

**ICMA TEAM PAST PERFORMANCE UPDATE  
March 1, 2004- August 30, 2004**

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**Appendix: ICMA Team Past Performance Matrix**

*Note: This report includes descriptions of select ICMA Team projects. For a list of all ICMA projects active during the previous three years, please refer to the matrix in the Appendix. If further information is needed about the projects in the matrix, please contact Julie Pike at ICMA at 202-962-3507 or [jpik@icma.org](mailto:jpik@icma.org).*

## **Functional Area: More Effective, Responsive, and Accountable Local Governments**

- Improving Financial Management by Local Governments
- Improving Local Government Capacity to Deliver Services
- Increasing Local Government Autonomy
- Enhancing Local Government Accountability
- Increasing Public Participation in Local Government
- Better Land Management and Development Practices
- Better Real Estate Development and Construction Practices

## Core Management and Budget Skills for Indonesian Local Governments – Indonesia

ICMA provides technical assistance, training, budget clinics, regional and national conferences, and a 28-part publication series on performance-based budgeting and financial management to all 450 local governments in Indonesia. Of these, 46 receive intensive, on-site technical assistance and training on performance-based budgeting in one department. In addition, through such methods as training-of-trainers and practitioner-to-practitioner mentoring, these basic concepts have been extended to neighboring jurisdictions. These 46 local governments have taken the initiative to use ICMA's training materials and the model developed from the one department to train their entire local government budgeting staff, using their own trainers at their own expense, resulting in "city-wide" implementation of the performance-based budgeting methodology.

The combination of on-site consultancies, training, and publications supports: improved, more transparent democratic decision-making; more efficient and effective service delivery; budget priority setting and performance tracking; and more citizen participation in the budget decision-making process. These local governments now actively solicit citizen participation using techniques such as radio discussions about

**Country:** Indonesia

**Technical Areas:**

- Anti-Corruption/Ethics
- Citizen Participation
- Community Development
- Decentralization
- Finance & Budgeting
- Participant Training
- Performance Measurement
- Strategic Planning
- Technical Assistance
- Training of Trainers

**Period of Performance:**

9/30/00-2/11/05

**Contract Value:**

\$12,475,010

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the budget with listener participation. Most significantly, the legislative councils in these local governments actively participate in the priority setting and resource allocation process rather than just acting as a "rubber stamp" as in the recent past. Not only do they jointly set budget priorities with the executive branch but also approve measurable targets for each departmental budget.

ICMA has developed a local government training and consulting pool comprised of 83 Indonesians from universities, local governments, and BIGG's own staff. Many of these individuals now have the capacity to design and implement interactive training workshops.

ICMA has also undertaken two pilot programs:

*Sleman Special Pilot Project.* In the rural district of Sleman, ICMA worked with the Department of Education staff to help them prepare performance reports for the first time. The significance of this is that Indonesian local governments use single-entry bookkeeping. Through training and technical assistance, ICMA introduced double-entry accounting and excel spreadsheets which provide budget-to-actual comparisons for report preparation.

*PROFESI Program.* In three other local governments, ICMA has provided assistance with improving departmental accountability by restructuring the methodology of determining salaries. ICMA has also given technical assistance for the preparation of staff job descriptions and the development of a method for tying accomplishment of those tasks to salaries. In turn,

this effort should improve accountability, reduce opportunities for misuse of positions and funds and ultimately improve the services provided to the public.

**Country:** India

**Technical Areas:**

- Association Building
- Municipal Engineering
- Participant Training
- Performance Measurement
- Strategic Planning

**Period of Performance:**

8/1/01-12/31/02

**Contract Value:**

\$36,649

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## India City Managers' Associations

In 1997, ICMA was granted funding through the United States Asian Environmental Partnership (USAEP) and the United States Agency for International Development (USAID) to formulate the first City Managers' Association in India. Through the hard work and efforts of ICMA and the city officials and community leaders of Gujarat, the City Managers' Association of Gujarat (CMAG) was formed. Building on that, eight new associations were formed.

- CMAG members identified three main objectives for their organization: information exchange and dissemination, training/capacity building for professional development, and advocacy. CMAG members listed expected tasks to meet the above objectives, identified member organizations, designed the association's organizational structure, listed a detailed code of ethics, and formulated a first-year work plan.
- ICMA worked with CMAG to develop a strategic plan and provided technical support, including a best practices documentation and transfer program, an urban indicators/performance measurement program involving ten Gujarati cities, and the development of a web site.
- ICMA assisted with the formation of eight new additional state-level city managers' associations, and conducted workshops in each of the states, consisting of technical sessions related to professional development, breakout sessions for discussion of action plans and plenary sessions for the presentation of recommendations for next steps.

New associations focused on capacity building and training, best practice documentation and information dissemination, information services and networking, and the provision of support to urban local bodies. ICMA provided technical assistance in these areas, as well as guidance to the associations to help them develop and refine their work plans.

## Indonesian Local Government Support and Partnership Program – Indonesia

**Country:** Indonesia

**Period of Performance:**  
9/28/00-9/30/05

**Contract Value:**  
\$8,148,660

**Technical Areas:**

- Education
- Water services and Watershed Management
- Environment
- Finance & Budgeting
- Conflict mediation
- Tourism development
- Historical preservation
- Citizen Participation

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The Local Government Support and Partnership Program (LGSP) works to develop the capacity of decentralized and participatory local governments and the organizations that support them. ICMA, through the LGSP, provides technical support to strengthen the capacity of Indonesian cities, regencies and the local government associations that provide a voice for local governments at the national level.

### Working with the Associations

Since 2001, LGSP has worked with the three Indonesian local government associations at the provincial, city, and county level to strengthen their capacity and improve in four key areas: 1) advocacy and representation of members' interests; 2) internal management of their secretariat functions; 3) two-way communications between and among members and the secretariat; 4) service provision to members such as conducting training and disseminating best practices in local governance.

### Resource Cities

The Resource Cities Program (RCP) has one basic premise—that local communities can and must make a difference in meeting the challenges they face, and that meeting these challenges requires effective local self-government. Through the RCP program, participating Indonesian local governments are paired with carefully selected U.S. counterparts. Over the course of two years, the partnerships will host up to 7 exchanges, alternating in each others' countries, where together they will analyze problems, share experiences, and identify solutions to a wide range of

issues, such as education, water services, waste management, environmental issues, conflict mediation, revenue generation, tourism development, and citizen participation.

## Good Urban Governance in South Asia

ICMA, in collaboration with RUDO/South Asia and the USAID Missions in South Asia, is working to research and document promising practices, which improve the response capacity of local governments in South Asia. This subcontract, from The Communities Group International (TCGI), is being carried out in Sri Lanka, India, Nepal, and Bangladesh. ICMA will:

**Countries:** Sri Lanka, India, Nepal, Bangladesh

**Technical Areas:**

- Anti-corruption/Ethics
- Citizen Participation
- Finance & Budgeting
- Participant Training
- Strategic Planning
- Technical Assistance

**Period of Performance:**

10/1/01-9/30/04

**Contract Value:**

\$33,636

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- prepare eight case studies regarding the potentially replicable best practices, and distribute them to interested local government officials and civil organizations;
- identify and assess what the public expects from urban local government;
- analyze the practices already in place in South Asia, which enhance local government response capacity and could be replicated across the region.
- ICMA has completed its contributions to the Sri Lanka case studies on good urban governance practices. ICMA worked with USAID, TCGI and the Sri Lankan firm Environment and Management Lanka Limited to identify, analyze and assess two cases studies: 1) Dehiwala – Mt. Lavinia Municipal Council privatization and citizen participation in the disposal of solid waste and 2) Negombo Municipal Council addressing health and environmental problems within its district. Work has not yet begun on the India, Nepal or Bangladesh case studies.

