

**BOLIVIA  
DEMOCRATIC DEVELOPMENT  
AND CITIZEN PARTICIPATION  
DDCP3**

**QUARTERLY REPORT IX  
Period of Performance:  
October 1 to December 31, 2005**

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**Democratic Development and Citizen Participation (DDCP)  
Phase 3**

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Quarterly Report IX

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## I. INTRODUCTION

During this quarter, the Project has tested several of its main products in the different component and technical areas. The result has been encouraging. Most of the products or project's legacy is already leaving a seed for institutionalization and replication beyond the project's direct coverage today. Some of these products are:

- Local Economic Development (LED) tools such as *Ferías a la Inversa Rurales* (Buy Bolivian Decree) and comprehensive strategies to promote local governments' economic potentials articulated with other levels of government (Cameloid Production strategies in the Altiplano region, and Tourism Strategies in Chiquitanía – Plan Misiones). *Ferías a la Inversa* have proven to be a great articulator tool, rendering quantifiable results in more transparent municipal procurement processes, increasing and empowering the participation of women micro entrepreneurs, and triggering efficient and effective budget execution with emphasis on their economic vocation, among others.
- Institutionalization of capacity to increase own source revenues in rural municipalities (case of Cliza and San Juan de Yapacani, and continuation in the Chapare region, Chiquitanía and Amazonía).
- Development of a new culture of public management by results and performance indicators with the DDPC3 IDM. Five of the fifteen demo municipalities are in the process of introducing the IDM as a management tool. This is a move from a Project monitoring tool to a municipal management tool.
- The MGPM has completed a cycle this year promoting more participation of women and indigenous groups. In addition, the Project has upgraded the Model by introducing a link between public participation during planning processes (POA and budget formulation) and public participation as partners with municipalities during public service delivery. This new version will be validated during the next quarter.
- Municipalities are increasing their institutional capacity to provide basic public services either directly or through single entities to provide public services (EPSAS). Several municipalities have already opened public service units to coordinate and articulate basic public service provision.
- The first urban Local Economic Strategy was approved in the municipality of El Alto, bringing new know-how to urban planning in Bolivia and providing a new venue for articulation of metropolitan cities. There are two other strategies under way, for La Paz and Cochabamba.
- The Project is promoting a new approach to guide municipalities in the good investment of new intergovernmental resources coming from oil revenues (IDH). The project is now implementing this approach by means of *Sembrando el Desarrollo Económico Local* in several rural municipalities. The Project has also provided guidance on the creation of the Indigenous Fund as established in the new IDH Decree.
- FAM and the Municipal Association System (SAM) are positioned within the new decentralization reform process, with the implementation of the first phase of autonomies which DDPC3 supported during 2005. This phase ended during the

- quarter under review, and paved the ground for the continuation of the second phase in preparation for the Constitutional Assembly to take place this year.
- With Seed funds, the Project has established a Conflict Resolution Team and advanced in gathering the initial input for the design of the first Municipal Conflict Prevention Model in Bolivia.

During the next 9 months of the project, the emphasis will be on consolidating its legacy and products, and to continue its replication to other municipalities beyond the current coverage.

## **II. MAJOR ACCOMPLISHMENTS DURING THE QUARTER**

### **A. AREA: GOVERNANCE**

Result 1: Increased Participation of social organizations in CGMP (Municipal Participatory Management Cycle) events.

During this period of the year, participation of municipal actors is increased due to the development of Cumbres 1, 2 and 3, which generate information related to collection of community demands, prioritization of the same and finally the incorporation of such demands in the 2006 POA (Annual Operating Plan).

- Signature of Shared Responsibility Agendas (ARCOS) for the process of participatory planning with municipal actors of 15 municipalities (Executive Officers, Municipal Council and Vigilance Committee).
- Implementation of 14 out of 15 programmed Women's Meetings, during the months of October and November, thus promoting and channeling women's demands in the 2006 POA.
- Implementation of 15 Cumbres 1 during October 2005, where the rendering of accounts at the eighth month of administration was submitted by the Executive, Municipal Council, Vigilance Committees and Health and Education sectors. Furthermore, OTB representatives were trained in the completion of social demand forms.
- Between October and November 2005, implementation of 15 Cumbres 2, where social demand was prioritized and concerted with the Municipal Proposal; furthermore requirements from the municipal health and education sectors for the coming year were submitted.
- Implementation of 15 Cumbres 3 in December 2005, where POA projects and the budget for fiscal year 2006 were submitted and approved.

- Replication through Departmental Municipal Associations of the Municipal Model of Participatory Management (MGMP) at 45 municipalities in 5 Departments of the country: 15 municipalities through AMDEOR, 16 municipalities through AMDECO, 6 municipalities through AMT, 4 municipalities through AMDEBENI, 4 municipalities through AMDEPO. In conclusion 70% of the municipalities have completed their participatory planning cycle.
- Replication through Municipal Departmental Associations of the CGMP in the process of elaboration of the 2006 POA and Budgets through implementation of Cumbres 1, 2 and 3. Associations which implemented such processes are AMDEOR with 15 municipalities, AMDECO with 16 municipalities, AMDEPO with 4 municipalities, and AMT with 6 municipalities.

Result 2: Municipal Actors strengthened in their management capabilities.

- The proposal for the Annual Memories of Municipal Administration was elaborated. The municipal executive complies with regulations established in the norm for the annual presentation of Administrative Memories to the Municipal Council, showing transparent and timely administration. Subsequent publication of this memory will support the administration's transparency and will massively diffuse actions implemented by the Municipal Executive in the past year. This Memory will serve as consultation document for civil society and as a testimony of activities undertaken during the period.
- Proposal for the elaboration of the POA-Budget "popular version" was adjusted; this will be transferred and applied at the Project municipalities during the next quarter, on the basis of the successful experience in the application at the municipality of San Juan de Yapacani. The purpose is to promote the massive diffusion of the POA-Budget within the population and institutions within the municipality, so that they know what the Municipal Government is planning to do in the coming year and the mechanisms of social control and participation are strengthened.
- Vigilance Committees were trained in the roles and functions and the handling of management operational instruments. Likewise, the Internal Regulations of the Vigilance Committees of the Municipalities of Curahuara de Carangas and Eucaliptus were approved, as well as the Regulations for the Social Control Fund. It is undergoing approval process at the municipality of Turco.
- Internal regulations of the Municipal Councils at San Buenaventura and Reyes were approved. These are undergoing revision at Rurrenabaque.

Technical assistance was provided to reinforce knowledge and performance of roles, attributions and functions.

- At the Municipality of San Juan the First Vigilance Committee was constituted in a democratic way. The Vigilance Committee was trained in roles, functions, and the handling of management operational instruments. Likewise, the Internal Regulations of the Vigilance Committee were elaborated as well as the Regulations for the Social Control Fund. The Internal Regulations of the Municipal council were elaborated and approved.
- In order to support the consolidation of strengthened management capabilities of the Municipal Council and the Vigilance Committee, the Governance Area has elaborated modules on the roles and functions of these actors, according to the corresponding regulations, roles in the CGMP and operations instruments to facilitate management by these actors. The Vigilance Committee Module is complete and is at present being adjusted for the corresponding edition. The Municipal Council Module is in the adjustment phase taking into account the new MGMP; completion is estimated by the first fortnight in January.

Result 3: Increase in the relationship vocations/POA investment.

- During the training process to collect social demand - Cumbre 1 of the Municipal Participatory Management Cycle, organizations representing civil society were informed of municipal vocations, with the purpose that the projects requested by civil society are oriented to utilizing these municipal vocations and potentialities. With this purpose, during the collection of demands and prioritization, emphasis was given to the development of instruments so that those investment projects included the Municipal Vocation. As a result of the quarter, the following was accomplished:
  - At the Altiplano Municipalities – Turco, Curahuara and Eucaliptus prioritization of productive projects was accomplished based on municipal vocations.
  - At Cumbre 3 of the Turco Municipality, the distribution of the IDH resources was concerted defining percentages for productive development, education, health and citizens security.
  - At the Amazonía, as a result of the orientation to municipal actors and civil society in the identification of projects related to vocations, the relationship vocations/investment reflected in their 2006 POAS will be increased.

### **Other activities of the Governance Area**

- Consultancy “Indigenous Populations in Local Power”: Focus groups meetings were implemented with municipal actors in the Altiplano, Amazonía, Chiquitanía and Valle Alto. Final report is expected for the final week of January.
- Consultancy Articulation of Short and Long Term Planning Processes (PDDES – POA) with the Departmental Budget within the context of Autonomic Decentralization: Consultancy was recruited and terms of reference, objectives and focus of the same were concerted with the Vice Minister of Decentralization, Martin Perez. There is a preliminary outline of the contents for the implementation of the consultancy and comments and inputs have been given to the Document Letter on Decentralization Policy of the Vice ministry of Decentralization entitled “From Democratic Prefects to Regional Autonomies,” with ideas coming out of the consultancy. A preliminary version of the final report will be ready during January 2006.
- Design of the Conflict Prevention and Resolution Area of the DDCP3: TORs were prepared and support was provided in the selection of the Coordinator for the Area of Conflict Prevention and Conflict Mitigation. TORs were prepared for the subcontract which was awarded to GNTP and the TORs of the contract with this company were adjusted to generate instruments required by the area: diagnosis, conflict mapping, and design of the conflict prevention and mitigation model. Support was given to the Area Coordinator with comments to documents produced by GNTP. Recruitment process completed and the Municipal Model on Conflict Prevention and Mitigation is in the phase of design development.
- Consultancy on Transparent Management with CASALS: Design of three modules: one conceptual, another for authorities and another for civil society. Three training modules were elaborated: a) basic concepts for transparent municipal management; b) transparent municipal government; c) social participation for transparency. As part of the joint work DDCP3 and CASALS, a TOT workshop was implemented addressed to governance coordinators and technicians of the Altiplano, Amazonía, Chiquitanía, Valle Alto, Chapare and Yungas. Once the material is printed, the workshop on Transparent Management and Anticorruption will be replicated addressed to authorities, municipal technicians and social organizations at the 6 micro regions of project intervention.

### **Recommendations / Responsibilities**

The Governance Area is concerned by the possibility that constructive censorship actions take place due to political interests and, in some cases, due to observations to the administration by the Council Members and the Vigilance Committee (for example the municipality of Santibáñez). This process will have effects at the direction level of the municipality as well as in the change of technical staff, a situation that could take the governance area to program some events to reinforce the CGMP at those municipalities in which this process takes place.

### **B. AREA: ADMINISTRATION AND MUNICIPAL FINANCES**

Result 1: Improvement in the level of income generated at various municipalities (greater fiscal independence and revenue collection efficiency).

- Tax diagnostics were undertaken at the municipalities of Concepción, Ascensión de Guarayos, Villa Tunari, Puerto Villarroel, Chimoré, and Entre Ríos with the purpose of developing a strategy to increase revenue as an initial phase at each municipality and to increase the collection of their own resources.
- Technical Assistance to incorporate the increase in municipal revenue process in:

**Municipal Registry of Tax Payers (PCM);** This phase was completed at Cliza Municipality with the following detail:

- a) There is an updated, refined tax payer registry, including vehicles, real estate and identified and registered commercial activities.
- b) Staff was trained staff on local tax administration.

