democratic decision making, planning, accounting, budgeting, data collection/analysis, monitoring, and reporting) to implement performance budgeting. They do not yet seem to realize the length of time it will require, nor all the steps that are required, for central and local government leaders and their staff to change their conceptual, behavioral, and

technical frameworks. There are many red threads still missing that need to be put in place to connect the democratic decision-making, planning, accounting, budgeting, data collection/analysis, monitoring, and reporting systems.

IV. Projected Activities

Field Operations:

- Conduct the K2K B and C workshop series and one information-sharing workshop in the K2K Model.
- Conduct the K2K A and B workshop series in Papua.
- Review and provide written feedback on the draft budget calendars, budget instructions and public information and involvement plans that the 18 core and satellite local governments in the K2K program and three local governments in Papua submit.
- Conduct one-day workshops with the staff of the six core local governments (participating in the K2K program), Sleman, and the graduates (eleven local governments that participated in the first two years of the program) to provide them more detailed feedback on their four program deliverables that were prepared in 2003.
- Launch the Sleman Special Project in the focus area of health.

Training and Publications:

- Conduct the last four of six regional conferences (July 1 in Yogyakarta; July 3 in Mataram; July 8 in Pontianak; and July 10 in Manado).
- Prepare and distribute the performance budgeting reference manual.
- Conduct several Training of Trainers workshops on the P2P Model, K2K B and C series, Province B and C series, and K2K information sharing workshops.
- Launch the P2P (Peer to Peer) Model.

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 one-week course 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 jobs 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, following the course, that would allow for follow-up sessions with some of the countries that attended. ICMA received requests to focus the Cities Matter follow up sessions on selecting, documenting and transferring best practices and innovations in local government. Given that this is a strong need in the targeted follow up countries and is directly linked with improving urban management practices, ICMA found ways to address this demand in two follow up workshops. The missions and previous participants from Thailand and Indonesia expressed interest in targeted follow up assistance in the documentation and transfer of best practices and innovations in local government.

II. Major Accomplishments

Manvita Baradi and Jody Schubert led a roundtable in Thailand in June for the Director of a Local Government Initiative (LGI) and his team at Chulalonghorn University along with key staff from USAEP on methods of documenting and transferring best practices in local government. Manvita and Jody shared processes, lessons learned and case studies from ICMA's work in India and "Ideas in Action" and "What Works" from ICMA's members. Additionally, Manvita guided selected staff from the LGI team through a guided video on a slum upgrading best practice in India on the day following the roundtable. The LGI team is embarking on a large study to document at least 500 good ideas and "best practices" in local government throughout Thailand and will utilize some of ICMA's domestic and international methodologies of data collection, analysis and information transfer.

In Indonesia, Manvita Baradi and Jody Schubert also led a successful interactive one-day workshop on the documentation and transfer of best practices in local government for 22 participants, including senior Indonesian local government officials, Ministry of Home Affairs staff, USAID staff, staff from USAID supported BIGG, PERFORM and CLGI projects and local government association staff. The all-day workshop engaged the wide range of participants to address the following:

- What is a best practice in the context of local governments
- Why document best practices,

- Methodologies of documentation,
- Methodologies of transferring best practices and
- Role of local government associations.

Examples of case studies and methodologies used were highlighted from India and ICMA's "Ideas in Action," "What Works" and its international best practices program.

III. Challenges/ Remedial Actions Taken

N/A

IV. Projected Activities

Other than writing a trip report, all activities under this task order are complete.

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: Azza El-Abd

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 focuses 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 conferences

II. Major Accomplishments

India- Association Development

The City Managers' Associations in India continued to develop their capacity, with technical assistance from the ICMA-India office. In April, the coordinators and the ICMA-India office attended the conference "Good Urban Governance-Making Cities Work" in Delhi.

Representatives from each of the state associations exhibited publications and posters about their activities and accomplishments, in a booth that was developed by the ICMA-India office.

Manvita Baradi (Director of Association Programs, India) presented information on the best practices documentation that is being conducted by the City Managers' Associations, highlighting the role of the associations in the transfer process.

Two new City Managers' Associations were created in May, in the states of Bihar and West Bengal. Formation workshops were held on May 14th and May 16th, respectively. The workshops were organized by USAID, supported by ICMA, FIRE, NIUA and state governments, and were well attended by city managers from each of the states.