## Partnership for Municipal Development in Montenegro

Initially designed to help municipal governments better respond to increased demands on service-delivery due to the influx of internally displaced persons (IDP's) from the Kosovo conflict, the *US-Montenegro Partnership for Municipal Development* was later expanded to serve as the technical hub for USAID assistance to the local government sector in Montenegro.

**Country:**  
Montenegro

**Technical Areas:**

- Anti-corruption/Ethics
- Association Building
- Citizen Participation
- Community Development
- Decentralization
- Database Design & Development
- Finance & Budgeting
- Participant Training
- Technical Assistance
- Training of Trainers

**Period of Performance:**  
11/8/99-2/28/03

**Contract Value:**  
\$4,282,225

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In this capacity, ICMA was charged with effecting fiscal decentralization and devolution of power to the local level. Resulting programmatic outputs focused on the following areas:

- legislative reform
- association development
- budget and finance
- citizen participation
- real estate tax

### Legislative Reform

In cooperation with government ministries and local government counterparts, ICMA developed a package of laws establishing the necessary legal framework for decentralization and devolution of power. This package included laws providing for:

- direct election of mayors, to depoliticize local governance
- local self-government, to bring a host of social services within the orbit of officials closest to their citizenry
- intergovernmental finance reform, to require transparency and rigor in administration of government revenues
- taxation of real estate, to introduce market-valuation principles and provide a proven revenue source for local governments

### Association Development

Development of the Union of Montenegrin Municipalities (UMM), a professional development and advocacy association of local government officials, was the primary target of this program area. With the goal of facilitating a viable, sustainable organization, ICMA:

- delivered technical assistance on institution-building objectives such as member relations, advocacy, and resource development
- established partnerships with more-developed advocacy organizations such as the Massachusetts Municipal Association and VNG, a Dutch municipal association founded by the European Agency for Reconstruction

Outputs from the UMM-ICMA collaboration included the improvement of membership communication including the launch of a biweekly newsletter, member database, and position papers on policy matters of professional relevance.

### Budget and Finance

In order to build capacity in local governments assuming greater responsibilities as a result of decentralization, ICMA delivered a comprehensive financial management training program consisting of six modules:



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- Assessment
- Municipal Finance and Budgeting
- Operating Budget
- Capital Budgeting and Improvement
- Procurement
- Revenue/Expenditure Forecasting

ICMA also contracted with local software firms to develop three essential software tools to rationalize and modernize financial practices at the municipal level. These were a municipal budgeting system, capital planning tool, and financial and statistical analysis software.

### **Citizen Participation**

Citizen participation was a comprehensive and cross-cutting component of ICMA's program designed to build awareness among partners of the advantage and necessity of creating two-way communication between government and its citizens. Major targets included:

- Public Discussions on Policy Reform
- Municipal Budget Hearings
- Property Tax Information Campaign
- Local Government Reform Information Campaign

By project end, ICMA had organized over 500 public forums, 10 extended round table discussions, 43 radio shows, and 10 television shows. ICMA also printed nearly 30,000 Budget-in-Brief pamphlets for 21 municipalities, and distributed 400 posters and established a pool of municipal officials trained in citizen participation tools such as public hearings, town hall meetings, budgeting related citizen participation process.

### **Real Estate Tax**

A relatively late addition to the scope of work, ICMA took the first steps towards implementation of a market-based locally-administered property tax through:

- Technical Assistance to the Real Estate Tax Implementation Group, composed of national and local government officials and ICMA technical staff
- Pilot Local Government Project in 4 of 21 municipalities
- Development of Real Estate Tax Software, consisting of land registry database and bill-generating modules
- Best-Practice dissemination through two national conferences
- Comprehensive training on mass property assessment for all 21 municipalities

## Montenegro Infrastructure Support Program

ICMA's Municipal Infrastructure Support Program was a comprehensive program of infrastructure repair and improvement that offered training in capital investment, procurement, and citizen involvement to municipal officials and sub-contractors. The goal was to use administration of development funds as an application of successful local government practice, especially those mandated by the new Public Procurement Law.

**Country:** Montenegro

**Period of Performance:**

8/2/01-6/30/03

[Defects-liability extension through 5/31/04]

**Contract Value:** \$5,017,705

**Technical Areas:**

- Citizen Participation
- Community Development
- Finance & Budgeting
- Municipal Engineering
- Participant Training
- Strategic Planning
- Technical Assistance

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To implement the project, ICMA assisted seven municipalities, the 'Centers of Excellence' to produce capital improvement plans that they submitted for ICMA's review. USAID and ICMA awarded funding to the approved projects and provided engineering assistance, supervision, and training throughout their implementation. The projects served as vehicles for participating local governments to apply the skills and tools acquired through the training and technical assistance. MISP disbursed funds in two project rounds. In the first round, ICMA was the contracting authority and municipal centers were given training throughout project administration. In the second round, the municipalities themselves were the contracting authority, and ICMA provided ongoing oversight and support as the implementing partner.

By project end, ICMA had trained 42 municipal officials, 19 of whom were federally-appointed Public Procurement Officers, across four workshops, covering all 21 municipalities in the main principles and implementation of the Procurement Law. ICMA had also implemented comprehensive training courses for the seven Centers of Excellence and an additional fourteen municipalities in the areas of Capital Budgeting, Capital Improvement Planning (CIP) and Operating Budget. The training courses assisted the municipalities in developing multi-year financial plans and CIPs in project selection, costing and justification,

the use of CIP software tools, the involvement of citizens in the development of CIP plans, and in using budgets as management tools. Seventeen infrastructure upgrade projects were successfully completed, increasing the service-delivery capacity of local governments and improving the quality of life of ordinary citizens. Examples include:

**Tivat:** Tivat officials partnered with ICMA to improve the infrastructure- curbs, waterways, parking spaces, and pathways-of the town's city center and park.

**Ulcinjje:** The gap between the tourism boom of the 70's and 80's and its current resurgence left Ulcinje's infrastructure seriously degraded. Ulcinje officials, with ICMA as the implementing partner, committed \$400,000 of project funds to develop the Lisna-Bori well field. The project renovated six existing wells and added four new wells, increasing water supply by 100 liters/second.

**Kotor:** The ICMA-Kotor partnership resulted in the connection of several roads by constructing a loop around the Kotor city center. The partnership also laid a new bridge across the Mala Rijeka. Officials now anticipate greater downtown business activity, improved traffic safety for vehicles and pedestrians, protection of green areas around the city center, and sustained growth in tourism sector.



## Technical Twinning Program, Bulgaria

The program, incorporating eleven partnerships between U.S. and Bulgarian cities over the course of three phases, was designed to enable U.S. cities assist Bulgarian partners in addressing specific needs in municipal management through technical exchanges.

**Country:** Bulgaria

**Technical Areas:**

- Anti-Corruption/Ethics
- Business Improvement Districts/Business Incubators
- Citizen Participation
- Community Development
- Database Design & Development
- Environmental Policy
- Effective Service Delivery
- Finance & Budgeting
- Infrastructure Management and Planning
- Municipal Engineering
- Local Economic Development
- Participant Training
- Performance Measurement
- Sustainable Development/Strategic Planning
- Technical Assistance

**Period of Performance:**

5/25/00-8/24/02

**Contract Value:**

\$989,829

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**Goals included:**

- Strengthening the capacity of local governments to look beyond traditional management approaches;
- Fostering innovative solutions through partnerships with other public and private organizations;
- Improving local government capacity to deliver services;
- Improving financial management techniques;
- Enhancing government accountability and citizen involvement in the process of local decision-making;
- Developing economic development skills within the participating municipalities to enable them to create marketing materials, websites for economic development, a business incentives program for potential investors, and to establish business incubators and industrial parks.