**Real Property Inventory:** Real Property Inventory was completed at the San Juan Municipality with the following content:

- a) The municipality has an updated Real Property Inventory.
- b) Parameters to determine property values have been established.
- c) Staff has been trained.

**In service training of Municipal revenue technical staff:** In service training was undertaken in La Paz for technicians of the revenue units of municipalities of Cliza and the Cochabamba Tropics, promoted by this component of DDCP3. The program included visits to the Ministry of Finance, La Paz Municipality, RUAT and SIN. This activity was undertaken to promote a concrete knowledge of procedures, institutions that regulate and apply tax collection processes for real estate as well as vehicles and economic activities. As a result, the municipal technicians know the tax subject matter beyond the local context, interchange experiences, get to know responsibilities of the municipality and the tax payers and make contacts with central level authorities.

Result 2: Municipalities with updated and orderly accounting.

- Direct technical assistance for monthly budgetary executions submitted online and updated to the Ministry of Finance up to November 2005, testing the ability of municipal technicians to generate financial information without technical assistance from the DDCP3 local technicians. Even if the majority of municipalities have achieved a good degree of independence, some of them (cases of San Benito and Turco) have not yet done their jobs without DDCP3 assistance. These municipalities require further special strengthening in the accounting area. During the months of January and February, accounting



courses will be given to municipal technicians, jointly with CENCAP, directed to the closure of accounts and elaboration of Financial Statements and 2005 Budgetary Execution.

Result 3: Training in the preparation of 2006 POAS and budgets.

- Training materials developed by the DDCP3 for the preparation of POAs and Budgets have been validated by the CENCAP and implemented at the national level.
- Departmental workshops were developed in a joint effort with the CENCAP and the Ministry of Popular Participation, which allowed municipal technicians to be trained in budgetary directives and the handling of the Municipal Budgetary Formulation System (SFPM). Those workshops also included training on the treatment and operation of resources coming from the Hydrocarbons Direct Tax (IDH).

Result 4: Proposal for the new MDI.

- The Municipal Development Index (MDI) will be adopted by municipalities' beneficiary of the DDCP3 at their own request. In this process the new MDI structure will be transferred to municipalities as a performance evaluation tool. The subject of methodology will be reviewed during January before its diffusion to municipalities, prior presentation to each of the DDCP3 technical areas for the analysis and discussion of new indicators. This new version of the MDI is in the process of adjustment and will include all experiences and recommendations from the Municipalities as well as from the local technicians that will implement the process.

Result 5: MDI applied in all DDCP3 municipalities

- The process for MDI information was completed at municipalities of Yungas and North of La Paz, allowing MDI results at 100% of DDCP3 municipalities, thus defining a data base for the regions of the Cochabamba Tropics, Yungas and North of La Paz and re-evaluating progress at the rest of DDCP3 municipalities.

Result 6: Consultancy SINCOM - SIIM

- **Progress in the SINCOM Consultancy**

A new version of the SINCOM has been completed developed by consultants Rolando Reynaga and Luis Ortiz. The corresponding validations are being undertaken before diffusion at the national level with the Ministry of Popular Participation. Once this validation is completed, the SINCOM will be launched during the first week of January to all municipalities in Bolivia,

which will be able to have updated information, besides the inclusion in this version of managerial reports.

As instruments for municipal administration and finances, the following publications are being developed “Guide for Accounting Registries for Municipalities” and “Guide for Financial Information” prepared jointly with the Ministry of Popular Participation. These Guides contribute to a better understanding of the accounting registries and the presentation of financial information with the required consistency analyses. Both texts will be part of the “Tools Box” that will complement the CENCAP training materials.

- **Progress in the SIIM Consultancy**

The consultancy on the Municipal Taxes Integrated System (SIIM) has as instruments of municipal management the elaboration and publication of the “Guide of SIIM Implementation” prepared jointly with the Ministry of Popular Participation, aside from the development of the SIIM in the Module for the Registry of Historical Data for Real Estate Taxes (IPBI), which has advanced 50%. This module is not part of the SIIM terms of reference.

### **Other activities in the Area of Municipal Administration and Finances**

Participation in the round table discussion on “Visions of equity in municipal taxes” with a presentation on budgetary directives and the identification of projects with gender focus.

### **Recommendations / Responsibilities**

- A monthly control of budgetary execution on expenses and resources (especially own resources), will be undertaken, to monitor the achievement of these goals. Coordination will be established with the Areas of Services and LED with actions for the improvement of expense execution.
- As a result of general elections and constructive censorship actions, there could be changes of mayors and staff rotation at municipalities that can affect the normal development of DDCP3 activities; it is recommended to reinforce training at municipalities undergoing such process.
- The IDH, even if it represents a great benefit for municipalities, can generate more fiscal laziness in them and affect our strategy to increase their level of fiscal independence. The IDH size varies between 30% and 100% of Tax Co-participation in the DDCP3 regions. It is recommended that the behavior of budgetary executions be observed during the first quarter at municipalities with technical assistance from the project.
- To have a simplified version of the MDI that allows its easy transfer to municipalities that request it.

- Political changes can also affect the consultancy undertaken in the PAI, therefore it is recommended that this consultancy be frozen (second part) until having signals from the new government.
- Consolidate the strategic alliance with the CENCAP in subjects related to:
  - Qualification of teachers
  - Training of trainers
  - Production of materials for the tools box

### C. AREA: SERVICES AND PROJECTS

Result 1: Municipalities have improved management of potable water and sewage services (EPSA)

- **Technical Assistance**
  - **Design of Potable Water and Sewage Services Companies (EPSAs)**
    1. Information on options for the design of service entities and the definition, per case, on the most appropriate for each municipality (15 municipalities of direct intervention).
    2. Organization of EPSAs within direct intervention municipalities such as Eucaliptus. Consolidation of EPSAs at the municipalities of Turco and San Buenaventura. Constituted EPSAs have approved bylaws, regulations for the use of water and functions manual, besides work spaces that were inaugurated for these EPSAs.
    3. Progress has been made in the processes of constitution of EPSAs at the municipalities of Cliza, Punata and Curahuara de Carangas. At these municipalities model bylaws, regulations and functions manuals were delivered for their analyses. At the Cliza Municipality, the Unit for Municipal Services and Projects was constituted with which activities for the EPSA design will be coordinated.
    4. Potable water service administrators at the municipalities Ascensión de Guarayos and Concepción understand the need to make the service sustainable and have created a closer relationship with the municipality.

- **Elaboration of proposals and approval of tariffs**

After a sensitization process on the tariff obligation, the municipalities at Turco and San Buenaventura have tariffs concerted with the population. Tariffs' calculations were based on the real cost structure for operation, maintenance and expansion. The population was made aware of the importance of paying a tariff adequate to reality to give

sustainability to the service. At meetings with the population, it was demonstrated that service quality and the municipality service to the population could improve if they had a budget for this service. Respective municipal ordinances will be issued and applied starting January 2006.

- **Formulation of Potable Water Projects**

1. Improvement of potable water quality at the Municipality of Concepción through the elaboration of a project for coverage expansion and improvement of water quality by the DDCP3 technicians and the technicians responsible for sanitation at the municipality.
2. DDCP3 technical assistance for the elaboration of the final Project for water purification from filtering galleys with conveyance to semi buried tank. This work will increase the volume of potable water at the Municipality of San Benito besides having been incorporated and prioritized in the 2006 POA.

- **Implementation of software to handle the diagnostic information on services**

The Software designed by DDCP3 technicians was validated at the Cliza municipality with information on the state of situation of potable water services and elimination of liquid waste. This system will allow a follow up of the situation of the service, in such a way as to have a data base that allows timely prevention of operations and maintenance processes. Adjustments are being made to the system based on the Cliza experience. Once these adjustments are completed, transfer will be done to the DDCP3 municipalities at which the Services Area is implementing projects.

- **Diffusion program for the use of ecological latrines and sewage connection**

A diffusion program was elaborated for the use of ecological latrines and their sewage connection with training municipalities at San Javier, Concepción, Ascensión de Guarayos and San Antonio de Lomerío. With this purpose, the location of demonstration ecological latrines was defined.

- **Promotion for the creation of Municipal Committees for Services management**

Four Municipal Committees for the Management of Basic Services were strengthened with organizational structure. Committees were created at

the municipalities of San Buenaventura, Rurrenabaque, Reyes and Concepción. As a counterpart, the Neighbor Associations at the Altiplano municipalities will perform as Services Committees. This has been defined by authorities at those municipalities.

- **Quality testing of potable water services through mobile laboratories**

Donations of mobile laboratories have been made by the Vice Ministry of Basic Services to the municipalities of Rurrenabaque and Concepción. Negotiations were carried out for the provision of mobile laboratories to 2 municipalities of DDCP3 direct intervention out of the total 15 laboratories for the whole country.

Result 2: Municipalities have improved public lighting services.

- DDCP3 has generated a system to handle conditions, which functions as prevention and planning instrument to generate an operations and maintenance plan, besides supporting the elaboration of the budget to be incorporated in the POA. During this last quarter, the instrument was validated at the municipality of Cliza with successful results. Continued validation is planned at the municipalities of Punata and San Benito. As part of instruments for the Public Lighting Service, the first version of the “Manual of the Public Lighting System” was developed. This contains the conceptual basis for public lighting, the structure of the conditions registry system, the diagnosis of the public lighting system, the form to collect information to determine the state of a public lighting system, and the base tables to feed the system. This is to be the technical reference for the system management.

Result 3: Municipalities have improved services for the handling of solid waste.

- Within this result direct actions for the final disposal of solid waste at the Municipalities of Reyes and San Buenaventura were obtained with the definition of the following subject area: definition of the area to be utilized for the objective, topography works, procedures for the legal registry of the final disposal terrain, enclosure of the property, installation of a poster, hand labor and heavy machinery for activities of wood clearance and excavation of trenches.
- With inputs obtained in the waste characterization and in field, the final document of the project was designed, maps were elaborated and the Unit for Urban Cleaning (UNIRES) is being structured for the municipalities of Reyes and San Buenaventura. The San Buenaventura Municipal Council, based on technical documentation and on community needs, has issued Municipal Ordinance No. 31/2005 defining the need to provide the urban cleaning service and instructing the Mayor to use all instruments available to reach this

objective. At the Reyes municipality, technical documents have been integrated, as well as a draft project for a municipal ordinance to provide the urban cleaning service, all with the purpose that all actions have the corresponding legal support.

Final documents for the urban cleaning service at the Reyes and San Buenaventura municipalities prescribe the UNIRES to ensure its institutionalization within the municipal organic structure. Budgets have also been incorporated in the POAS of Reyes and San Buenaventura to operate the urban cleaning service and the functioning of the corresponding UNIRES. Work has been done with society representatives at Reyes y San Buenaventura, where the study on characterization of waste was presented and, as a product, quantification of the waste projected for future years. The need for operation and functional costs was defined for the service to function in a sustainable way; different scenarios were presented and the people responded approving rates for urban cleaning.

- With DDCP3 assistance, the Environment Unit of the Cliza Municipality, during the second week in October, undertook the topographic study of the total area where the waste is disposed of now, as a step for the elaboration of the final disposal of solid waste project.

Result 4: Municipalities have the capabilities to implement investment projects.