Notable accomplishments for each of the City Managers' Associations are as follows:

City Managers' Association of Andhra Pradesh (CMAAP)

CMAAP began recruiting and interviewing for a new coordinator this quarter. Based on the interviews, CMAAP decided to appoint two coordinators (rather than one) to assist with association activities. In addition to the interviews, CMAAP began developing and coordinating a workshop on the launching of Best Practices in the state. The workshop will be held in August 2003.

City Managers' Association of Gujarat (CMAG)

CMAG successfully organized five workshops this month, which are as follows:

- Best Practices Transfer Program for Street Lighting Initiatives of the Vadodara Municipal Corporation
- Best Practices Transfer Program for Environment Initiatives and Solid Waste Management initiatives in Mandvi and Gandhidham
- Improved Urban Governance (a workshop for elected representatives.)
- Financing Urban Infrastructure
- A best practices tour to Karnataka and Tamil Nadu. During this tour, the CMAG city managers' delegation met with CMAK officials and visited Bangalore Municipal Corporation, Bangalore Development Authority, Bangalore Water Supply & Sewerage Board and Mysore Municipal Corporation.

City Managers' Association of Karnataka (CMAK)

CMAK organized a session on their Best Practices Program, prior to its executive committee meeting, which was held on April 24. During this meeting, the City Managers' Association of Gujarat (CMAG) made presentations to the officers of CMAK on the need and importance of documentation and transfer of best practices. In response to the meeting, CMAG agreed to take Gujarati city managers to see the Karnataka Best Practices Program (see CMAG update for additional information.) CMAK also advertised for the post of coordinator and received a number of responses. Interviews are scheduled to be conducted by the end of June/early July.

City Managers' Association of Maharashtra (CMAM)

During this quarter, CMAM hired a new coordinator, with the assistance of Manvita Baradi. The new coordinator joined on the May 28th, but was on leave until June 23rd.

City Managers' Association of Madhya Pradesh (CMAMP)

CMAMP began planning a workshop on resource mobilization for local governments throughout the state. CMAMP also organized a state level seminar on "Urban Best Practices and Solid Waste Management" that took place in Bhopal on June 21, 2003. This was the first workshop implemented by the association. Mr. P.U. Asnani, UEIR USAEP/USAID and Vice President of CMAG, was the key resource person on Solid Waste Management (SWM). The seminar was inaugurated by the Mr. U.K. Samal (IAS, Principal Secretary UADD, GoMP and Chief Advisor CMAMP.) Mr. Samal delivered the inaugural address. Mr. M.A. Khan (IAS, Commissioner cum Secretary UADD and President of CMAMP) gave the welcome address and Dr. Yashesh Anantani, (Executive Director of CMAG) gave a detailed presentation on the Best Practices Program conducted by CMAG in Gujarat. The presentations discussed some of the deficiencies in the present solid waste management (SWM) practices in municipal bodies and the new SWM Rules issued by Supreme Court, which make it mandatory for urban local governments to treat waste scientifically. A round of discussions with City Managers, at the end of the seminar, gave them an opportunity to discuss their issues, achievements, and queries with the experts. The participants were urged to document and share their success stories.

The association also published and disseminated its first newsletter.

City Managers' Association of Orissa (CMAO)

CMAO began planning an exchange of Orissa City Managers to visit Gujarat, to see the best practices undertaken by cities within the state. In May, CMAO and the National Institute of Habitat Management (NIHM) organized a one-day workshop to launch their best practices program. Presentations were made by Mr. P.U. Asnani and Ms. Manvita Baradi. Mr. Asnani's presentation focused specifically on Ahmedabad best practices, while Ms. Baradi's presentation focused on the role of an association in documenting and transferring best practices. Jon Bormet, Director of the ICMA Resource Cities Program, was able to attend the workshop.

The President of CMAO inaugurated the association's first newsletter.

On World Environment Day (June), CMAO organized a one-day workshop on Urban Environmental Management. The workshop was supported by NIHM and the primary goal of the workshop was to increase the awareness of the City Managers within the state in the area of environment management. Ms. Kirti Devi, FIRE (D) made a presentation on City Environmental Status Report Writing.

City Managers' Association of Rajasthan (CMAR)

During this quarter, CMAR hired a new coordinator, who will begin working in June.