### **Transparent and Participatory Decision Making**

The Veliko Turnovo/ Golden, Colorado partnership provided an outstanding example of a transparent and participatory decision-making process. The planning process in the redevelopment of the Former Military School site (FMS) was opened up to all the stakeholders of the community through a public hearing, and the feedback was incorporated into the final Master Plan.

### **Identification of Funding Sources**

The Gabrovo / Portage, Michigan partnership generated more than \$70,000 in revenue for the municipality through developing more than 6,110 square meters of municipal property and selling it through a public bidding process, which was an entirely new concept for the municipality at that time.

### **Information and Communications Technology**

ICMA, in conjunction with U.S. and Bulgarian partner municipalities, developed and implemented an internet-based Business Information System housed in each of the partner local governments. It is anticipated that this will be the first step in the establishment of a countrywide network that will enable local governments to effectively market themselves and attract investment.

### **Economic Development**

The Pazardjik/West Bend, Wisconsin partnership successfully developed a Business Plan for an Industrial Park for SMEs in Pazardjik. The plan



suggested sustainable solutions to small and medium-size business development in line with the economic development priorities set by Pazardjik, which included municipal land sale, creation of a municipal corporation and plans for municipal bond issuance. The marketing efforts resulted in the sale of 60% of the park to international investors who will create up to 500 jobs.

### **Institutional Strengthening**

The Foundation for Local Government Reforms (FLGR) is ICMA's implementing partner and facilitates technical exchanges between cities while serving as a permanent liaison with Bulgarian municipalities. An important component to the Bulgarian Technical Twinning Program (BTTP) is institutional capacity building of FLGR as a technical assistance provider to local governments and information clearinghouse for best municipal practices. Through the ICMA technical assistance FLGR staff developed their long-term vision, defined their mission and prepared an implementation plan. The anticipated results of the activity include the diversification of revenue base for the organization, the start up of new services for local governments and strengthening of policy research in support of local government reform.

## Kazakhstan Local Government Initiative

In July 2000 USAID and ICMA initiated a two-year Local Government Initiative Project (LGI) to develop more effective, responsive, and accountable local governments in Kazakhstan. Under the auspices of the LGI project, ICMA concentrated resources in three main areas of activity: 1) training, 2) technical assistance in economic development, transparency in local decision making, and budget process formation, and 3) policy analysis.

**Country:** Kazakhstan

**Technical Areas:**

- Anti-Corruption/Ethics
- Association Building
- Citizen Participation
- Community Development
- Finance & Budgeting
- Participant Training

**Period of Performance:**

7/1/00-9/30/02

**Contract Value:**

\$3,099,758.00

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- Training efforts focused on building of sustainable regional training centers in three cities and strengthening their capacity to provide training to local officials to deliver services, communicate with citizens, and improve transparency in public management.
- Over 2,000 local officials were trained through regional training centers and direct training. Examples of training modules include: General Municipal Management, Financial Management and Elected Leadership.
- Developed an exchange program with training centers in Poland.
- Worked with the directors of the fourteen regional training centers in Kazakhstan to build a coalition to influence decision-making at the national level.

Established four pilot community councils to support municipal efforts in economic development. These councils are composed of multiple stakeholders including representatives from the city council, business, non-governmental organizations, and citizens. The councils meet to identify priority projects for their local governments, which are then incorporated into the budget process. ICMA has also designed a Community Based Economic Development Workbook, which serves as a tool to assist local governments through economic transition by providing successful case studies and best practices applied by other municipalities.

- Provided technical assistance in program budgeting to Pavlodar Oblast to develop a successful model for replication throughout the country. With support from ICMA, Pavlodar adopted the first program-based budget in Kazakhstan, and set a standard for other Oblasts throughout the country. ICMA has also provided Pavlodar with recommendations to enhance current performance budget efforts, and conducted a workshop on performance measurement and cost-benefit analysis.
- Introduced public hearings in several municipalities, which are now a generally accepted vehicle for local governments to share information with their citizens.

ICMA assisted the GOK with policy work analyzing and critiquing several drafts of Kazakhstan's Law on Local State Government, the National Decentralization Concept, and drafts of the Law on Housing Relations. Provided were commentaries and suggestions for change toward increased local independence and citizen empowerment.



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## Local Government Information Network - LOGIN

**Countries:** Poland, Czech Republic, Slovakia, Hungary, Bulgaria, Estonia, Russia, Ukraine

**Technical Areas:**

- Association Building
- Decentralization
- Database Design & Development

**Period of Performance:**

1/15/02-1/14/04

**Contract Value:** \$529,181

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LOGIN is a local government information clearinghouse designed to promote the professional development of local government officials and their staffs, and strengthen the capabilities of organizations that support the reform of public administration at the local level. LOGIN facilitates the exchange of information through the Internet and also uses traditional methods including workshops, publications, conferences, and training. It is a Web-based, database driven tool for storing and exchanging information worldwide. It allows individuals from different countries to collect, store, manipulate, and exchange information.

The mission of LOGIN is to provide information to decision-makers at the local level through the exchange of knowledge and experience in Central and Eastern Europe and the countries of the former Soviet Union.

The donors on the LOGIN Steering Committee include the U.S. Agency for International Development (USAID), the World Bank, the Open Society Institute (OSI) and its Local Government Institute (LGI) component, the Council of Europe, and the United Nations Development Program (UNDP).

During the past year, nine anchor organizations in eight countries have participated in the LOGIN project. They have maintained their presence through the informational Web site - "About LOGIN" at <http://www.logincee.org> and they have integrated the LOGIN web based tools into their own organizations' Web sites.

Several training sessions for anchor organizations were conducted addressing the orientation on new applications available for participants in the LOGIN system as well as strategies for fundraising for sustainability of the network.

ICMA is working with the Open Society Institute on a seamless transition of the system maintenance to a local entity in Hungary, which organization will be the long-term home for the technical assistance provided to LOGIN.

## Information and Communication Technology Applications in Support of Municipal and Local Development in Bolivia

In January 2001, ICMA was awarded a contract by USAID/Bolivia to set up an Electronic Services Platform (ESP) in Bolivia capable of generating useful, strategic information and services to help municipalities better respond to the needs of their citizens. The ESP, *Enlared Municipal* ([www.enlared.org.bo](http://www.enlared.org.bo) <<http://www.enlared.org.bo>>), was launched in August 2001.

**Country:** Bolivia

**Technical Areas:**

- Anti-Corruption/Ethics
- Association Building
- Citizen Participation
- Database Design & Development
- Training of Trainers

**Period of Performance:**

10/1/02-6/30/04

**Contract Value:**

\$1,499,987

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In October 2002, ICMA was awarded another 21-month Task Order to further develop *Enlared Municipal* and use it as a means of supporting an extensive network of municipal associations and ensuring continued information sharing, strategic communication, effective advocacy and networking among them. ICMA continues to work under the institutional umbrella of the National Federation of Municipal Associations (FAM) and has expanded its base of users in this phase of the project to municipalities, *mancomunidades*, and all municipal associations that comply with basic criteria established by *Enlared* staff.

Under the new Task Order, ICMA focused on using training to increase awareness of information and communication technologies (ICTs) and encourage greater use of the Portal. ICMA developed, in partnership with a local university, a training of trainers program for municipal officials and staff in website development and other technology-related applications for municipalities and business planning (for internet services). ICMA helped associations and *mancomunidades* organize roundtables with the business sector in their communities to identify potential partners and buyers of internet services. In addition, ICMA engaged in an extensive marketing and information dissemination

campaign to promote knowledge about the Portal and its services and products. To increase exposure to the associative network and municipal issues in the media (print and radio), ICMA created a network of correspondents throughout the country who provide the Portal with information about municipal issues and held workshops for journalists reporting on these issues.