- Training and technical assistance was provided for the formulation of Project profiles creating capabilities for Project profiles formulation at six municipalities: Santibáñez, Punata, Cliza, Reyes, San Buenaventura, and San Javier.
- Training and technical assistance were provided for projects supervision and control at the municipalities of Cliza, Punata, Rurrenabaque, San Buenaventura, Reyes, Turco and Curahuara. The development of project supervision and control capabilities will be adjusted in the coming months in accordance with the DDCP3 Services strategy. The intervention level will be deepened according to the degree of existing capabilities. More results are expected at the municipal governments of Cliza, Punata, Rurrenabaque and San Buenaventura.
- Training and technical assistance were provided for contractual processes, elaborating with municipal technicians the terms of reference and formats for contracts with third parties. These instruments were implemented at 14 municipal governments: Concepción, Ascensión de Guarayos, San Antonio de Lomerío, San Javier, Cliza, Santibáñez, Punata, San Benito, Reyes, San Buenaventura, Rurrenabaque, Eucaliptus, Turco, and Curahuara de Carangas. Emphasis on municipalities with lesser project formulation capabilities will be directed to increase their capabilities to contract the formulation of project

profiles, final projects and implementation, and to develop internal capacity to achieve these products.

## **Recommendations / Responsibilities**

The participation of local technicians for the achievement of programmed activities is important. It is utmost necessary to have the qualified staff at each region to undertake the follow up of agreed upon tasks and give continuity to all implementation processes of solid waste projects. The basis for success of the information technology system for Public Lighting relies on its permanent utilization by technicians responsible for maintenance at the Municipality.

### **D. AREA: LOCAL ECONOMIC DEVELOPMENT (LED)**

Result 1: Increased LED investments at the municipality and increase in public investment in support of production and economic promotion for LED.

- DDCP3 in coordination with Swiss Contact, with the purpose of consolidating Local Economic Development at municipalities in the micro regions of Chiquitanía and Amazonía, have identified competitive projects to support tourism promotion and have sought funding sources such as IDB 1098.
- DDCP3, in coordination with Swiss Contact, selected the municipalities Reyes, Rurrenabaque, San Buenaventura, and Guarayos at the Amazonía and Chiquitanía micro regions, to develop four projects to be developed by IDEPRO in their pre-investment study phase to be incorporated to IDB Project 1098 for funding.
- A proposal was formulated to operationalize the Supreme Decree related to distribution of IDH resources, named Sowing Gas, a proposal for the scope of IDH distribution. This presentation was given to Finance Minister and DDCP3 officials.

Result 2: Municipalities acquire goods, services and works according to the Buy Bolivian Supreme Decree.

- In coordination with USAID-OTI Democratic Initiatives Project and local organization PROCAL, the first Rural Fair in Reverse was implemented at the municipality of San Benito, implementing the Buy Bolivian initiative. The San Benito municipality completed 22 awards.
- During 6 days, at the San Benito Market the exhibition was displayed and individualized information given over the POA with scale models, photographs, construction plans, files, and physical samples grouped in types of procurement (school breakfast, furniture, office materials, construction

materials etc.). 29 contracts were bid at the award tables for construction works and procurement of municipal public goods for a total global value of Bs. 900.019.32 (close to U\$ 110.000.00) of which 71% were assigned to works and 29% to procurement of goods.

- As a result of the fair, 76% of the works bid were actually awarded (100% of bids for works and 53% for goods), which represented 65% of the total annual budget for investment. This is a record if we consider this is a rural municipality that had hardly executed more than 25% of its investment POA during the first 10 months of administration. It was demonstrated that fairs in reverse are an excellent tool to promote efficient and transparent implementation of municipal investment at rural municipalities.
- Two award tables were installed, each one with a rating commission, one for works and the other for goods. The 29 tables were open bids to build water tanks, laboratories, social sites, maintenance and repair of educational units, provision of tubes, cement, and office materials. Participation of entrepreneurs, vigilance committees, OTBs, and population in general in the whole award process, leads us to assert that the objective of guaranteeing transparency of the process and participation of a greater number of local bidders, micro and small enterprises, potential providers for goods, works and services, was achieved. A very positive response by entrepreneurs of the micro region was verified. A record of 230 bidding forms was sold and 62 proposals received.
- Given the general conditions of women participation in the Bolivian rural area, we consider that the effort realized to enhance their participation in an area traditionally reserved for males, state procurement, was successful and the ratio of women and male entrepreneurs awarded was balanced since for each woman entrepreneur awarded with a contract, approximately 4 male entrepreneurs were also awarded. That is 17% of the entrepreneurs awarded were women while 83% were men. Although this number is still low, there is a significant increase in respect to historical data. 100% of the women awarded were previously trained in the analysis of bidding terms and conditions and in the procedures for project submission at this particular fair.
- The Mancomunidad of Valle Alto is trained in the organization of fairs in reverse to replicate the experience of the San Benito municipality. 8 of the mancommunity's municipalities are trained to implement fairs in reverse. DDCP3 will continue providing technical assistance for the implementation of fairs in reverse with assistance of the Valle Alto Mancomunidad during the first two quarters of 2006.
- DDCP3, in association with PROCAL, will continue promoting rural fairs in reverse in the 6 micro regions of the Project. These fairs will function as integrating projects to generate impacts associated to technical assistance in



other areas of the project, such as: budget formulation of the Finances Area, preparation of project portfolios for the Services and Projects area, training of women micro entrepreneurs and indigenous communities of the Gender and Indigenous Areas, and planning of the participatory POA and strengthening of the role of the Vigilance Committees of the Governance Area.

Result 3: Municipal institutional and productive network adjusted to LED.

- Development of the Local Economic Development Strategy of the El Alto Municipality (EDEM El Alto). The consultancy was completed and has the approval of the Municipal council through a Municipal Ordinance, making it a municipal public policy. DDCP3 elaborated a logical framework and the critical path for the implementation of the EDEM in El Alto.
- DDCP3 assisted the Don Bosco Industrial School in its relationship with El Alto Municipality for the implementation of the Metal-Mechanic Fair on October 8-9, 2005. That exhibit showed works and inventions of the School students, promoting artisan industry of the Don Bosco Industrial School to become a potential provider of the El Alto Municipality for metal mechanic inputs.
- The first Textile Fair Exhibit was sponsored on 8-9 December in coordination with the Center for the Promotion of Women Gregoria Apaza, the El Alto Municipal Government and the La Paz Prefecture. This event's objective was the promotion of Organized Women Neighbors' Associations at El Alto Municipality, in their search for markets for their textile products.
- The El Alto Municipal government has instruments for the implementation of the Law for Economic Promotion No. 2685. DDCP3 assisted the municipality technically and with the recruitment of the consultant expert in the implementation of the law and the creation of the instruments needed. As a consequence, the municipality has the procedures, forms and models for business plans to take advantage of the Law 2685 benefits.
- In coordination with Project BTBC, the Nuevo Norte Foundation and Nueva Economía, the awareness plan for LED was implemented (EDEM El Alto) with high school graduates, organizations and institutions. The plan was implemented by training 10,000 high school graduates and meeting with entrepreneurs and social and economic organizations. Two primers with triptychs were publicized.
- DDCP3, as executing agency of the program "Integrated Projects of the Classic Circuit of Jesuit Missions at Chiquitos" to be implemented next February, is coordinating with the Chiquitanía Mancomunidad, the OGD Santa Cruz, CAINCO, AECI and SNV meetings such as the one on November 8 with the participation of municipalities of the mancomunidad and

international cooperation agencies to evaluate and create a coordination instance among the latter.

- The Andean Amazon Accents Show presentation on November 16-18 of artisan producers of the Ascensión de Guarayos Municipality and the Chiquitanía Mancomunidad was sponsored in Santa Cruz de la Sierra. As a result, the possibility of generating formal market structures from production to the sale of products was demonstrated. The business round table of the event prompted purchases of handicrafts 30 buyers of handicrafts from 5 countries (Chile, Brazil, México, USA and the European Union), filed requisitions to the producers of DDCP3 regions, which should be monitored by the Chiquitanía Mancomunidad and the Departmental Chamber of Exporters of Santa Cruz. Based on this experience, the DDCP3 will continue assisting participating organizations in the joint planning with their municipalities, to promote public-private visions to benefit local economic development at the corresponding municipalities.
- LED as development promotion area, participated in the presentation of the National Cameliad Policy in coordination with the Vice Ministry of Rural Development and the Indigenous Area, with the objective of introducing the municipalities of Turco and Curahuara de Carangas, as models besides becoming the main potential development axis for Cameliad exploitation in the national territory.
- The recruitment, award and signature of contract were completed for a consultancy for the formulation of a municipal economic development strategy for the Cochabamba municipal government. The IMG consortium (Cochabamba Industrial Chamber) was qualified and selected to implement the EDEM Cochabamba. The Economic Development Strategy for the Cochabamba Municipality is being formulated.
- The organization and implementation of the Second National Summit on Eco Tourism were coordinated. This took place on 23-27 November at Villa Tunari in coordination with the National Committee for Eco Tourism. 200 people from all over the country participated. The participation of Chiquitanía, Amazonía and Altiplano was sponsored with the presentation of the municipalities of Ascensión de Guarayos, Reyes, Rurrenabaque, and Curahuara de Carangas as potential markets for eco tourism.

#### **Other activities of LED intervention**

- Coordination with other USAID and international cooperation agencies projects, Conservation International, Swiss Contact, ASDI, Fundación Trópico, BTBC, USAID Economic Opportunities, and USAID Democratic Initiatives.
- Strategic alliances with public sector institutions: Ministry of Finance, Ministry of Economic Development, Vice Ministry of Tourism and Vice Ministry for the Micro and

Small Producer, Ministry of Popular Participation, Ministry of Agricultural and Peasant Affairs.

- Departmental Prefectures: Prefectures of Santa Cruz, Cochabamba, La Paz, Oruro.

### **Recommendations/Responsibilities**

The LED component should execute a presentation and fund raising strategy for the Economic Development Strategy (EDEM) for the El Alto Municipality with the support of the project's MAE.

### **E. AREA: GENDER**

Result 1: Increased women's political participation.

- Draft law against Political Harassment and Violence was approved globally in the Senate and the approval in detail was initiated and finally went to the Constitutional Commission for revision. Permanent lobbying was made at the Senate, with UNICEF funding awarded through DDCP3. The video "Broken Steps" was used at several events to provoke awareness on the political violence and harassment subject. As in the international CONACINE event, it has received very favorable reviews and requests for copies for dissemination. Eighty copies of the video were distributed for diffusion through NGOs, base organizations and ACOBOL. More than 100 women have expressed support for the approval of the law at the National Encounter of Women in Cochabamba.
- Incidence in public policies: In coordination with ACOBOL, IFFI-UNIFEM, VMM, proposals were made for the elaboration of the Projects Portfolio for Gender Equity, the identification of sources, and the construction of indicators related to competencies and the effective possibility of measuring impact on women and municipal development.
- Gender policies and municipal regime in the Constituent Assembly: There is a final document on the consultancy over systematization on women proposals and modeling of scenarios in political regime subjects, economic regime particularly on municipal and decentralization issues.
- Strengthening of the Association of Women Municipal Council Members of Bolivia (ACOBOL): In coordination with the Women's vice Ministry, several activities were undertaken to strengthen ACOBOL. The departmental encounter of ADECO was supported with the participation of more than 60 women council members.

Result 2: Women's participation in the Municipal Participatory Management Cycle.