City Managers' Association of Tamil Nadu (CMATN)

CMATN began planning a workshop, with support from USAEP-UEIR, in order to design a solid waste management plan. In May, CMATN successfully printed and disseminated its first newsletter. The Coordinator of CMATN, Mr. Krishna Gopal organized and arranged the Tamil Nadu portion of the Best Practices Tour for the City Managers' Association of Gujarat. In Tamil Nadu, the CMAG delegation met with CMATN officials and visited Tirunelveli, Tirupur, Alandur and Chennai.

City Managers' Association of Uttaranchal (CMAU)

CMAU printed its first newsletter, which was disseminated at the "Good Urban Governance-Making Cities Work" Conference in Delhi. In June, CMAU Coordinator, Aurobindo Ogra, wrote a paper that was selected for one of the technical presentations at Map Asia (to be held in October 2003). The paper focused on " Logistics Management and Spatial Planning for SWM using GIS."

Thailand-Environmental and Urban Management

Based on meetings in June between ICMA, USAEP, and the Director of the Local Government Initiatives in Thailand (ILGI) from Chulalongkorn University, it was agreed that the Thailand Best Practices Symposium would leverage the ILGI project. As a result, it is anticipated that the symposium will be planned for March 2004. ICMA is also coordinating with the ILGI program in its new Thailand City Links partnership.

Vietnam-Privatization of Solid Waste Management

ICMA and USAEP continue to work together to formulate next steps for activities in Vietnam. Due to changing needs within Vietnam and the outbreak of SARS, many of the proposed activities in the work plan have been reevaluated and need to be altered, based on new internal

demands. The original work plan called for linking the on-going Asia Development Bank (ADB) Project with the USAEP Task Order. The purpose in linking the projects was to leverage the two activities, in order to increase sustainability. This linkage met with resistance from both the People's Committee in Ho Chi Minh City and the ADB project. Based on the response, ICMA and USAEP decided that the current work plan would need to be rewritten. Although the new activities have not been fully defined, it is anticipated that ICMA will leverage a World Bank funded program to conduct a feasibility study for improved solid waste management in five small and medium coastal cities in southern Vietnam. ICMA and USAEP will be rewriting the work plan during the next quarter, in order to finalize future Vietnam activities.

Sri Lanka-Feasibility Study

In March 2003 Diane Crosby (ICMA Association and Advocacy Advisor) and Manvita Baradi (Director of Association Programs, India) assessed the feasibility of reviving or building a Sri Lankan local government association, including the structures of the existing associations, types of local government units and how the association will be able to sustain itself as it grows.

Philippines-Support to the League of Cities, Philippines

In an effort to better target technical assistance to the League of Cities for the Philippines (LCP), in March 2003 ICMA suggested to USAEP that an organizational analysis of the LCP be conducted and drafted a scope of work. The draft SOW has been under review by key members of the LCP since May 2003. It is ICMA's understanding that the World Bank has recently funded and completed an organizational assessment of the LCP. As a result, upon receipt of the World Bank report, ICMA will work with USAEP staff to build on the World Bank recommendations to enhance the effectiveness of the LCP's environmental unit programs.

III. Challenges/Remedial Actions Taken

India

While there has been progress in interviewing coordinators for the City Managers' Associations throughout India, coordinator turnover affects the development and ability to build capacity for the associations. Turnover occurs because the associations lack funding and the internal support to provide professional development opportunities for the coordinators. ICMA continues to work with the associations and to provide training through the Task Order whenever possible, however, it remains difficult to convince the associations to divert valuable resources to the young staff members. In response to the coordinator turnover, and in order to minimize unnecessary delays in activities, ICMA continues to assist with the recruitment and training process.

Vietnam

Given the outbreak of SARS and the ban on traveling to Vietnam, program implementation has been delayed. In response to these delays and based upon new requests from the People's Committee in Ho Chi Minh City, ICMA and USAEP have been working together to formulate a new work plan. The new work plan will be finalized next quarter and will outline next steps for activities in Vietnam.

Philippines

Although there is much interest in the organizational study proposed for the League of Cities, Philippines (LCP), project activities have been delayed. ICMA will continue to work with USAEP and LCP to identify targeted technical assistance to enhance the LCP's environmental programs.