ICMA is continuously updating the Portal with new services based on the expressed needs of users. Several products have already been developed, including on-line permitting, e-procurement, a one-stop window for receiving complaints regarding health services, and a virtual reference service, which responds to questions posed electronically related to the municipal sector (laws and regulations, procedures, service delivery, and other topics).

In April 2003, *Enlared Municipal* launched the first on-line municipal auction in the country. With the collaboration of Microsoft, which provided *Enlared Municipal* with special software for the auction, as well as the Government of Bolivia, which will create the legal framework necessary for this type of activity, *Enlared Municipal* has made it possible for Bolivian municipalities to be pioneers in on-line purchasing and in the implementation of e-commerce in the country.

The project ended in June 2004 and an extensive lessons-learned product has been published to enable its broad replication in the country. The FAM has continued management of *Enlared Municipal*.



## Regional Partnership for Decentralization and Local Government in Latin America and the Caribbean

ICMA has managed the Regional Partnership for Decentralization and Local Government in Latin America and the Caribbean since 1998. The first phase of the Agreement focused on improving donor consultation mechanisms, promoting information sharing and networking and providing guidance on the design of local government training programs in Latin America and the Caribbean.

**Country: Regional Latin America and Caribbean**

**Technical Areas:**

- Decentralization
- Capacity-building
- Association development
- Municipal Finance
- Local Economic Development
- Performance Measurement

**Period of Performance:**

9/30/98-9/30/06

**Contract Value:**

\$4,534,049

**Contact:** Anu Raiaraman

In September 2003, the Forum was awarded an extension of the Cooperative Agreement through September 30, 2006. Under this phase of the Agreement, ICMA will provide technical assistance and training to key regional actors to encourage sustainability, and to identify, disseminate and promote cutting-edge tools and best practices to enhance the management capacity of municipalities in the region. ICMA's approach is three fold: (i) assist two regional associations of municipalities- FEMICA (the Federation of Municipalities of the Central American Isthmus) and FLACMA (the Federation of Latin American Cities, Municipalities and Associations) to improve their institutional sustainability (ii) work with the Inter-American Network on Decentralization (RIAD) in preparation for the 2005 Summit of the Americas by gathering best practices and advances in decentralization, municipal development and local governance for presentation in a "marketplace of experiences" at the RIAD 2005 meeting, and (iii) promote leading edge practices in the following areas: performance measurement and human capacity development of municipal officials (traditional and non-traditional training).

There are a number of initiatives begun under the first phase of the Agreement, which are continuing under this new phase. One of these is in support of efforts to promote leading edge practices in human capacity development. In March 2004, ICMA held an event, "E-learning for Local Governance in Latin America and the Caribbean" with senior officials from multilateral organizations, representatives of civil society associations and distance education experts to examine the results of a year-long study on the potential use of information and communication technologies (ICTs) for the education and training of public officials in Latin America and the Caribbean, specifically at the local government level. The study resulted in a series of recommendations described in the Roadmap on Virtual Training for Governance, which is a document intended to be used as a tool by donor agencies, governments, universities and associations to make informed decisions about distance training and education initiatives. Participants at the event called for the establishment of a more permanent multi-sectoral discussion group to promote collaboration for future efforts on the implementation of the roadmap.

As a follow-up and logical conclusion to its yearlong effort to identify donor initiatives in the provision of training and technical assistance to municipalities in Bolivia and Nicaragua, ICMA organized and co-hosted a meeting with FAM/Bolivia and the Ministry on Local Government. The meeting, "Interagency Coordination for the Promotion of Training Activities and Technical Assistance for Local Government in Bolivia", held in November 2003, brought together donor agencies and Bolivian government representatives to identify strategies to promote greater communication and information dissemination among the donor community with the objective of reducing redundancies and improving the effectiveness of donor assistance. As a consequence of this event and the LAC Forum's initiatives, a network was



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formed, "Red de Apoyo a la Capacitación". This network will serve to maintain a permanent and open dialogue and will be a platform for coordination among participants. A similar event was held in Nicaragua in January 2004, cohosted by the Central Government agencies (INIFOM and CSD) and the Association of Municipalities of Nicaragua (AMUNIC). As a result of this event, ICMA will be assisting the Central Government of Nicaragua and pilot municipalities in setting performance measurement indicators systems as a management tool that will help define the demand for training.

ICMA has also conducted an assessment of the progress of decentralization, municipal management and local governance in Central America since 1995. This activity, which was begun under the previous phase, provides USAID and other donors with an analysis of the challenges faced by local governments, national associations of municipalities and FEMICA in promoting change. This report will be published during the second quarter of 2004 and discussed among donors, association of municipalities and FEMICA to highlight areas for improvement.

# Bolivia Democratic Decentralization and Citizen Participation

## Phase III (DDCP III) 2003 – 2006

**Country: Bolivia**

**Technical Areas:**

- Decentralization
- Municipal Development
- Local Economic Development
- Governance/ Citizen Participation
- Indigenous Communities
- Gender

**Period of Performance:**

9/01/03-8/31/06

**Contract Value:**

\$12,999,990

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In September 2003, ICMA was awarded a three-year municipal strengthening program by USAID/Bolivia. The key objectives of DDCP III are as follows: (1) encourage improvements in municipal administration and management so as to enable municipalities to better plan for, implement, and sustain infrastructure and service projects; (2) strengthen local governance by expanding the application of the popular participation model and process, in particular to women and indigenous communities, urban areas, and in the Yungas; (3) encourage municipal governments to develop policies and practices that promote local and regional economic growth; and (4) build the capacity of municipal organizations to be more effective and sustainable.

To achieve these objectives, the DDCP III Team will strengthen the entire municipal sector, which ICMA has defined as municipalities and *mancomunidades* (regional associations of municipalities), the legal framework, citizens, and local government support organizations. In addition, the DDCP III Team will integrate indigenous and gender equity concerns into every facet of the program.

The DDCP III Team has already established specific criteria to guide the selection process for the 16 municipalities and eight *mancomunidades* that will work with the Program. A Municipal Development Scale (MDS) has been developed and will be used to determine the level of institutional development of each municipality participating in the project. The MDS will enable the DDCP III Team to tailor the projects' training and technical assistance to each municipality according to its ranking on the scale, and measure the impact of the training and technical assistance packages on each client municipality's development progress.

Throughout DDCP III, information collection, dissemination, and replication of project successes will be a key element. As training and technical assistance proceeds in participating municipalities and *mancomunidades*, the DDCP III Team will convert materials used and tested into user-friendly workbooks to be used by other municipalities and for training purposes. Success stories and lessons learned will be documented and added to the materials as case studies. The emphasis will be on practical information that helps municipalities solve real problems and increase their capacity as efficient and effective, professional local governments.

## U.S. Mexico Partnership for Municipal Development Cooperative Agreement

The purpose of the Partnership was to increase the capability of municipalities to respond to the needs of their constituents, strengthen national municipal associations, support national decentralization initiatives for improving local government services, and enhance the participation of citizens in the local democratic process. The Partnership helped build institutional capacity in local governments and NGOs, and worked with national municipal associations to provide opportunities for institutional strengthening. Through the Partnership, ICMA promoted greater transparency at all levels of government, and more efficient, effective and environmentally sound municipal service delivery.

**Country:** Mexico

**Technical Areas:**

- Anti-Corruption/Ethics
- Association Building
- Citizen Participation
- Decentralization
- Environmental Policy
- Finance & Budgeting
- Municipal Engineering
- Performance Measurement
- Strategic Planning
- Technical Assistance

**Period of Performance:**

9/23/97-12/31/03

**Contract Value:**

\$5,025,885

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During the course of the Partnership, over thirty cities from several states in the U.S. provided pro-bono technical assistance in municipal service delivery and citizen participation to municipalities in the States of Jalisco, Campeche, San Luis Potosi, Nuevo Leon, and Mexico. Through activities such as the Resource Cities Program, Management Exchange Program, and Conference Panels on issues related to local government management, the exchange of information and experiences has fostered relationships that still provide professional and technical support across the border. Study tours organized for Mexican federal agency representatives enabled them to make important professional contacts and build relationships with key counterparts in the U.S.