- Women's participation in the cycle events has increased in all DDCP3 municipalities and women Cumbres were developed at the municipalities applying the CGMP methodology and instruments. With regard to increase in the POA's budgets, there was also a general increase. The most notorious cases are those of Eucaliptus (100 mil Bs) and Rurrenabaque (25.000 Bs.). The total of the 2005 POA budgets programmed for women was executed at municipalities in Chiquitanía and Altiplano. In coordination with the consultant in charge, the contents for the diffusion of radio spots were elaborated and materials were distributed to the regions.
- Technical assistance was provided to women at OTBs and to women council members in Guarayos to carry out a workshop on citizens rights. The workshop allowed execution of the budget assigned to women at the municipality. With participation of a total of 100 women and men at the municipalities of Turco, Curahuara and Eucaliptus, the 7 modules of the school for neighborhood leader's formation were completed within CDIMA project.
- Trained women incorporated budgets for gender equity in the POAS at their municipalities. Eucaliptus' budget for women projects amounts to 101.000 Bs.
- Technical assistance to the Vigilance Committee for the assignment of social control funds for the promotion of women participation in the CGMP. Technical assistance was provided to the Vigilance Committee for the promotion of women participation at Cumbres 2 and Cumbres 3 in 6 of the 9 municipalities in Valle Alto and Chiquitanía. The renewal of the Vigilance Committees did not permit more advances to actual resolutions for the promotion of women participation
- Technical assistance to women organizations and leaders to promote their participation in the CGMP: Sessions were carried out for the transference of instruments and methodology for women meetings to the local technicians in Valle Alto, Chapare and Amazonía. Coordination and technical assistance were provided to indigenous women organizations in Guarayos for the implementation of Meetings/ Cumbres for women. Technical assistance sessions were carried out with Guarayos women artisans and producers to participate in the Cumbres and in the elaboration of the Municipal development Plan (PDM, Hilarte, Artesamp, and egg producers group).
- National policies and budgets for gender equity: Three events were carried out on the subject.
  - 1) Round Table: Visions of Equity in Investment and Public Policies, initiative of VMM, DDPC3, ACOBOL in coordination with Project IFFI – UNIFEM, participants were UDAPE Millennium Development Goals,

Vice Ministry of Accounting and Budgets, VIPFE, FPS, Ministry of Popular Participation, FAM.

2) National encounter of ACOBOL: Budgets for gender equity held in Cochabamba with participation of nine departmental associations.

3) National Encounter of Women: Municipal Investment in Gender Equity, entitled “Women count”, held December 2-3 in Cochabamba.

Events carried out allowed socialization of the process and progress in the national regulations for resource assignment for municipal investment in gender equity. A Project Portfolio was defined to promote investment in gender equity at municipalities and agreements and alliances were established to strengthen the articulation among women of different spaces and sectors that were present, for the follow up and incidence in gender budgets.

A specific product of the Project is the experience developed in budgets and municipal policies sensitive to gender; this experience has practical instruments to incorporate gender equity in municipal management.

Substantial progress has been made in the incorporation of gender in the project. The remarkable progress of the Finance Local Technicians’ actions has significantly contributed to the incorporation of projects and gender equity criteria in actions of the municipal executive and technicians.

Result 3: Gender equity criteria have been incorporated in the elaboration of POAs, budgets and municipal policies.

- Technical assistance to the Municipal Council for the definition of a gender policy and legal framework: Technical assistance was provided to gender commissions of the Municipal Councils at Concepción, Ascensión, Curahuara, to enable them to request budgets assigned in the 2005 POA for gender policies.
- Technical assistance to women organizations for projects’ elaboration: Support to the elaboration of Project profiles and business plans for women organizations at Guarayos, Concepción, Eucaliptus and Curahuara was completed using the disbursement of funds assigned for women projects within the 2005 POA.

Technical assistance to municipal authorities and technicians for gender consideration in the elaboration of budgets and projects: Meetings were carried out with women council members at the municipalities of Concepción, San Antonio de Lomerío, San Javier and Guarayos to elaborate budgets and projects for women in the 2006 POA. At Concepción, 2 projects were incorporated: handicrafts training and the maintaining of the women’s house. The budget for the yucca starch chain was coordinated and will be incorporated in the 2006 POA in San Javier. The incorporation of projects

identified at the women's Cumbre in San Javier were negotiated with women council members, after these not being taken into account at the Cumbre 2. At the municipality of Guarayos, technical assistance was provided to the Municipal Executive in the use and destination of IDH resources, defining projects related to poverty, gender and productive vocation indicators.

Result 4: Promotion of economic participation.

- Strengthening of the Cameliad Fiber Chain.
  - A workshop on the strengthening of the Cameliad fiber chain was carried out in Oruro with participation of 50 women artisans from Oruro (20 natives of municipalities of DDCP3 intervention), El Alto, Cochabamba and Potosí and organizations that develop bulking activities and transformation of the Cameliad fiber. These principle actors in all the Cameliad fiber chain presence allowed mutual enrichment and identification of aspects that include and articulate all the links of the chain.
  - Successful experiences were presented: an exhibition of products of different artisans' organizations and practical demonstrations of alpaca wool weaving with electric spinning mills.
  - Assistance was provided to the food and artisans fair of the Eucaliptus Municipality in La Paz, promoted by the Mayor and the municipal government. The experience was very motivating for women. Also, a workshop on design and colors funded by the municipal POA was carried out. 1,000bs was incorporated in the POA 2006 to strengthen artisan's activities.
  - Support has been given to the Fair for Alpaca Products carried out by the NGO Gregoria Apaza in El Alto.
- Technical assistance to artisans and producers.
  - In coordination with LED, technical assistance was provided to women producers organizations of Chiquitanía for the elaboration of business plans. Business plans were elaborated for San Javier and Concepción.
  - Technical assistance to women artisans and producers in Ascensión de Guarayos for their participation in the ANDEAN AMAZON ACCENTS SHOW carried out in Santa Cruz at the Tajibos Hotel and in Expocruz elaborated catalogues of artisans' products and assistance to women artisans to negotiate proposals and business with buyers. Technical Assistance to women artisans to plan production in order to comply with requisitions and to plan delivery, costs and quality of products was carried out.
  - An association of yucca starch producers was established in San Javier.

- Funding for a consultancy and for the Artisans integrated project within the Jesuit Missions Plan has been agreed upon with Spanish cooperation.
- The first national Pineapple Fair has been carried out with participation of artisans of Hilarte, Artesamp, and Artecampo.
- The fair's poster and the products' labels were designed.
- Support has been given to the organization of producers fair on December 2-3 in San Javier with participation of ceramists, bakers and others.

Result 5: Promotion of social control and access to services.

- Strengthening of Integrated Legal Services: Two regional validation workshops of the “guide of attention to victims of intrafamily violence” in coordination with the vice Ministry for Women were held at a national event on November 25, during the International Day Against Violence on Women.
- As a result of departmental encounters of municipal authorities, in coordination with the Vice Ministry for Women, seven new SLIMs were created in municipalities under DDCP3 intervention.
- At the Chapare an act for the delivery of equipment to five SLIMs was carried out, strengthening the relationship with municipal governments. This process was presented at the Municipal Expo Fair as part of DDCP3's successful experiences.
- The second training workshop for legal promoters against intrafamily violence was developed in San Javier. The cost of the workshop was borne by the municipality.
- A network against intrafamily violence was constituted in San Javier.
- At the Chiquitanía a training plan for the SLIMs was elaborated in coordination with the group Colectivo Rebeldía for 2006.
- Municipal actors were sensitized and technical assistance was given for the implementation of the integrated legal service at the municipalities of Cliza, Punata and San Benito.

One of the greatest achievements at the municipal level is the strengthening of the SLIMs, which have become a concern for Municipal Governments as well as for OTBs. The next challenge is to work on quality issues.

At the national level, the greatest achievement is to have contributed to the National Gender Policy with the validation of the Guide for the attention of victims of intrafamily violence, which will be reproduced and distributed in the whole country.

It is also fundamental highlight that coordination developed with the Vice Ministry for Women allowed implementation of the joint strategy and the achievement of established objectives. Besides, a joint agenda was already agreed upon for next year.

### **Other activities for the Gender Area Intervention**

- Permanent coordination with strategic areas and training in the revision of the curricula and elaboration of training contents: A total of eight content construction and revision sessions have been developed with training technicians of the CPC and coordinators of governance, services and indigenous issues. Gender issues were incorporated in the training proposals for each area.
- Design of instruments for the follow up of gender issue: A form for the follow up to women meetings and incorporation of women demands in the Cumbres 2 and 3 was designed and implemented.
- Follow up and revision of the consultancy on neighborhood leadership products: Products have been validated and the process of materials production with CPC support has been initiated.
- Permanent coordination with the Vice Ministry for Women on gender public policy issues according to agreement: Validation and correction of training modules have been completed and delivered to the Vice Ministry for Women for publication.

### **Recommendations/ /Responsibilities**

Changes in the national context will certainly demand more time in terms of negotiation with national instances to reinstate existing agreements and reconfirm advances and achievements in the gender area.

## **F. AREA: INDIGENOUS ISSUES**

Result 1: CIOs participate in Municipal Management and implement infrastructure and services projects oriented to investment in support of rural development.

- Participation of ten ORCIOs in representation of the CIOs at CGMP events (Cumbres 1 and 2), have improved the quality of participation in relation to the past year, including the organic presence of ORCIOs and greater decision making on the part of the CIOs.
- CIOs projects were incorporated in municipal POAs, increasing investment in support of rural development. In the Altiplano micro region an average of 80% of investment is directed towards rural development. At the micro regions of Valle Alto, Amazonía and Chiquitanía, although there is inclusion of rural investment projects, it was not possible to determine the percentage increase.
- Ten ORCIOs (a total of 1200 CIOs representatives) participated in the planned Cumbres in the micro regions of Valle Alto, Altiplano, Chiquitanía



and Amazonía, sharing information on municipal management and the capabilities to incorporate projects in the POAs and to exert social control.

- Techniques were coordinated to systematize experiences and methodological definitions to make the following organizations compatible: PDDIs, PGTIs and PDMs with MACPIO, MPP-PDCR II, DDPC3 and CIPCA. There are compatibility instruments being analyzed and validated and working groups of the above mentioned institutions with concerted agendas and meetings realized. The national workshop carried out in Sucre validated the municipal plans of PGTIs compatibility.
- Technical assistance to support the compatibility process of PGTI at the Lomerío TCO and the municipal PDM: An activity that served to promote a closer relationship between CICOL and the Municipal government (both instances were separated by different visions on land management) was held establishing joint responsibility in the municipal administration and control on the part of the CICOL.

Result 2: The MGMP is adopted by the CIOs, through their representatives at the Municipal Government, at the Vigilance Committee, at their ORCIOS and by their Deputy Mayors, through strengthening of Indigenous Municipal Districts (DMIs).