IV. Projected Activities

- Completion of registration and work plans for year 1 of new CMA's in India
- Continue Best Practices documentation program for the new CMA's in India
- Continue to publish newsletters for each of the CMA's in India
- Continue to collect membership fees for the new CMA's in India
- Vietnam: Conduct feasibility study for improved solid waste management in five coastal cities in southern Vietnam.
- Philippines: Review the World Bank organizational analysis report of the League of Cities to determine targeted technical assistance to the LCP environmental unit programs.
- Continue to collaborate with Chulalongkhorn University to define and plan the best practices/innovations in local government symposium for Thailand.
- Conduct a follow on to the feasibility study for association development in Sri Lanka.

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: Diego Ayo

I. Introduction

The third quarter of the *Enlared Municipal* project was marked by the consolidation of the activities in the three strategic areas of the project: training, strengthening of the municipal associative system, and marketing/information dissemination.

Training

- Three training of trainers workshops (La Paz, Santa Cruz, and Sucre).
- Sixty-nine participants were trained, including council members, association technicians and representatives from mancomunidades.
- Thirty-seven association Web sites are now published through *Enlared*.

Strengthening the Municipal Associative System

- To date, all of the members of the municipal associative system have formalized agreements with *Enlared*, including three mancomunidades (Chiquitanía, Yungas, and Cintis).
- Meetings have been held with AMDEOR, AMDEPAZ, AMDECO and AMDEPO to develop business plans.
- Service prices and contract models have been sent to AMDECRUZ, AMDEBENI and AMDECH, AMT, and the Chiquitanía, Yungas and Cintis mancomunidades for revision.
- Members of the Portal have sold five Web sites and one publicity notice.

Marketing, Information Dissemination, and Content

- Establishment of a network of correspondents to add content to *Enlared* (there are nine municipal journalists that provide reports to *Enlared* staff).
- Three workshops for municipal journalists were held in La Paz, Santa Cruz and Tarija in conjunction with the launching of the Virtual Agency for Municipal Information.
- Three discussion forums were held with correspondents and other interested parties for the establishment of a municipal communications network.
- The Virtual Agency for Municipal Information was presented.
- Thirteen issues of the e-newsletter *Comun@* were sent to more than 1500 subscribers via e-mail.
- The Portal's content was continuously updated, with approximately 300 new articles posted each quarter.

New "special" products were added to the Web site, including the Technical Roundtable, and products related to transparency, and political culture.

II. Major Accomplishments this Quarter

The following accomplishments were achieved this quarter:

- **Launching of the *Comun@* e-newsletter:** On April 7, the first edition of the *Comun@* (*Comunicación Municipal que Une*) e-newsletter was published. The newsletter is published every Monday and is sent to over 1500 recipients via e-mail. It covers topics related to municipal management and the Bolivian municipal associative system. It is worth mentioning that the FAM has been an active participant in the development of the newsletters, especially in the Editorial section.
- **Selection Process for the Training Counterpart Institution:** *Enlared* and the FAM invited organizations currently offering training in local development and decentralization to submit proposals to provide training workshops through *Enlared*. After a rigorous qualification process, *Enlared* selected Nur University to lead the workshops. After the approval of ICMA/Washington, the contract was sent to the university on April 21.
- **Training Workshops:** After a detailed revision of the training materials developed by Nur University and a meeting with the project's counterparts that were involved in the first training workshop (AMDECRUZ, the Chiquitanía mancomunidad, and the Association of Women Council Members of Santa Cruz), the first Training of Trainers workshop was held in Santa Cruz from May 13-16, 2003. Twenty-three participants learned how to develop, maintain and update their own Web sites during this event. The participants also learned training techniques and they will be responsible for replicating what they learned in their municipalities. Similar workshops were held in La Paz (27-20 May) and Sucre (4-7 July), where 24 and 20 individuals participated, respectively.
- **Thirty-seven New Web Sites Developed:** As a result of the training workshops, 37 new municipal Web sites are now hosted on *Enlared* (see www.enlared.org.bo for more details). *Enlared* ICT staff have also developed a mechanism to monitor how often and what type of content is uploaded on these new Web sites.
- **Replication Plan for the Training Workshops:** At the end of June, the ICMA/Bolivia team began to develop a Replication Plan for the institutions participating in the training workshops. A survey has been sent to all participants to obtain their inputs for the Plan. It is hoped that this will facilitate acceptance during the second training phase.
- **Final Draft of the Pilot E-procurement Report:** In the final phase of the pilot e-procurement project, all of the technical, normative and operational lessons have been documented by the participants in the pilot project. The final draft also includes inputs from the Microsoft consulting team.
- **Pilot Tests for the E-procurement System:** As part of the implementation strategy, *Enlared*, Microsoft and the *Unidad de Normas* ran tests of the e-procurement system in each of the four participating municipalities. The test runs were conducted in order to gauge the