### Professional Local Government Management

ICMA developed a certification program to promote the professionalism of local public finance directors with the Mexican Federal Institute for Technical Development of Public Finance (INDETEC) and provided technical assistance on developing training programs. ICMA helped the Mexican Institute for Federalism and Municipal Development (INAFED) develop norms for technical labor competencies to establish a model for certifying the competency of local government personnel.

### Policy Reform

ICMA worked with the National Fiscal Coordination System, through INDETEC, to develop a set of consensus-based proposals for fiscal decentralization, based on a general diagnostic of the fiscal decentralization process, input from key stakeholders, and technical proposals developed by local consultants. ICMA worked closely with the Mexican National Bank for Public Works (BANOBRAS) to identify the indicators for a diagnostic instrument, which assesses the institutional capacity (primarily financial) of municipalities and serves as a guide for BANOBRAS to offer differentiated technical assistance packages.

### Performance Measurement

The Partnership helped develop a Mexican Performance Measurement Consortium patterned after the ICMA Performance Measurement Consortium, in collaboration with the Association of Mexican Municipalities (AMMAC), in which 19 municipalities are currently participating. In addition, ICMA proposed changes to the way that local government performance is measured and rewarded through reforms to federal funding mechanisms. An example of this is the effort by ICMA and the State Auditor



Past Performance: March 1, 2004 – August 30, 2004

of Campeche to develop a legal mechanism to promote good governance in a transparent manner, which includes a set of indicators to measure the financial health, general performance and management practices of municipalities. The indicators will serve as the basis from which the State will officially recognize municipalities with good governance practices. The State Legislature of Campeche passed a law establishing the Program for Recognition of Good Governance on June 27, 2003. The Law includes the creation of a technical citizen committee, which will determine which governments receive recognition.

### **Transparency/Citizen Participation**

ICMA developed a performance measurement tool for rating transparency in municipal government -- Citizens for Municipal Transparency (CIMTRA). The Partnership provided support to a consortium of NGOs to apply the CIMTRA for measuring municipal transparency. The tool was applied in 25% of the states in Mexico and two wards in Mexico City. In order to facilitate citizen participation at the local level, ICMA developed statutes and procedures for the establishment of Citizen Advisory Committees (CAFIMs) in two states. These committees include residents with professional experience who contribute to the prioritization and planning of projects and help guide the transition from one mayoral administration to another.

### **Association Development**

ICMA provided technical assistance to the Association of Municipalities of Mexico (AMMAC) on the development and implementation of a comparative performance measurement program (SINDES). ICMA also engaged Mexican municipal associations in various capacity building activities, such as the development of strategic plans, organization of annual conferences, and improved member services.

## Cities Matter Training Series – Global

This workshop series is designed for in-service training of USAID professional staff and their primary in-country counterparts who are assigned the responsibility of program design or policy development in the area of good governance. The courses are practitioner based and inter-active, allowing participants to experience the actual challenges that local government officials face worldwide. To date, courses available include the following: 1) The Role of Local Government in Global Climate Change 2) Principles and Practices of Local Governance 3) Local Economic Development 4) Principles and Practices of Effective Service Delivery 5) Principles and Practices of Environmental Service Management.

### Cities Matter: Principles and Practices of Community Based Economic Development in the Caucasus

**Countries:** Georgia, Armenia, Azerbaijan

**Technical Areas:**

**Period of Performance:**  
8/1/01-3/31/03

**Contract Value:**  
\$70,564

**Contact:** Mike Keshishian,  
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The Cities Matter “Principles and Practices of Community Based Economic Development” course was held in Gudauri, Georgia in March 2002. About 60 USAID staff and their counterparts attended from organizations in Georgia, Armenia, and Azerbaijan.

The purpose of the course was to explore the dynamics of how public and private sector interests can come together through the Community Based Economic Development (CBED) process to identify shared needs and objectives and to mobilize resources. The course addressed how CBED can integrate the basic principles of economic development with the active involvement of civil society.

- Course topics focused on the following areas: role of individual citizens, nongovernmental organizations, community-based organizations, and businesses; 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 citizens and businesses and to deliver the services and infrastructure necessary to support CBED.

- As country-based teams, participants reviewed case studies and were asked to develop country strategies for integrating CBED into the programs of each USAID Mission.
- Participants developed individual one-year work plans for incorporating CBED principles and practices into their own work programs. These work plans and country strategies serve as benchmarks for the evaluation ICMA is conducting to assess how participants are using the principles and practices discussed in the course.
- A follow-up survey was conducted by ICMA in summer 2003 to gauge the long-term results of the course. The survey was sent to all participants, and elicited a healthy response rate. The survey was summarized for the final report, which included recommendations for further follow-up. Overall, survey respondents felt that the workshop provided a framework that has helped them to understand the linkages between economic development and their daily responsibilities, to define ways in which

to set goals and priorities to achieve results in economic development, and to better evaluate how to balance community needs against those of the private sector.

## Cities Matter: Lessons Learned in the Age of Decentralization in Asia

The Cities Matter “Lessons Learned in the Age of Decentralization in Asia” course was held in April 2002 in Bogor, Indonesia. Participants included USAID representatives as well as local counterparts from Thailand, Sri Lanka, India, Bangladesh, Philippines, Indonesia, Vietnam, Malaysia, and the USA.

**Countries:** Thailand, Sri Lanka, India, Bangladesh, Philippines, Indonesia, Vietnam, Malaysia

**Technical Areas:**

- Decentralization
- Participant Training
- Performance Measurement

**Period of Performance:**

9/28/01-6/30/03

**Contract Value:**

\$119,233

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- Participants analyzed the location of their countries on a continuum from highly centralized to decentralized, and then worked in groups to determine their best path to future decentralization. Case studies were presented and site visits were included in the program.
- Topics of discussion included: urban transition, economic development as a function of local government, critical factors of success, human social services, health services and disaster mitigation, housing, and urban services.
- During the course, the trainers and participants used three constructs—fiscal, political, and administrative—to analyze the impact that the process of decentralization has on urban programs and services. The trainers gave each of these constructs an operational definition to determine if a country remains highly centralized or has moved to a more decentralized governing structure.
- Participants completed individual and country team strategy statements during the course. Participants also prepared individual vision statements that would guide their actions over the next two to five years. The participants then worked with their country teams to integrate their personal vision statements into the country vision.

In June 2003, two ICMA staff conducted follow up sessions with participants and other interested local government officials in Thailand and Indonesia to build on the decentralization framework offered in the course for use by USAID/RUDO/Jakarta in measuring progress of urban management and local government programs and convene a meeting with other counterparts and/or mission staff that would benefit from understanding the value and process of identifying, documenting and transferring best practices in local government management. In Thailand, ICMA staff led a roundtable for the Director of a Local Government Initiative (LGI) and his team at Chulalonghorn University along with key staff from the U.S. Asia Environmental Partnership on methods of documenting and transferring best practices in local government. The ICMA facilitators shared processes, lessons learned and case studies from ICMA’s work in India and publications such as “Ideas in Action” and “What Works” from ICMA’s members. In Indonesia, ICMA’s facilitators led an 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.



Past Performance: March 1, 2004 – August 30, 2004

## Resource Cities Program (RCP)-Global

**Period of Performance:**  
9/7/01-3/6/05

**Contract Value:**  
13,029,374

**Contact:**  
Tye Ferrell, USAID  
tferrell@usaid.gov

In May 1997, ICMA and USAID inaugurated the Resource Cities Program to build practical technical support relationships between management practitioners in the United States and officials in developing and transitional countries to address issues associated with decentralization and urbanization, such as protecting the world's environment for long-term sustainability, strengthening democracy and good governance, protecting human health, encouraging broad-based economic growth, and building human capacity. In five years, the RCP has provided technical assistance to over 45 cities and associations in Africa, Asia and the Near East, Europe and Eurasia, and Latin America and the Caribbean. Forty-three (43) U.S. cities have been involved in the more than 45 total partnerships.