- Training and technical assistance in organizational strengthening, institutional development and the MGMP in ten ORCIOS: CICOL, COPNAG, CIP-SJ, CCIC, CIPTA, CRTM, JACHA KARANKAS, MARKA CURAHUARA AND TURCO, CENTRAL CAMPESINA DE EUCALIPTUS.
- Technical assistance to CIOs and OTBs Vigilance Committees for the submission of reports on social control actions and incorporation of demands in the POA: ORCIOS are committed to the CGMP events and support their implementation by organized participation, orienting municipal investment in accordance with vocations and CIOs. Participation in CIOs' EDAs and Cumbres enabled capability to analyze information and prioritize demands. Information was received on citizenship and social control of municipal public management.
- Technical Assistance to Social Control representatives and CIO organizations at the micro regions of Altiplano and Chiquitanía, to follow up project implementation for the CIOs: ORCIOS of the Altiplano and Chiquitanía regions participated in the management and control process in project implementation.
- Workshops to strengthen DMIs, on roles and functions of Deputy Mayors in: Cabinas, Coronación and Zapoco and technical assistance provided within

the framework of the action plan. Training processes have been initiated for deputy mayors of the 3 DMIs on MGMP subjects, roles and functions of deputy mayors on subjects developed in accordance with the manual for DMIs strengthening.

- Agreement between the Reyes Municipal Government and the Cabinas indigenous town for the election of the indigenous deputy mayor of the Cabinas DMI. Acceptance by the Reyes Municipal Government for the election of the Deputy Mayor in accordance with uses and traditions of the Cabinas Peoples.
- Elaboration of the Manual on DMI management, instruments oriented to training and technical assistance events: Manual is being edited by CPC.

Result 3: TCOs are articulated to municipalities in the promotion of economic growth through strengthening of Municipal Forestry Units (UFMs).

- Concerted work plans under execution by the institutional team for forestry issues: DDPC3, BOLFOR II, CADEFOR, SNV, CIFOR, Prefectures and UFMs having reached the following agreements.
  - Three UFM consultants have been recruited for Chiquitanía and Amazonía.
  - Activities in support of UFMs in coordination with the Prefecture of Santa Cruz to carry out workshops on controlled burnings, forestry regime and a course for community firemen.
  - Printed primers to strengthen the UFMs on forestry regime and controlled burnings.
- Capabilities have been generated at ORCIOs and GM to carry out fairs and campaigns to promote Local Economic Development at the municipalities, enhancing their productive vocations and indigenous handicrafts. Support of two fairs, one for pineapple in Guarayos and another in Santa Cruz, the ANDEAN AMAZON ACCENTS SHOW that took place on November 14-19 at the Tajibos Hotel, attended by buyers from USA, Europe and Chile. These two actions are part of the vocation promotion and productive potential processes at the municipalities of the Chiquitanía together with indigenous handicrafts.
- The association of cattle owners and women artisans' organizations are members of the Departmental Competitive committee of the Oruro Cameliad Chain and are in the process of formulating an action plan.
- Workshop for the exchange of artisans experiences on Cameliad fibers, with participation of artisans of the Oruro, Cochabamba and El Alto municipalities.

- There are agreements between the Guarayos GM and OFDA-USAID to assist in the formulation of the municipal plan for the attention to natural disasters.
- Workshops on municipal attributions within the framework of Law 1700 for UFM, TCOs and other forestry actors. Integrating civil population and the forestry sector of the municipalities on the forestry issues at their municipality and analyze the importance of the UFM for the solution of these problems.
- A UFM's Functions Manual has been elaborated for the Chiquitanía municipalities. It is important to note that this document will refer to the land usage vocation at each municipality.
- Undertaking of preliminary steps for the elaboration of the digital cartographic base for each municipality. Progress was made in the definition of the general contents to realize the digital cartographic base for the Chiquitanía municipalities.
- Start up negotiations to implement training on the deforestation control system of the Forestry Superintendence. Negotiations were undertaken with Rolf Walchof in charge of the program at the Forestry Superintendence, pending tasks are to run the program in the Internet and begin the training.
- Support the creation of a Municipal Forestry Committees at the municipalities of Ascensión de Guarayos and San Javier. Representative sectors at the municipality saw the importance of the forestry sector and the need to organize to address the forestry issues.
- Coordination has been established with CADEFOR and the SNV to undertake a study on the links of the wood chain: production, transformation, services provision, institutions, cooperation etc., to be applied at the municipalities of Ascensión and Concepción.

#### **Other activities for the DDCP3 project intervention.**

- Coordination with the Santa Cruz Prefecture for the edition of two primers on forestry regime and training events.
- Coordination with the Cameliad pilot Project to support events to formulate business plans for the producer associations of the sector.
- Exchange of experiences with NGOs that are supporting the PGTIs formulation and its approach to the MACPIO and the MPP.

- Constitution of an inter-institutional working committee in the Cameliad chain with concerted work agendas involving the Oruro Prefecture.

### **Recommendations / Responsibilities**

Support the formulation of methodologies to initiate actions to make PGTI and PDM compatible (TCOs and municipalities), that allow concentration in a management instrument valid for the Municipal government and the TCO that is part of the municipality.

It is important to coordinate with AMDEOR, Mancomunidades and Jacha Karangas, an event to make the national Cameliad policy operational at the municipal level.

## **G. AREA: STRENGTHENING OF MUNICIPAL ASSOCIATIONS AND MANCOMMUNITIES.**

Result 1: Contribute to the development of incidence actions in public policies that favor municipal development.

- FAM Representation Agenda. Completion and printing of consultancies in technical and popular versions on subjects such as inter governmental transfers, regional economies, making TCOs and municipalities compatible, fiscal control to municipal governments, and inclusion of citizenship in formal education. The FAM has five consultancy documents published as instruments besides the proposal to address the representation role.
- Implementation of the event with the Municipal Association System (SAM) to finish the first phase of the proposal to study in depth municipal autonomy, presentation of the Representation Agenda and constitution of the core group for the elaboration of the municipal proposal for the Constituent Assembly. The presentation of the consultancies on the Representation Agenda and the constitution of the core working group composed of members of the Municipal Associations in the country, FAM and the Ministry of Popular Participation, were done at this event.
- An agreement has been signed with FAM to support the elaboration of its Triennial Plan. The consultancy to take charge of the proposal is in the recruitment process.
- Systematization Document for the events of Concurrent Decisions encounters carried out in coordination with SUNY – PARC and the Municipal Associations of Tarija, Chuquisaca and Oruro, thus Municipal Associations know the new EDCs model.

Result 2: Improved administration and capability of associations.

- Implementation of the Associated Municipal Government Index (IGMA) by AMDECruz, AMDEPO, AMDEOR, AMDECO and AMDEPANDO at

30% of municipalities in their departments. Six associations are implementing the instrument. With this purpose the IGMA data base has been elaborated to feed the information collected and interpretation of municipal data and comparisons among municipalities of the same department through graph charts. The IGMA is being applied at 81 municipalities in the country and the data base will be installed for the feeding of information at 6 departmental municipal associations. Information collected by the IGMA will serve to structure the differentiated municipal strengthening program of the Associations and their offer of services to member municipalities

- Training on association management for the Boards of Municipal Departmental Associations of AMDEOR, AMDEPO, AMDECO and AMT: As a result of this experience there are four association boards trained.
- Identification of roles and functions among departmental associations and mancomunidades so as not to duplicate activities: As a product of this task, four associations and mancomunidades have defined roles and functions in their department. AMDEOR, AMDEPO, AMDECO, AMT and the Mancomunidades of Valle Alto, Aymaras Sin Fronteras, Chiquitanía participated in such process to define competences, roles and functions.
- Consultancies have been convoked for the elaboration of business plans to benefit Departmental Municipal Associations Oruro, Potosí and Santa Cruz and the process for contracting the AMDECRUZ business plan is already ongoing.

Result 3: Improved administration and capabilities of the mancomunidades.

- Implementation, follow up and monitoring of grant agreements to the mancomunidades of Chiquitanía, Valle Alto and Aymaras Sin Fronteras: The Chiquitanía Mancomunidad is at its fourth month of implementation, is elaborating pre-investment projects and has used all of the mancomunidad funding. It is also replicating the MGMP at its member municipalities. The Aymaras Sin Fronteras Mancomunidad is replicating the MGMP and has the projects survey of its member municipalities and has signed agreements to elaborate pre-investment projects. The Valle Alto mancomunidad is replicating the MGMP and is in the process of project survey with its member municipalities. In conclusion, there are three agreements being implemented, two mancomunidades are in the process of elaborating pre-investment projects. Meanwhile the agreement with the Mancomunidad of Manribe has not had progress and consequently it has been decided to rescind the agreement. The Mancomunidad President has already been informed of this.

## **Recommendations / Responsibilities**

It is necessary to make early contacts with representatives of the Pre-Autonomic Committee to start lobbying the inclusion of the autonomy proposal of the municipal sector in the country. This activity should also be made with the new government authorities to involve them rapidly in our work proposals.

## **H. AREA: TRAINING AND COMMUNICATIONS**

Result 1: Development of a permanent training program for the DDCP3 on subjects related to municipal management.

- Development of methodologies instruments and tools to implement training actions, technical assistance in a homogeneous, pertinent and androgenic way. Planning and training instruments have been developed and designed for local technicians standardizing criteria for the methodological development of training.
- Training plan for micro regions based on the agenda and training needs of local technicians and municipalities. In this sense there is a training plan for the micro regions of Yungas, Valle Alto and Oruro.
- Design and application of the data base and baseline. Data input has been initiated with data on trained persons by subject area and geographic region. The consultant to develop the data base and baseline has been hired. This process will be performed in two stages. .

Result 2: Generation of a training model with its corresponding and sustainable methodologies, instruments and materials, for the transformation of municipal knowledge and practices.

- Development and implementation of a training plan divided in subprograms and work areas to have a curricular training program (identify competences to be achieved in the training process). There is a basic curricula design for DDCP3 training activities. In this sense, we actually have the base curricular design for the DDCP3 training activities.
- Development of a permanent training plan for the formation of trainers. The firm that will do the training of trainers has been identified and selected. Training contents have been established to be developed at the training of trainers. As a specific result there is the certification of staff trained by trainers.
- Production of training materials. Based on the training plan and the curricula plan primers and other training instruments are being developed, as well as training guides for trainers and operation manuals to allow implementation of actions and improvement in daily practices. A plan for

materials production has been developed, defining the type and characteristics of the materials to be elaborated and production has been initiated.

- Of the 13 modules established, three are being produced (governance, indigenous issues and Projects and Services areas) with the firm CPC.
- Validation of produced materials with project target groups and by geographic areas. Materials produced for the CGMP have been validated. Such material will be improved in January based on observations gathered at validation.

Result 3: Replication of the DDCP3 model through the generation of a municipal training market for the qualification of human resources on subjects related to municipal management.

- Products for replication have been defined at certain number of municipalities with prior selection of replication agents, which will be prioritized for subsequent award.

Result 4: Generate learning processes for knowledge management on subjects related to municipal management.

- Permanent registration and systematization of experiences, innovations and lessons learned undertaken by the different areas for its corresponding diffusion and multiplication. The process of systematizing experiences by area and geographic zone has been initiated: IPREU in San Juan, Cadastre in Cliza and the San Benito Fair in Reverse.
- Generate learning and innovation spaces to empower installed capabilities in the organizations/institutions working with municipal issues. The methodology for the launching of the IMUS has been defined with GNTF/FAM/ DFID/ DDPC3.

Result 5: The Project has a communications and diffusion support in accordance with its needs.

- Elaboration and writing of three information dossiers sent to USAID (this includes interviews, data collection and information, layout and diffusion). A mechanism for communication of results to USAID has been established, which has been highlighted by the financing agency.
- Permanent updating of the project's website. The utilization of the website has been formally established as an instrument for permanent dissemination of information since notices are updated weekly.