feasibility of using the system. During the test runs, municipal officials and providers of goods and services were trained and given information about the advantages of using this new kind of system for small procurements. The test runs were conducted in Tarija, Sucre, El Alto and Cochabamba in April. The representatives from the municipal governments were very interested and ready to participate in the e-procurement experience.

- **Sale of Services:** With the intent to make *Enlared* and its members financially sustainable, ICMA/Bolivia sent out a document with a list of services that can be sold through the Internet. In order to develop this list, the team conducted an exhaustive compilation of data about tariffs and the achievements of the private sector in each department. The data collected was related to marketing, graphic design, Web hosting, advertising banners, etc. *Enlared* also gave the municipal associations information on how the communications team approaches potential clients. This will allow each partner to develop a personalized sales pitch to individuals interested in providing support to the municipal Web sites. On May 23, *Enlared* organized a round of negotiations between AMDEOR and the private sector in Oruro, which resulted in three contracts with businesses interested in advertising on AMDEOR's Web site.
- **Expansion of the User Universe:** In an effort to increase the number of *Enlared*'s members, during this quarter agreements were signed with the Association of Municipalities of Pando (AMDEPANDO), and the mancomunidades of Yungas and Cintis. As a result, all nine departmental associations are now members of *Enlared*, and three mancomunidades are members as well. To date, all of the municipal associations have complied with the requirements set forth by the agreements, which demonstrates a new level of maturity of the associations through their recognition of the benefits that they can achieve through the use of the Portal.

New Content on *Enlared*'s Web Site: The following is a list of new sections of the Web site that have been developed this quarter.

- **HIPCII Tool:** The HIPCII tool was updated with the latest information available as of June 2003.
- **Law and Decrees Update:** A new service called Draft Bills for Norms (*Anteproyectos de Normas*) has been developed so that civil society and municipal officials can exchange their opinions about laws that are being developed at the federal level. This new service will help increase the level of citizen participation in government decision-making.
- **Extra-special Products:** Include the Technical Roundtable, Transparency, and Political Culture sections.
- **Web pages for the municipal journalists' workshops** (www.enlared.org.bo/muniforo)

New Services – “The Municipality Responds” and “Contact Us”’: Both of these new services demonstrate that any citizen, official, or anyone affiliated with or interested in the Bolivian municipal associative system can find information, answers to questions, or municipal management tools by using the *Enlared* Portal. More than 100 messages are received each month through these services, all of which are responded to within a 24-hour timeframe. This

further demonstrates that *Enlared* has become the premier platform for services and information pertaining to municipalities in Bolivia.

Workshops on Municipal Journalism: During this quarter, *Enlared* organized three workshops for municipal journalists with two key objectives: (1) stimulate the debate between Bolivian journalists to make sure that local information is covered by national media outlets and identify the most common problems with covering municipal issues; and (2) present the Virtual Agency for Municipal Information to the journalists. The workshop held in La Paz brought together journalists from La Paz, El Alto, Cochabamba and Oruro; the workshop held in Santa Cruz linked journalists from Pando, Beni and Santa Cruz; and the workshop held in Tarija connected journalists from Potosí, Tarija and Chuquisaca.

Workshops for the *Enlared* Network of Correspondents: Taking advantage of the workshops for municipal journalists, the ICMA Bolivia team also trained the members of their Network of Correspondents. Specifically, they focused on the Cgconte tool, which was created specifically by ICMA Bolivia's technology team to facilitate the sending and receiving of information between the journalists and *Enlared*. The Network of Correspondents is comprised of one correspondent in each department who works closely with the municipal association of that department. There is also one correspondent each for FAM and ACOBOL.

Inauguration of the Municipal Patio: The Municipal Patio is a meeting space located in the offices of FAM and *Enlared*. It is a multi-purpose room with capacity for 50 people. The room also has Internet access, which will allow a wide variety of activities concerning municipalities to be held there. The space will be shared between the FAM and *Enlared*.