### *Resource Cities, Africa and the Middle East*

**Countries:** Jordan, Zimbabwe, Uganda, South Africa

**Technical Areas:**

- Training
- Hazardous Waste Management
- Solid Waste Management

Throughout Africa, municipal governments are experiencing a transformation as the national government relinquishes responsibility for the provision of essential services to municipal governments. Government at the municipal level provides opportunities for heightened economic growth and development, and as a result, African cities are fast becoming major players in the overall governing process. However, oftentimes municipal governments lack resources and capacity to perform the required tasks. Thus, the African municipal leaders have sought programs that will enhance municipal and financial management and citizen involvement, increase opportunities for economic growth, and ensure that all citizens have access to services. In Jordan, under the Resource Cities project, the city of Des Moines, Iowa provides assistance to the Greater Amman Municipality to craft a collection and disposal program targeting household hazardous waste, which can negatively impact public health and water supplies. Given Zimbabwe's social and economic challenges, effective local government management is needed more than ever. ICMA and the National Forum for Black Public Administrators (NFBPA) worked with the Urban Councils Association of Zimbabwe (UCAZ) to build the Institute for Local Government Management, a virtual training unit. This unit is serving professional managers and newly elected councilors to prepare them for the challenges that lie ahead at the local level in Zimbabwe.

## *Resource Cities, Latin America and Caribbean*

**Countries:** Mexico, Ecuador, El Salvador, Guatemala, Guyana, Paraguay

**Technical Areas:**

- Potable water & sanitation
- Organizational management
- Local economic development
- Strategic planning
- Citizen Participation
- Streamlining processes
- Financial management
- Capital improvement planning

Although Latin America has undergone a tremendous transformation in the last few decades, following the transition from dictatorships to democracies, the transition has presented economic, social and human development challenges that the Region is struggling to address. Institutions at all levels need to be strengthened in order to enforce the rule of law, curb corruption, and improve public service delivery. The Resource Cities Program has enabled municipalities of all sizes, from Quito, Ecuador to Zapotlanejo, Mexico to provide more transparent, effective and efficient services to their citizens. Among other areas, the partnerships have enabled municipalities to become more attractive to business and tourism by helping them implement local economic development plans and strategies; provided recommendations to safeguard potable water supplies and develop long-term plans for solid waste management; and created action plans to achieve the goal of becoming “healthy communities.”

## *Resource Cities, Eastern Europe and Eurasia*

**Countries:** Kazakhstan, Kyrgyzstan, Bulgaria, Romania, Albania, Serbia, Russia

**Technical Areas:**

- Solid Waste
- Economic Development
- Environmental
- Protection/Management
- Infrastructure Management
- Marketing
- Water/Wastewater Management
- Drug Prevention/Treatment
- Finance and Budgeting
- Building Codes

With the collapse of the Soviet Union in 1991 the political, social and economic changes redefined the face of Central and Eastern Europe (CEE) as well as Russia and the Central Asian Republics (CAR).

The Central Asian countries struggled to redefine their political, social, and economic identities in an effort to consolidate their borders and preserve their fledgling sovereignties. The Soviet Union engrained in the national governments a regimented and highly centralized approach to policy development and implementation. Thus, the Resource Cities partnerships have worked to improve the ability of local government to provide effective service delivery and municipal management. The partnerships have strengthened the quality and scope of services that are delivered to constituents. For example, in Bulgaria, cities have significantly improved their solid waste management, including both the collection and disposal of waste. Improving infrastructure is also an important element for several partnerships. By introducing a new management technique, the cities can improve the level of maintenance and the development of infrastructure.

## *Resource Cities, Asia and the Near East*

**Countries:** Thailand,  
Philippines, Vietnam  
India, Indonesia, Mongolia

**Technical Areas:**

- Solid Waste Management
- Information Technology
- Sustainable Tourism
- Waste Water Management
- Strategic Planning
- Information Systems
- Finance and Budgeting
- Energy Efficiency
- Transportation/Land Use Planning
- Labor Force Training
- Citizen Participation
- Conflict Resolution
- Business Improvement Districts/Business Incubators
- Public Health/Emergency Services
- Community College Curriculum
- Environmental Policy
- District Heating
- Environmental Management
- District Heating

Politically, economically and culturally diverse, the wider Asian region (including South Asia, South-East Asia, North-East Asia and Australasia) accounts for approximately 56% of the world population, 25% of the world GNP and 22% of global international trade. Two-thirds of the world's poor live in Asia, with 800 million people living on less than \$1 per day. Major trends throughout much of Asia are pushing toward openness and accountability, decentralization, democracy of local governments and globalization. These political and economic forces are creating a demand for new skills in local and national governments to improve public and business confidence, public financial management and enhanced delivery of vital public services. In India, one partnership is working to improve the city's financial management in the forms of tax collection and revenue generation, specifically from water bills.

## CityLinks Program-Global

The United States Agency for International Development (USAID) awarded the International

**Country:** Global

**Technical Areas:**

- Local Economic Development
- Built Environmental Management
- Municipal Health Services
- Financial and Administrative Management

**Period of Performance:**

3/27/03-3/26/08

**Contract Value:** \$998,829

**Contact:**

Tye Ferrell  
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712-4161

City/County Management Association (ICMA) the sum of \$999,829 to provide support over a five-year period for the CityLinks Program. Rapid urbanization poses tremendous challenges to meet the goals of sustainable economic and environmental growth. The global trend of decentralization affords local authorities greater responsibility and accountability to address critical development issues – health, environment, economic development, and fiscal policy. Despite the pace of rapid decentralization, local government officials are often ill prepared to assume and carry out greater responsibilities. The CityLinks Program will build on the lessons learned from the Resource Cities Program and will continue to harness the expertise and technical resources of U.S. municipal governments and local government officials. The Program provides an expanded menu of models to deliver appropriate, targeted, cost effective, and sustainable support to local governments, NGOs, and communities throughout the world to develop the technical and management skills needed to improve local government and public services.

### *CityLinks Thailand*

**Country:** Thailand

**Technical Areas:**

- Citizen Participation
- Environmental Management
- Urban Redevelopment
- Budget & Finance

**Period of Performance:**

9/30/03-10/30/05

**Contract Value:**

\$160,000

**Contact:** Winston

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#### *Sustainable Community Development for Cities in Thailand*

The partnership between Portland, Oregon and the cities of Chiang Mai, Khon Kaen, and Phuket, Thailand grew from the need to foster and improve environmental management. The Thai municipalities have struggled with urban growth and the challenges of such growth on the environment and in health related matters. The partnership will assist the Thai cities with specific redevelopment projects and improved environmental management through sound financial practices. Throughout the partnership, the cities will work to increase citizen outreach and participation. The partnership will encourage the Thai cities to collaborate and address common issues.



Past Performance: March 1, 2004 – August 30, 2004

### *CityLinks Jordan*

**Country:** Jordan

**Technical Areas:**

- Medical Waste Management

**Period of Performance:**

5/20/03-12/30/04 (Jordan)

**Contract Value:**

\$450,000 (Jordan)

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(Jordan)

In Jordan, the CityLinks Program partners the Jordan University of Science & Technology (JUST) and the Ministries of Health and Environment with East Carolina University (ECU), located in North Carolina, to collaborate on enhancing the medical waste management system at JUST's King Abdullah University Hospital, as well as all the hospitals located in the northern region of the country. ECU is one of the few medical schools that also owns and operates its own incinerator. Through the partnership, improvements will be made to the JUST incinerator so that it meets the appropriate regulatory standards and can process a significantly increased amount of medical waste transported from hospitals in the northern region. As part of the project, partners will host "best practices" training for professionals involved in the diagnosis, treatment and immunization of humans and the handling of resulting waste. The project will also identify gaps and challenges in Jordan's medical waste regulatory program and recommend improvements.