- Use of free press mechanisms to diffuse information notes, opinion notes and other materials through printed, radio or TV media. Important coverage has been achieved at different communication media, which has permitted dissemination of information on progress and achievements.

Result 6: DDCP3 areas and micro regional teams receive communications support in their activities; besides the area develops interventions for the benefit of the different actors.

- Printing of four primers for the Institutional Strengthening Area. Four primers printed: Inter governmental Transferences, Education, Regional Economic Development, and Fiscal Control.
- Support to the organization of the event of the Institutional Strengthening area “State Reforms.” An important closing event was developed for the work on incidence with municipal candidates and associations.
- Production of a video on Gender Equity within the framework of the CGMP; the Gender Area has an additional instrument for its activities in training and technical assistance.
- Production of Spots, primers and radio spots PMC campaign Cliza (Spanish and Quechua), printing of materials for the Cochabamba: Posters for the Eco Tourism Cumbre, printouts on Expo Tropic, DDCP3 folders for the team besides the production of radio spots: Taxes (San Juan), Day on Non Violence against women.

Result 7: Support the generation, establishment and execution of communication initiatives of municipal actors.

- Inauguration in October of two Citizens Information and Communication Units (UCIM) at the municipalities of Ascensión de Guarayos and Concepción. Four mechanisms for municipal information transparency (UCIMs) installed in areas of direct coverage by DDCP3. Follow up and evaluation of the UCIM at Rurrenabaque through the committee, as well as through a work plan.
- Support for the generation of information instruments (bulletins) at Rurrenabaque, Cliza and Ascensión de Guarayos. DDPC3 municipalities have established their own mechanisms and instruments for diffusion.

Result 8: Support the generation, establishment and implementation of communication initiatives at the national level.

- Organization of and participation in EXPO BOLIVIA MUNICIPAL. Attending a request by the Ministry of Popular Participation and the FAM, for



the replication of the EXPO RIAD 2005 developed in Recife, Brazil, technical assistance was provided for the organization of the EXPO BOLIVIA MUNICIPAL. The event was developed in Santa Cruz de la Sierra, and allowed municipal governments, mancomunidades, associations and entities linked to the popular participation and decentralization context to share and get to know learning experiences through projects and initiatives implemented during these 11 years of decentralization in Bolivia. Based on fora and an expo-fair, this activity of Bolivian municipal system permitted the DDCP3 to show close to 15 successful cases resulting from the implementation process of training and TA. One of the mayors (Katsumi Bani of San Juan) won recognition for the best experience shared with the participants at the exhibit of the Real Property (Predial) Urban Inventory.

## I. AREA: CONFLICT PREVENTION AND MITIGATION

Result 1: Design of a municipal model for conflict prevention and mitigation.

### **REDACTAR ESTO DE NUEVO SIGUIENDO LO SIGUIENTE**

- On date Friday 30, September USAID granted \$250,000 through contract amendment No. 7, for the inclusion of a component on Conflict Prevention and Resolution at the DDCP3. For this, the DDCP3 elaborated a proposal that was accepted and rules the scope of work for this component.
- During this quarter the following actions were implemented:
  - Recruitment of the new Coordinator for the Component, with the selection of Alfonso Albarracin. The new coordinator started functions during November according to approved programming.
  - The implementation of various components was outsourced, signing a contract with the organization GNTP based in Santa Cruz, as approved.
  - The selection of 12 municipalities under direct DDCP3 intervention was done, corresponding to the micro regions of Altiplano, Amazonía, Chiquitanía, Valle Alto, Tropic of Cochabamba and Yungas of La Paz, municipalities being Punata, Santibáñez, Villa Tunari, Chimoré, Caranavi, Chulumani, Eucaliptus, Curahuara, San Juan, Ascensión de Guarayos, Reyes and Rurrenabaque.
  - An agreement was signed with Municipal Associations (AMDECRUZ, AMDECO, AMDEOR y AMDEPAZ), to facilitate data collection of the diagnosis, through focal groups. As a product of this work, we have the Diagnosis and Data Collection stage completed and ready to step into the next stage of the process.

**Other activities of intervention in the Area of Conflict Prevention and Mitigation.**

Participation in two workshops and a seminar organized by GNTP and the Associations to present objectives of this new Area.

## **J. INCIDENCE ON PUBLIC POLICIES**

Result 1: Contribute to the incidence on public policies and national government initiatives.

### **MINISTRY OF POPULAR PARTICIPATION**

Coordination and preparation of the Representation Agenda on municipal issues articulated with FAM-Bolivia among presidential and prefecture candidates at the national level

### **MINISTRY OF FINANCE**

**VICE MINISTRY OF ACCOUNTING AND BUDGETS – VICE  
MINISTRIES OF PUBLIC INVESTMENT AND EXTERNAL FINANCING  
– VIPFE**

Three events were carried out for the discussion of the subject on “National policies and budgets for gender equity,” in accordance with the following modality:

- 1) Round Table: Equity visions on Investment and public policies, initiated by the VMM, DDPC3, ACOBOL in coordination with Project IFFI – UNIFEM, participants were UDAPE Millennium Development Goals, Vice ministry of Accounting and Budgets, VIPFE, FPS, Ministry of Popular Participation and the FAM.
- 2) ACOBOL National encounter: Budgets for gender equity, in Cochabamba with the participation of the 9 departmental associations.
- 3) National Encounter of Women: Municipal Investment in Gender Equity – “Women count” which took place on 2-3 December in Cochabamba.

### **NATIONAL TRAINING CENTER – CENCAP**

- Departmental workshops were carried out in coordination with the CENCAP and the MPP, which have allowed municipal technicians training in budgetary directives and handling of the SFPM, for the preparation of the 2006 POAs and Budgets. IDH was included in the training contents. DDPC3 developed training materials validated by the CENCAP and implemented at the national level.

### **SINCOM – SIIM**

- As an instrument for the generation of Financial Statements at municipalities in the national level, DDPC3 is funding and supervising the

consultancy of two MPP officials in charge of providing the SINCOM version for 2006; the delivery and diffusion of this software with prior evaluation is foreseen for the last week in January.

- The following product funded and supervised by the DDCP3 is the updated version of the SIIM including the module for the registry of historical data for the tax on real estate - IPBI. The software will be delivered during February for evaluation and subsequent diffusion at the national level within the municipal association system.

#### VICE MINISTRY FOR WOMEN AND THE NATIONAL CONGRESS

The Vice Ministry for Women submitted to the National Congress the draft law against political violence and harassment, which was approved in first instance at the Senate initiating then the approval in detail. Finally it went to the Constitution Commission for revision.

In order to achieve this significant progress, DDCP3 in coordination with authorities of the Vice ministry for Women, has realized permanent lobbying at the Senate, has carried out work breakfasts in all departments with funds obtained by DDCP3 from UNICEF. Different activities were diffused in the video “Broken steps,” produced to sensitize on the subject of political violence and harassment, as well as in an international show carried out by CONACINE, where it received very favorable criticisms and requests for copies for diffusion. 80 copies of the video were distributed for diffusion through NGOs, base organizations ACOBOL. More than 100 women have expressed support for approval of the Law at the National Encounter of Women in Cochabamba.

In coordination with the Vice Ministry for Women, ACOBOL, IFFI-UNIFEM, proposals were elaborated for the Projects Portfolio for Gender Equity, the identification of sources and the construction of indicators related to competencies and the effective possibility of measuring impact on women and municipal development.

#### CONSTITUENT ASSEMBLY

The Federation of Bolivian Municipal Associations – FAM, addressing the constituent assembly and with DDCP3’s assistance has included in its agenda research subjects that are known in the political environment of the country. The Incidence Strategy has had as one of its objectives, to position the proposal for the Representation Agenda among presidential and prefecture candidates in the national level. As part of this job, the 1<sup>st</sup> Phase of the Incidence Strategy was designed and completed; related activities are:

- Inclusion of Representation Agenda subjects on electoral proposals
- Plan for media incidence

- Publication of press releases in La Razón, La Prensa, Pulso, La Época, El Nuevo Día, and El Deber.
- Elaboration of radio jingles
- Elaboration of a video showing all the work process
- Participation, through FAM, in the Presidential Candidates Forum organized by the Confederation of Private Entrepreneurs of Bolivia
- Organization and participation, in coordination with the Departmental Associations at Oruro, Potosí, Chuquisaca, Tarija and Beni, in the Fora for Prefecture Candidates.
- Closing event of the 1st Phase of the Incidence Strategy in coordination with FAM and the direct participation of the Ministry of Popular Participation, representatives of the Pre-Autonomic committee, the ex UCAC and representatives of international cooperation.
- The concrete result of this phase is the presentation of the Representation Agenda and the constitution of the core group to write the municipal proposal for the Constituent Assembly. The 2<sup>nd</sup> phase on municipal autonomies is programmed to start by the first quarter of 2006: workshops with core group, formulation of the autonomic proposal that levels off departmental autonomy.

#### MACPIO

Technical meetings to systematize experiences and define methodologies to make PDDIs, PGTIs and PDMs, compatible with: MACPIO, MPP-PDCR II, DDPC3 and CIPCA.

- Instruments analyzed and validated for compatibility; a working group was formed (MACPIO, MPP-PDCR II, DDPC3 and CIPCA) with a concerted agenda and meetings carried out.
- Memories of the national workshop carried out in Sucre for PGTIs compatibility with municipal plans validated and corrected for Institutional information. .

Coordination was established and assistance given to MACPIO in the formulation of a proposal for the regulation of Supreme Decree for the Indigenous and Native Peoples Development Fund from IDH resources.

- Agreement signed between MACPIO and DDPC3 to socialize the Supreme Decree for the PIOs Fund at special events.
- Proposal for the Supreme Decree for the PIOs Development Fund presented for approval of the national government.

#### MACA

Validation workshops have been coordinated with MACA for the National Cameliad Policy, with participation of producers and municipal governments.

- National Cameliad Policy approved as national policy.
- Constitution of 2 departmental competitive committees for Cameliad in Oruro and Cochabamba.