First Municipal Chat: At the suggestion of members of the FAM, the first municipal chat was held on *Enlared* at the end of May. This site serves as a virtual meeting place for representatives of the FAM and the departmental municipal associations. Participants in the chat meet each day to discuss topics of their own interest. This helps to keep their own communications costs down while promoting the other services available through *Enlared*.

Launch of the First Virtual Agency for Municipal Information: On May 29, the first Virtual Agency for Municipal Information was launched on the *Enlared* site. This virtual agency provides municipal information that is updated daily to everyone in Bolivia. The Network of Correspondents sends information from their department which is posted on the Virtual Agency. This facilitates the spread of news concerning municipalities at the national level.

Projects Directly Related to the IT Staff:

- Updated the municipal calendar (www.enlared.org.bo/calendario2).
- Disseminated issues 1-13 of the *Comun@* e-bulletin.
- Supported the creation of the MuniForo Web site (www.enlared.org.bo/muniforo)
- Supported the creation of the Web site for the Work Group on Municipal Transparency (www.enlared.org.bo/transparencia).
- Developed the training of trainers CD.
- Assisted the municipal associations in updating their Web sites.
- Assisted the mancomunidades in updating their Web sites.

- Monitored the content posted on the following Web sites created during the training workshops: FAM, AMDECRUZ, AMDEBNI, the Municipality of Vallegrande, the Municipality of Puerto Suarez, the Mancomunidad Chiquitanía, ACOVICRUZ, ACOCRUZ, ACOPANDO, ACOBENI, ACOLAPAZ, AMCOR, AMDEPAZ, AMDEOR, AMDEPO, Curahuara de Carangas, ADECO, the Municipality of El Alto, ACOBOL, the Mancomunidad Piscicola CB, AMDECO, the Mancomunidad of Los Yungas, AMCOT, the Municipality of Culpina, the Mancomunidad of Chuquinorte, ADECOCH, COLCHAK, AMDECH, ACOP, CECAOT, MANCHACO, the Mancomunidad of Chu. Central, the Mancomunidad of J.A. Padilla, AMT and FACOVOL.
- Connected the new meeting room to the Internet and developed the municipal chat feature.
- Initial coordination with Microsoft on the Telecenters project.
- Updated information on Munidatos (HIPCH, etc.).
- Updated the *Vitrina Virtual* (www.enlared.org.bo/vitrina).
- Provided user and visitor support.
- Managed servers (Web, Mail, Data and ISA)

III. Challenges/Remedial Actions Taken

Completion of the Replication Plan by the Members of the Project: Though the first training module was considered a success by *Enlared* with regard to participation, organization, content, etc., it is now up to the members to replicate what they have learned in their municipalities. ICMA Bolivia is working on this with the participants and, in fact, the second training module will address this issue. In order to increase the probability that the municipalities will apply what they have learned, *Enlared* has developed incentive contests to encourage members to maintain and update their Web sites and replicate what they have learned.

Ability of the FAM to absorb *Enlared's* Activities: Even though the FAM is participating more and more in the activities developed by *Enlared*, the FAM still does not seem ready to assume ownership of and responsibility for the Portal. In response, *Enlared* is training its technicians and is developing tools that directly address the needs expressed by the FAM. ICMA Bolivia has analyzed the actions necessary to transfer *Enlared* to the FAM and will present their approach to FAM as well as USAID in the next quarter.

IV. Projected Activities

Training

- Announce the plans for the Best Replication and Best Web Site contests.
- Provide technical assistance to member institutions of *Enlared* to develop their Replication Plans.
- Definition of the content for the second training of trainers workshop in coordination with Nur University and the participants from the first workshop.
- Make a video that documents the first cycle of training of trainers workshops.
- Review and revise the Replication Plans once they are received. Elaborate instruments to evaluate the results of the replication.
- Follow up with the updating of content on the Web sites.

- Provide assistance to associations and mancomunidades with the execution of the replication workshops.
- Conduct the second Training of Trainers Workshop in Santa Cruz.
- Adjust the content of the program for the second round of training of trainers workshops based on feedback received in Santa Cruz.
- Conduct the second Training of Trainers Workshop in La Paz.
- Conduct the second Training of Trainers Workshop in Sucre.
- Prepare the report after the second round of Training of Trainers workshops.