**Country:** Mali

**Technical Areas:**

- Solid Waste Management

**Period of Performance:**

6/25/03-7/15/05 (Mali)

**Contract Value:**

\$318,895 (Mali)

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### *CityLinks Mali*

The award-winning Unified Government of Athens-Clarke County has partnered with the City of Bamako to develop a pilot project that will establish an effective solid waste management system in a small section of the city. The pilot project will serve as a model collection and disposal system. The objective of the project is to establish an efficient system that can then be duplicated in other parts of Bamako until the entire city's solid waste is collected and disposed of in a dependable and systematized manner. Anticipated partnership results include a public education program that communicates the need for greater citizen participation in a more effective solid waste management system.

### *CityLinks South Africa*

**Country:** South Africa

**Technical Areas:**

- Anti-Corruption
- Ethics
- Economic Development
- Health
- Transportation

**Period of Performance:**

8/27/04-8/31/07 (South Africa)

**Contract Value:**

\$1,286,065 (South Africa)

**Contact:** Stephen Snook (Anti-Corruption Activity): [ssnook@usaid.gov](mailto:ssnook@usaid.gov) & Marcia Glenn (SACN Activity): [mglenn@usaid.gov](mailto:mglenn@usaid.gov)

USAID/South Africa awarded ICMA two discrete program activities supported by the Environmentally Sustainable Housing and Urban Development (SO6) Team and the Democracy and Governance (SO1) Team to consolidate democracy and to increase access to shelter and environmentally sound municipal services. The program will provide funding in the amount of \$1,286,065. The first activity will partner the South African Cities Network (SACN), an established network of South African cities and partners that encourages the exchange of information, experiences and best practices on urban development and city management, with the International City/County Management Association (ICMA) to empower South African local governments, NGOs, the private sector and citizens to effect solutions, especially in the areas of local economic development, sustainable transportation, urban renewal, and HIV/AIDs. The second activity will promote honest and transparent government in South Africa. The activity will involve USAID, the newly established Anti-Corruption Unit within the Department of Provincial and Local Government (DPLG) and possibly the South African Local Government Association (SALGA). ICMA will assist the Anti-Corruption Unit to identify skills gaps and other needs of pilot municipalities. In addition, ICMA will assist DPLG to design, develop, and implement a strategy and plan to combat corruption in municipalities.

### *CityLinks Bulgaria*

**Country:** Bulgaria

**Technical Areas:**

- Economic Development
- Infrastructure Development
- Training & Certification
- Waste Management

**Period of Performance:**

8/31/04-9/30/07 (Bulgaria)

**Contract Value:**

\$1,500,000 (Bulgaria)

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USAID/RSC Budapest awarded ICMA a three year program in the amount of \$1,500,000 to build on and provide continued support to Bulgarian municipalities to strengthen democratic governance systems. ICMA will provide targeted technical assistance that utilizes Bulgarian experts trained under previous phases of the Bulgarian Resource Cities and Technical Twinning Program and US local government practitioners to improve the quality of public services, to foster transparent and inclusive decision making at the local level enhancing opportunities for economic growth. ICMA will continue to partner with the Foundation for Local Government Reform (FLGR), a not-for-profit organization created to support local democracy, an essential partner with expertise in local government, economic development, municipal infrastructure, solid waste management, and program management.



## *CityLinks Afghanistan*

**Country:** Afghanistan

**Technical Areas:**

- Sanitation
- Street Maintenance
- Interdepartmental Communication
- Capacity Building

**Period of Performance:**

9/30/04-9/29/06  
(Afghanistan)

**Contract Value:**

\$2,000,000 (Afghanistan)

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eanderson@usaid.gov

USAID/Afghanistan awarded ICMA a two-year program totaling \$2,000,000 to support the sustainable transformation of post-war Afghanistan by strengthening the capacity of the Municipality of Kabul to provide essential services to its citizens. ICMA will provide technical assistance to a pilot district within Kabul Municipality to enhance efforts to maintain infrastructure, such as streets, sidewalks, drainage facilities, and parks and provide environmental services like trash collection and sewer maintenance. ICMA will identify two Resident Practitioners to work with the Departments of Sanitation, Streets and Greening. The practitioners will work side-by-side with their Kabul counterparts to analyze issues, develop responses, and implement solutions. The program will provide technical assistance and training in the areas of sanitation, streets, park rehabilitation, street side greening, inter-departmental coordination and capacity building for Kabul staff.

## Strategy and Indicator Development

The International Resources Group (IRG) team worked with the staff of USAID's Urban Program (UP) to develop a monitoring approach that will showcase UP's ability to shape the agency's urban-related objectives and programs.

**Country:** USA

**Technical Areas:**

- Performance Measurement
- Strategic Planning

**Period of Performance:**

6/10/01-1/31/03

**Contract Value:** \$49,133

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- IRG met with the UP staff and leadership as a group and as individuals in order to: (1) determine UP's objectives, (2) document contract mechanisms that are currently available, and (3) better understand the toolbox of resources that UP uses in order to provide services.
- IRG convened a half-day workshop for the UP staff to: (1) share results of a literature review, and (2) conduct a brainstorming exercise designed to show the link between current projects and the recommended revised strategic framework.
- The EGAT Assistant Administrator (AA) directed UP to materially reformulate its revised Strategic Objective (SO) and its associated Strategic Framework (SF), which had been in review at the outset of this activity.

IRG, at the request of the UP CTO, facilitated discussion within UP in a series of meetings and interviews on (1) reformulation of the SO and subordinate Intermediate Results (IR), and (2) reconciliation of these with UP existing activities.

- IRG provided background comparative information on historical SF development within USAID and provided sets of illustrative indicators and monitoring techniques related to the developing revised draft SO and IRs.
- The resulted revised interim UP SO was accepted by the EGAT AA, and IRG interviewed UP staff to develop illustrative indicators for the revised SF.
- A final half-day workshop was conducted, in which a PMP kit was distributed, along with timelines and benchmarks for UP to incorporate routine performance reviews into its schedule of regular annual organizational tasks.

## **Functional Area: Reduced Urban Pollution**

- Environmental Policy and Regulatory Framework
- Environmental Management Practices and Technologies
- Institutional Strengthening, Capacity Building, and Training

## USAEP Municipal League Development

**Countries:** India, Vietnam, Philippines, Thailand, Sri Lanka

**Technical Areas:**

- Association Building
- Citizen Participation
- Community Development
- Decentralization
- Environmental Policy
- Participant training
- Performance Measurement
- Strategic Planning
- Technical Assistance

**Period of Performance:**

9/30/01-9/30/05

**Contract Value:** \$767,152

**Contact:** Winston Bowman;  
[wbowman@usaid.gov](mailto:wbowman@usaid.gov)

ICMA, in collaboration with USAEP, is offering support in a variety of technical areas to assist in sound urban development in Asia. Tasks include:

- Providing advisory service to newly formed and established municipal associations and local government leagues.
- Offering technical assistance to local governments participating in Resource Cities or other donor funded local governments.
- Facilitating information generation and information sharing.
- Facilitating grants, study tours and conferences.

### India

ICMA continues to provide technical assistance to eleven City Managers' Associations (CMAs) in India. Developing the capacity of India's CMAs is a critical step in professionalizing the country's urban local bodies, raising awareness of urban issues with the state and central governments and advocating for greater decentralization and financial/administrative autonomy.