**ANNEX 1**  
**IMPLEMENTATION PROCESS BY MUNICIPAL DEVELOPMENT INDEX**

## ANNEX 2

### ACRONYMS AND ABBREVIATIONS

ACOBOL	Association of Bolivian Women Municipal Council Members
AG	Gender Assistant
AL	Local Assistant
AMDECO	Association of Cochabamba Municipalities
AMDECRUZ	Association of Santa Cruz Municipalities
AMDECH	Association of Chuquisaca Municipalities
AMDEOR	Association of Oruro Municipalities
AMDEPANDO	Association of Pando Municipalities
AMDEPO	Association of Potosí Municipalities
AMT	Association of Tarija Municipalities
ARCOS	Agenda for Shared Responsibility
ASL	Local Social Groupings
Asoc. Mcpios.	Association of Municipalities
ATL	Local Tax Administration
BOLFOR II	Bolivia Forestry Project II
CADEFOR	Chamber of Forestry Development
CENCAP	National Training Center
CGMP	Municipal Participatory Management Cycle
CGR	General Controller of the Republic
CI	Conservation International
CIFOR	Center for Forestry Research
CIM	Municipal Inter Institutional Comité
CIOS	Native Indigenous Peasant
CIPCA	Center for Peasant Research and Promotion
CM	Municipal Council
CV	Vigilance Committee
CODEPES	Economic, Productive and Social Development council
DDPC3	Democratic Development and Citizen Participation 3
LED	Local Economic Development
DILPES	Local Directory for
DMI (s)	Municipal Indigenous District
DN	National Dialogue
DS	Supreme Decree
EDA	Advance Encounters
EDM (s)	Municipal Development Strategies
EM	Municipal Executive
ENDAR	National Strategy for rural and Agricultural Development
EPSAs	Potable Water and Sewage Services Provider Entities
FAM	Federation of Municipal Associations
FNDR	National Fund for Regional Development
FPS	Social Productive Fund
FSCTC	Federation of Cochabamba Rural Workers Unions
GM	Municipal government

HAM	Honorable Municipality
IADB	Interamerican Development Bank
IDH	Direct Tax on Hydrocarbons
IGMA	Municipal Government Index
INRA	National Institute for Agrarian Reform
IPA	Tax on rural Property
JCPs	Youth with Popular Participation
LECAC	Special Law to convoke the Constituent Assembly
LT	Local Technician
MACA	Ministry of Agricultural and Peasant Affairs
MAIPO	Ministry of Indigenous Affairs and native populations
MANCHABOL	Mancomunidad of Bolivian Chaco Municipalities
MANRIBE	Mancomunidad of Rio Beni Municipalities
MDE	Ministry for Economic Development
MDI	Municipal Development Index
MM	Mancomunidad
MMYLP	Mancomunidad of Municipalities of Yungas in La Paz
MPP	Ministry of Popular Participation
OECAS	Peasant Economic Organizations
OP	Producers Organizations
ORCIOS	Organizations of Indigenous and Native Peasants
OTB	Base territorial organization
PAI	Institutional Adjustment Program
PDCR II	Rural Communities Development Program II (WB)
PDDIs	Indigenous District Plan
PDM	Municipal Development Plan
PEDR	Strategic Plan for Mancomunidad Development
PGDDS	General Economic and Social Development Plan
PGTIs	Indigenous Territories Management Plan
PL	Local Promoter
POA	Annual Operations Plan
PRAEDAC	Alternative Development Support Program, Cochabamba
PROPAIS	Pro-country Program
SABS	System for the Acquisition of goods and services
SENASAG	National Service for Agricultural Sanitation
SFPM	Budgetary formulation System
SIIM	Integrated System for Municipal Income
SINCOM	Integrated System for Municipal Accounting
SLIM	Integrated Municipal Legal Service
SNIP	Public Investment National Program
SNV	Dutch National Service
SUNY	State University of New York
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TCO	Native communities' lands
TOT	Training of Trainers



TDRs	Terms of Reference
UCAC	Constituent Assembly Coordinating Unit
UCIMs	Municipal Citizens Information and Communication Unit
UFI	Indigenous Forestry Unit
UFM	Municipal forestry Unit
UTEPSA	Santa Cruz Private Technical University
VIPFE	Vice Ministry of Public Investment and External Financing
VMM	Vice Ministry for Women

**BOLIVIA  
DEMOCRATIC DEVELOPMENT  
AND CITIZEN PARTICIPATION**

**DDCP3  
Integral Development**

**QUARTERLY REPORT IX  
Period of Performance:  
October 1 to December 31, 2005**

**Prepared for:  
United States Agency for International Development**

**Prepared by:  
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And  
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**International City/County Management Association and USAID/Bolivia**  
**Contract No. 511-C-00-03-00236-00**

**Democratic Development and Citizen Participation (DDCP)**  
**Phase 3**

Period of Performance:  
October 1 to December 31, 2005

**Quarterly Report IX**

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- II. Significant achievements during the quarter
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Annex 1: Financial Information

## I. Introduction

During this quarter the micro-region of the Cochabamba Tropic showed progress in the implementation of project's scope and objectives. This is a process of gradual assimilation and it is foreseen that during this first quarter 2006 all necessary adjustments will be made to conclude this implementation satisfactorily.

### SUPPORT TO THE TROPICAL REGION IN COCHABAMBA (CHAPARE)

## II. Significant Achievements During the Quarter

### A. AREA: GOVERNANCE

Result 1: Greater social participation in the participatory planning of the AOP and accountability.

Activities	Programmed Results (MDI/Administration Line)	Achieved Results
1.1. Prepare and accompany the development of Summits 1 <ul style="list-style-type: none"> <li>- Chimoré, September 23</li> <li>- Entre Ríos, October 14</li> <li>- Puerto Villarroel, November 11</li> <li>- Shinahota, December 1</li> </ul>	<p><b>MDI 9.</b> OTB and other social organizations participate in CGMP meetings.</p> <p><b>MDI 10.</b> Municipal government and VC adapt CGMP tools to submit their reports to Civil Society.</p>	Municipal Council, Vigilance Committee and Municipal Executives submit their reports to Civil Society. The new awareness of Civil Society legitimizes the municipal administration. Use and application of demand forms facilitating municipal planning and increasing the quality of social participation.
1.2. Prepare and accompany the development of Summits 2 <ul style="list-style-type: none"> <li>- Chimoré, October 15</li> <li>- Entre Ríos, November 15</li> <li>- Puerto. Villarroel, November 24</li> <li>- Shinahota, December 21</li> </ul>	<p><b>MDI 9.</b> OTB and other social organizations participate in CGMP meetings</p>	Civil Society participates in municipal planning reaching agreements about their demands in a democratic manner.

<p>1.3. Prepare and accompany the development of Summits 3:</p> <ul style="list-style-type: none"> <li>- Chimoré, November 1</li> <li>- Entre Ríos</li> <li>- Puerto Villarroel</li> <li>- Shinahota</li> </ul>		Civil Society acknowledges and approves the annual operative programming in their Municipality, and this increased the level of legitimacy for the AOP.
<p>1.4. Workshops to support the participation of indigenous population in the CGMP.</p> <ul style="list-style-type: none"> <li>- CIRI, October 12</li> <li>- Coniyura, October 19</li> </ul>	<p><b>Administration Line 9.2</b></p> <p>Indigenous organizations participate in CGMP meetings</p>	Indigenous populations previously relegated are included in municipal administration

Impact Analysis:

Due to the development of the MDP and the resistance from the Peasants Federation the municipal summits at the Villa Tunari Municipality was not implemented. This resulted in a reduction of products originally projected. Additionally, in regards to the Summit 3 memoir, the number of products achieved is less than those projected due to modifications made to the CGMP in view of the situation for the elaboration of MDPs.

Result 2: Municipal actors strengthen their administration capabilities.

Activities	Programmed Result (MDI/Administration Line)	Achieved Result
2.1. Technical assistance to the Vigilance Committee at the Municipalities in the Cochabamba Tropic to prepare reports for Summits 1.	<b>Administration Line 10.3</b> Report from the Vigilance Committee	VC adopts CGMP tools, and their capabilities are strengthened; Civil Society knows about these activities.
2.2. Technical Assistance for the Municipal Council in each Municipality in the Cochabamba Tropic, in preparation of reports for Summits 1.	<b>Administration Line 10.2</b> Report from the Municipal Council.	MC adopts tools from the CGMP, and Civil Society knows about it and values the financial control.
2.3. Technical Assistance to the Municipal Executive at the 5 Municipalities in the Tropic in the preparation of reports for Summits I. (Including the directions of health and	<b>Administration Line 10.1</b> Report from the Municipal Executive.	Civil Society knows about progress achieved and budget execution, which offers legitimacy to the municipal administration and stability to the local

directions of health and education)		public administration.
2.4. Training workshop to caciques from the Indigenous Council in subjects related to CGMP. September 22.	<b>Administration Line 9.2</b> Indigenous organizations participate in CGMP meetings.	Awareness and knowledge has been promoted about municipal administration and citizens rights among leaders of indigenous organizations.
2.5. Youth workshop about the CGMP and conformation of the Youth Municipal Council. October 11.		Awareness and knowledge has been promoted about municipal administration and citizens' rights among youth representatives
2.6. Coordination meeting and technical assistance for the conformation of the Mancomunidad of Vigilance Committees in the Tropic of Cochabamba.	<b>MDI 11.</b> Institutional Capacity of the Vigilance Committee	VC capabilities are strengthen and the conformation of a Mancomunidad of Vigilance Committees is foreseen. The strengthening of social control actions in the region is foreseen. Introductory activity carried out from November 15 to December 15 in a coordinated manner with the VC of each Municipality. A meeting is projected with the 5 VCs on February 15 to draft regulations and start with the organization of the Board

Result 3: Increase in the vocation relationship / AOP Investment

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
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3.1. Prepare dissemination material about municipal vocation	<b>MDI 13.</b> Municipal Vocations	Information about municipal vocation is being systematized and afterwards documents will be printed for dissemination and awareness. Process initiated after Summit 3 at the Tropic Municipalities.
3.2. Prepare tools to be included in the CGMP to strengthen municipal vocation		A process of adjustment of CGMP tools has been initiated, taking into account the characteristics of Cochabamba Tropic Municipalities.

Impact Analysis:

The need to develop new tools for preliminary meetings to be used at Participatory Planning events has been identified and these tools are being validated at the inter-institucional coordination meetings.

**B. AREA: FINANCIAL**

Result 1: Development of Specific Regulation (SR) for the Sub-systems of the Law 1178 SAFCO.

Activities	Programmed Result (MDI/Administration Line)	Achieved Result
1.1. SR – SAO (System for Administrative Organization) Municipality of Puerto Villarroel	<b>MDI 1.</b> Financial Result <b>MDI 2.</b> Fiscal Independence <b>MDI 3.</b> Tax Revenue Efficiency <b>MDI 4.</b> Expense Flexibility <b>MDI 5.</b> Capacity to Execute Expense Budget. <b>MDI 6.</b> Accounting Efficiency	SR concluded to be submitted to the Mayor once the other regulations are concluded.
1.2. SR – PC (Public Credit) Municipality of Puerto Villarroel		SR concluded to be submitted to the Mayor once the other regulations are finished.
1.3. SR – SIA (System for Integrated Accounting) – Municipality of Puerto Villarroel		SR concluded to be submitted to the Mayor once the other regulations are concluded
1.4. SR– BS (Budget System) Municipality of Puerto Villarroel		SR concluded to be submitted to the Mayor once the other regulations are concluded.
1.5. SR– TS (Treasury System) Municipality of Puerto Villarroel		SR concluded to be submitted to the Mayor once the other regulations are concluded.

1.6. SR – SABS (Systems for the Administration of Goods and Services) Municipality of Puerto Villarroel		SR in the process of being developed with a 50% progress.
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**Impact Analysis:**

In the Municipality of Entre Rios the Specific Regulations of the Systems for the Law 1178 SAFCO has been finished including: Budgets, Operations Programming, Administration of Goods and Services, Integrated Accounting, Treasury, Public Credit, Administrative Organization. The Municipal Executive Division sent these documents to the Ministry of Finances to revise their compatibility and received feedback about Regulations for Integrated Accounting, Budget and Operations Programming. These were adjusted as suggested and a final version was sent to the Municipal Council for the corresponding approval.

**Result 2:** Technical assistance in monthly budget execution corresponding to the month of August and the review and revision of observations made to it.