Strengthening the Municipal Associative System

- Conduct at least six rounds of negotiation with the members of the project.
- Participate in and complete the actions promised by the Inter-Institutional Commission on Transparency, led by the Anti-Corruption Secretariat and the Office of the Vice President.
- Provide continuous service to the Portal and the *Municipio Responde* section. Maintain the database to establish frequently asked questions and their answers to process relevant statistics.
- Incorporate a database related to demographics and other data related to users of the Portal.
- Develop training courses on how to develop a business plan as part of the second training cycle, in conjunction with the other areas of training offered through *Enlared*.
- Systematize the information provided about the signed contracts and resources generated by the members of the project.
- Support the FAM in the municipal roundtable discussions that will be held in August 2003.
- Support the FAM in the consolidation of the International Congress of Municipalities. *Enlared* will serve as the principle communications channel through which participants can learn about the event, and it will create virtual meeting spaces throughout the Congress.

Marketing, Information Dissemination, and Content

- Hold an event to present the results of the E-procurement pilot project, coordinating with all of the groups that participated in the pilot.
- Promote and develop the Network of Correspondents.
- Promote and develop the Virtual Agency for Municipal Information.
- Support all of the marketing activities of the municipal agenda, the Municipal Congress, and the Municipal Fair.
- Continue the current promotional activities of the project and begin specific campaigns to support other areas of *Enlared*.
- Maintain the number of news articles posted on *Enlared*.
- Update the Portal's information on training initiatives.
- Elaborate the report and supporting documents about the Municipal Journalism workshops.
- Incorporate the latest regulations (Laws and Decrees) about municipal decentralization in the Portal.

Specific Tasks for the ICT Team

- Provide training on Internet usage to the Mancomunidad Chiquitana.
- Provide training on the *Vitrina Virtual* to the Mancomunidad Chiquitana.
- Provide technical advice to the counterparts.

- Provide technical validation on the utilization of services given by the project to the counterparts.
- Provide follow up and support to the technical training received by the counterparts.
- Compile data on the type of hardware and software and their usage by the counterparts.
- Coordinate, provide support and follow up on the use of Munidatos as a digital product.
- Continue to provide support to users and visitors of the *Enlared* site.
- Continue to maintain and monitor the Web, mail, data and ISA servers.
- Optimize the *Foro Municipal*.
- Develop tools in response to the needs expressed by the FAM or by other *Enlared* staff.

Task Order No.: 09, 4318

Task Order Title: Energy Efficiency Training for Municipal Associations

Period of Performance: March 24, 2003- November 30, 2003

USAID Office/Mission: USAID/Washington

CTO: Simone Lawaetz

I. Introduction

This task order will focus on improving energy efficiency in water utilities in Asia and Latin America. The two one-week courses will: develop an understanding of the role of energy and energy efficiency within the context of local government and municipal management; raise awareness and competence in the application of energy efficient techniques among municipal managers and practitioners at the local level; and establish a forum for dissemination of appropriate tools and best practices in energy efficiency. The course will also establish new networks of local practitioners based on memberships within municipal associations in the relevant country to encourage ongoing dissemination and sharing of information as well as institutionalization of tools, materials, etc. and highlight potential for synergy with other USAID programs by identifying champions within municipal associations and possible candidate cities for pilot applications of tools and best practices.

The two courses will take place in the fall of 2003. One course, held in India will target the Asia region and the other, held in Mexico will target the Latin America region.

II. Major Accomplishments this Quarter

ICMA prepared the work plan for the two courses, which includes course objectives, course agenda, case studies, target countries, and a timeline for implementation. ICMA began to coordinate logistics and preparations for the events with field offices in Mexico and India. The courses are now set for October and November 2003. The search for consultants and presenters at the courses got underway and continues. Consultant SOWs were developed and several consultants were contacted. ICMA shared its key contacts at regional missions with the project CTO, who in turn sent a course announcement to the missions alerting them to the course and inviting them to nominate participants.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities for the Next Quarter

In the next quarter, ICMA will identify consultants and presenters and work with the field offices to set up and finalize site visits. The consultants will develop the course content. Course materials will be developed. ICMA home office staff will coordinate with staff from the India and Mexico field offices to finalize logistics.

Annex 1: Financial Information*

(Financial information will be submitted under separate cover)