ICMA continues to serve as a mentor for the CMAs in India and has allocated grants to hire coordinators and purchase office equipment for each of the associations. ICMA has provided training and conducted workshops for the coordinators and board members on best practices

documentation, grants management, fiscal responsibility and board/staff responsibilities.

### Thailand

In December 2001, ICMA began assisting KPI-College for Local and State Government with the development of a leadership diploma program for in-service Mayors and senior executives in local governments.

KPI sent a team to the United States to meet with the ICMA professional development director, and other members of the ICMA staff. During this visit the delegation was able to meet with and develop a partnership with the Virginia Senior Executive Institute, a program offered through the University of Virginia. ICMA's professional development director traveled to Bangkok in February and October 2002, to design and review the Local Government and Urban Development Diploma curriculum, and to provide a "Training-of-Trainers" workshop.

ICMA will continue to work with KPI and local governments in Thailand to provide training on the development of citizen surveys. This training will be conducted in coordination with the National Research Center, which owns the rights to ICMA's citizen surveys.

### Philippines



Past Performance: March 1, 2004 – August 30, 2004

Capacity building activities in the Philippines are ongoing. ICMA is providing technical assistance to the League of Cities, Philippines (LCP) to increase the capacity of the association to provide services to their members. ICMA will be partnering the LCP with an association in the United States, who will serve as a mentor and provide technical assistance in awareness building for board and staff members.

### **Sri Lanka**

ICMA conducted a feasibility study in March 2003 to gauge the interest in the foundation or revival of a Sri Lankan League of Cities. Association advisors met with the existing associations to determine whether a league of cities or municipalities is needed and the next steps to lay the foundation for such a league.

ICMA, in coordination with USAID, USAEP and the Institute of International Education (IIE) has developed a partnership between the city of Kotte, Sri Lanka and Travis County, Texas. Pro-bono consultants traveled to Kotte, Sri Lanka March 5-12, to provide technical assistance in the areas of solid waste management and budget/finance training. The partnership is ongoing currently ongoing.

### **Vietnam**

In November 2003, ICMA began providing technical assistance to Ho Chi Minh City (HCMC), Vietnam, in the area of solid waste management. ICMA is currently working with the People's Committee of HCMC to develop a legal framework for private sector participation in solid waste management. In June 2004, ICMA reviewed the current legislation and provided recommendations on the privatization of solid waste management in HCMC. HCMC has received the recommendations and plans to incorporate them into the draft legislation. In addition, ICMA is working with The World Bank to assess the solid waste management needs of Nha Trang, Quy Nhon and Dong Hoi. ICMA conducted a feasibility study that identifies the potential for private sector participation, while taking into account the quantity, character and distribution of solid wastes, disposal alternatives and management systems governing administration and finance. This feasibility study was funded by USAID, in collaboration with the World Bank and will be used to determine how future solid waste management assistance will be structured and administered in cities throughout Vietnam.

## Core Management and Budget Skills for Indonesian Local Governments Task Order, Decentralized Environmental Management for Yogyakarta (DEMY) Activity

International Resources Group (IRG) led the DEMY activity, which contributed to the achievement of USAID/Indonesia's IR 2 (Local government capacity strengthened to deliver effective services) and, to a lesser extent, to IR 3 (Participation increased in local government decision-making) under the Mission's SO 10 (Decentralized, Participatory Local Government).

**Country:** Indonesia

**Technical Areas:**

- Citizen Participation
- Decentralization
- Environmental Policy

**Period of Performance:**

9/30/00- 7/30/04

**Contract Value:** \$287,360

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In 2001 ICMA's BIGG project was asked to provide assistance in support of a new grouping of local governments roughly comprising the principal hydrological basin of the Yogyakarta district. This basin encompasses the City of Yogyakarta and both Sleman and Bantul kabupatens (hence dubbed, "Kartamantul"). This planning unit emerged as a consequence of decentralization in 2001 to facilitate inter-governmental cooperation on issues of environmental and related service provision. ICMA invited IRG, its subcontractor, to design supporting activity. Decentralized Environmental Management in Yogyakarta (DEMY) was established in April 2002 and was intended to assist the new Secretariat in identifying ways to strengthen its support role, especially in urban environmental services, and to suggest ways to make it more effective in the context of a more democratic, accountable, and performance-based governance system.

Upon completion of the DEMY Activity in July, IRG's assistance has had a wide-range of results over the course of four years. The Joint Secretariat for Kartamantul (JSK) is now firmly established as an important institutional innovation under Indonesia's new legal structure governing regional autonomy. Though much remains to be done, the JSK has established a sound track record and enjoys a growing reputation for achieving positive results in an atmosphere of fairness, transparency and inclusiveness.

As such, the JSK also represents an interesting and promising model for inter-governmental coordination, facilitation and mediation with potential application elsewhere in Indonesia. There already have been informal exchanges of information between the JSK's leadership and several other Indonesian cities. This is not surprising, given that in a rapidly urbanizing Indonesia, it quite common for a metropolitan region to spread its geographic borders beyond those of the municipality.

The orientation of the Kartamantul region (roughly according to watershed boundaries flowing from the slopes of Mount Merapi in the north to the sea in the south) offers further opportunities for integrating environmental services management into local governance structures through the JSK. It is hoped that USAID/Indonesia will strongly consider the provision of further assistance in this watershed management context—taking advantage of the chance to link the strong base of urban environmental management in the Greater Yogyakarta Metropolitan Region to the essentials of upstream forest and protected areas management and downstream coastal and marine resources management.

## Energy Efficiency Training for Municipal Associations

The International City/County Management Association (ICMA), under contract with the Energy Office of the United States Agency for International Development (USAID), developed and delivered the course “Cities Matter: Energy Efficiency in the Water Sector” in two regions—Asia and Latin America. The five-day course included energy efficiency techniques for concrete results coupled with tools for management, operations, and decision making at the local and state level. The course was presented in Mexico City, Mexico, for participants from Latin America and the Caribbean on November 3-7, 2003, and in Bangalore, India, on November 17-21, 2003, for participants from Asia. Representatives from Brazil, the Dominican Republic, Honduras, Nicaragua, Paraguay, and Mexico, and India, Sri Lanka, and Philippines participated in the respective courses.

**Countries:** India, Sri Lanka, Philippines, Brazil, Mexico, Honduras, Nicaragua, Paraguay, Dominican Republic

**Technical Areas:**

- Environmental Policy
- Participant training

**Period of Performance:**

3/24/03 – 1/29/04

**Contract Amount:**

\$251,872

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The objectives of the course were to:

- Develop an understanding of the role of energy and energy efficiency within the context of local government and municipal management.
- Raise awareness of and competence in the application of energy-efficient techniques among municipal managers and practitioners at the local level.
- Establish a forum for discussion and dissemination of appropriate tools and best practices. 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.

The content of each course followed the same basic format with regionally specific case studies and site visits. Each course was adjusted to meet the needs of the participants attending the course, so the final agenda and the application activities were slightly different in each.

At the end of the course, participants were asked to develop strategies to facilitate a broader adaptation of energy efficiency in the water sector in each country. The participants were divided into small groups (mostly broken down by country or regional affiliation). On the final day of the course, the small groups presented their strategies for taking action that will increase energy efficiency in the water sector in their communities or municipalities.

Participants discussed the status of energy efficiency in their respective countries or municipalities and then, through guided discussions and small group sessions, explored possible ways to make improvements. To focus the discussion, each group identified a policy objective that it would achieve through better energy efficiency in the water sector then later articulated an action plan for a specific municipality or state to meet the selected objective. In developing their strategies, the groups focused on several topics including: reduction of energy consumption, calculation of payback, accounting for payback, long-term sustainability of project implementation, and targeting and informing decision makers.

## **Appendix**

### **ICMA Team Past Performance Matrix**