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
2.1. Technical assistance in the development of budgetary execution corresponding to the months of September, October, and November for the Municipalities of Villa Tunari, Chimoré, Entre Rios and Puerto Villarroel. The information is available on line.	<b>MDI 6.</b> Accounting Efficiency	Financial and budget information is updated and available for decision making and complies with the standards established by the Ministry of Finances.

**Result 3:** Planning for the area of municipal finances, for the last quarter 2005 and the first quarter 2006.

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
3.1. Development of the work plan and establishing agreements with Municipalities in the target area, signing of an Addendum to the Reference Framework (convenio marco) with five	<b>MDI 1 al 6:</b> Municipal Finances.	Timely execution of the plan will allow achieving positive impacts, which will be measured progressively. The execution of the plans agreed with the Municipalities has been initiated.



Municipalities.		
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Result 4: Support offered to the preparation of budget information for summit 3 at the Municipality of Chimoré.

Activities	Programmed Result (MDI/Administration Line)	Achieved Result
4.1. Technical assistance in the development of budget information to be presented at the third summit.	<b>MDI 10.</b> Transparency	Budget and administrative objectives presented to Civil Society during the third summit by the Municipal Executive.

Impact Analysis:

A close relationship has been established with the technicians from the financial area who participate and support CGMP events.

Result 5: A diagnosis has been made about local tax administration as well as a diagnosis about fiscal cadastre in four Municipalities in the tropics.

Activities	Programmed Result (MDI/Administration Line)	Achieved Result
5.1. Tax and cadastre diagnosis carried out in the Municipality of Villa Tunari.	<b>MDI 2.</b> Fiscal Independency <b>MDI 3.</b> Efficiency for Tax Revenue.	Information is available about tax revenue and cadastre is useful for developing a strategy to increase revenues.
5.2. Tax and cadastre diagnosis carried out in the Municipality of Chimoré.		Information is available about tax revenue and cadastre is useful for developing a strategy to increase revenues.
5.3. Tax and cadastre diagnosis carried out in the Municipality of Puerto Villarroel.		Information is available about tax revenue and cadastre is useful for developing a strategy to increase revenues.
5.4. Tax and cadastre diagnosis carried out in the Municipality of Entre Ríos.		Information is available about tax revenue and cadastre is useful for developing a strategy to increase revenues

Impact Analysis:

Information obtained allowed the elaboration of a strategy to increase revenues.

Result 6: A presentation has been made about local tax administration as well as a diagnosis about fiscal cadastre in four Municipalities in the Tropics.

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
6.1. A presentation takes place about tax and cadastre diagnosis in the Municipality of Villa Tunari.	<b>MDI 2.</b> Fiscal Independency <b>MDI 3.</b> Efficiency for Tax Revenue.	An agreement has been reached about the strategy to increase revenues, as well as the actions to be taken for the organization of local tax administration.
6.2. A presentation takes place about tax and cadastre diagnosis in the Municipality Chimoré.		An agreement has been reached about the strategy to increase revenues, as well as the actions to be taken for the organization of local tax administration.
6.3. A presentation takes place about tax and cadastre diagnosis in the Municipality of Puerto Villarroel.		An agreement has been reached about the strategy to increase revenues, as well as the actions to be taken for the organization of local tax administration.
6.4. A presentation takes place about tax and cadastre diagnosis in the Municipality of Entre Ríos.		An agreement has been reached about actions to be taken to increase revenues.

Result 7: Support has been given to the development of the budget for the AOP 2006.

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
7.1. Support has been given for the development of a budget that includes resources, operative expenses and investments for the AOP 2006 in the Municipality of Chimoré.	<b>MDI 4.</b> Expenses Flexibility.	Budgets are ready to be included in the SFPM 2006 and in the AOP.

<p>7.2. Support has been given for the development of a budget that includes resources, operative expenses and investments for the AOP 2006 in the Municipality Entre Ríos.</p>		<p>Budgets are ready to be included in the SFPM 2006 and in the AOP.</p>
<p>7.3. Support has been given for the development of a budget that includes resources, operative expenses and investment for the AOP 2006 in the Municipality of Puerto Villarroel.</p>		<p>Budgets are ready to be included in the SFPM 2006 and in the AOP.</p>

### C. AREA: GENDER

Result 1: The SLIMs for the Municipalities in the Tropics are strengthened through the purchase of equipment.

Activity	Programmed Result	Achieved Result
1.1. Quotations and purchase of equipment and furniture	Purchase of equipment for each Municipality in the Cochabamba Tropic.	5 sets of equipment purchased for the SLIMs. 1 set for each Municipality in the Tropics.
1.2. Handing over the equipment and furniture to the five Municipalities through a public ceremony	Minutes of Delivery corresponding to the equipment given to each Municipality. A total of five Minutes.	5 Reception Minutes, one Minute for each Municipality in the Tropics.

#### Impact Analysis:

Municipal authorities are aware of the relevance of the SLIMs and commit their special support to improve the service.

Result 2: The MGMP is publicized, and the participation in the summits is promoted and a list of participants is made.

Activity	Programmed Result	Achieved Result
2.1. Accompany activities for Summits 1 <ul style="list-style-type: none"> <li>- Chimoré, September 23</li> <li>- Entre Ríos, October 14</li> <li>- PuertoVillarroel, November 11</li> <li>- Shinahota, December 1st</li> </ul>	Promote participation in at least 3 events with the corresponding reports and list of participants.	2 Summits 1 carried out with reports and a list of participants available.
2.2. Accompany activities for Summits 2 <ul style="list-style-type: none"> <li>- Chimoré, October 15</li> <li>- Entre Ríos, November 15</li> <li>- Puerto Villarroel, November 24</li> <li>- Shinahota, December 21</li> </ul>	Promote the participation in at least 4 events with the corresponding reports and list of participants.	2 Summits 2 carried out with reports and a list of participants available

<p>2.3. Accompany activities for Summits 3</p> <ul style="list-style-type: none"> <li>- Chimoré, November 1st</li> <li>- Entre Ríos</li> <li>- Puerto Villarroel</li> <li>- Shinahota</li> </ul>	<p>Promote the participation in at least 3 events with the corresponding reports and list of participants</p>	<p>3 Summits 3 carried out with reports and list of participants available.</p>
<p>2.4. Support workshops with the participation of indigenous populations in the CGMP.</p> <ul style="list-style-type: none"> <li>- CIRI, October 12</li> <li>- Coniyura, October 19</li> <li>- Coniyura and Conisur in the MDP of Villa Tunari December 7, 2005</li> </ul>	<p>Promote the participation of indigenous populations in at least one CGMP workshop with the corresponding reports and participants lists.</p>	<p>1 memoir of the workshops that took place with the participation of indigenous populations and including the list of participants</p>

**Impact Analysis:**

There are no records of women's participation in this type of events, at the moment their participation has been achieved through the support of their Federations.

Result 3: Women's organization put forward their demands with a Gender focus to be incorporated in the AOP and these are prioritized in Summit 2.

<b>Activity</b>	<b>Programmed Result (MDI/Administration)</b>	<b>Achieved Results</b>
<p>3.1. More than 200 women gathered for the summit in the Municipality of Puerto Villarroel, their demands were identified, prioritized and hand them over to the VC.</p>	<p><b>MDI 14.</b> Women's participation in the stages of the cycle.</p>	<p>The demands have been sent to the Municipal Executive by the same women leaders and the VC to be included in the AOP 2006.</p>

**Impact Analysis:**

The Municipality of Puerto Villarroel has increased in the AOP 2006 the amount allocated to Gender from Bs. 70.000 to Bs. 100.000.

**D. AREA: LOCAL ECONOMIC DEVELOPMENT (LED)**

Result 1: The Municipal Government, development organizations and economic actors reach an agreement for LED projects and include them in the AOPs based on previously defined priorities (potential and vocation for productivity).

Activities	Programmed Results (MDI/Administration Line)	Achieved Results
1.1. Information meetings carried out about DDPC3 LED plan with authorities and municipal technicians.	<p><b>Administration Line 16.1</b> The investment on LED projects in each one of the 6 Municipalities in the Cochabamba Tropic is increased by 45% in relationship to the total investment.</p>	At the municipalities of Entre Ríos, Shinahota and Puerto Villarroel, municipal demands related to LED were prioritized to be presented in summit 2 and IDH counterpart allocated for LED projects
1.2. Technical assistance offered to prioritize LED Municipal demands and to establish counterpart with IDH funds		There are 6 project outlines developed for Puerto Villarroel.
1.3. Support has been given for the organization of inter-institucional coordination workshops to include projects or counterparts in the demands with a LED approach.		<p>The inter-institutional workshops have allowed to achieved the following:</p> <p>Villa Tunari: bilateral agendas have been established to agree about amounts allocated for AOP 2006</p> <p>Entre Ríos: Oil companies have agreed to contribute with approximately 25% of the AOP as counterpart.</p> <p>Puerto Villarroel: Institutions such as ACDI VOCA, CHF, C-23, PCI, offered leverage to DEL Projects.</p> <p>Shinahota; in the process of arranging institutional workshop.</p>

**Impact Analysis:**

During the meetings and workshops with municipal authorities and technicians a greater acceptance of the Local Economic Development approach has been achieved and the same happened with the Technicians from the Units of Planning and the Direction of Productive Development at the Municipalities of Entre Ríos and Puerto Villarroel. However, these are still isolated efforts that lack a comprehensive approach to integrate institutions initiatives and the demands coming from the organizations

Result 2: The Municipality of Puerto Villarroel has the capacity to be responsible for promoting LED and informs about LED actions regularly.

Activities	Programmed Result	Achieved Result
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	<b>(MDI/Administration Line)</b>		
2.1. Administrative actions for printing jobs in Puerto Villarroel.	<b>Administration Line 17.1</b> The Municipality has the capacity of being responsible for promoting LED and disseminates regularly the put forward in this area.	The support offered by DDPC3 to municipal initiatives to disseminate LED actions strengthened the capabilities and management skills of the municipalities. In the municipality of Puerto Villarroel using leaflets they have promoted the conservation of natural resources and the environment celebrating the “Tree Day”.	
2.2. Organization, promotion and dissemination of the Fair EXPOTROPICO Chimoré 2005		<b>Administration Line 17.1</b> The Municipality has the capacity of being responsible for promoting LED and disseminates regularly the put forward in this area.	The municipality of Chimoré using leaflets, banners, dossiers and dissemination through TV and radio has promoted the Fair EXPOTRÓPICO Chimoré 2005 and the Business Meeting. The Municipality of Chimoré was able to organize Local Producers and Bolivian Companies for the Business Meeting with business transactions that reached \$us. 569.500 . A memoir of the process is being drafted (includes a report from the Chamber of Commerce)
2.3. Organization, promotion and dissemination of the BUSINESS MEETING			

**Impact Analysis:**

In Villa Tunari an “Ecotourism Summit” with national participation took place. Tourism is the most important productive area - as seen by this municipal government. The logistic support offered by DDPC3 has been important for this Summit.

**E. SERVICES AND PROJECTS**

Result 1: Development of Specific Regulations (SR) of the National System of Public Investments, as a draft.

Activities	Programmed Result (MDI/Administration Line)	Achieved Result
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1.1. SR – SNIP Municipalities of Villa Tunari, Chimoré, Puerto Villarroel, Entre Rios	<b>MDI 8.</b> Capacity for Project Execution	Specific Regulations concluded to be sent to DIGENSAG, for their revision and agreement, after which they should be approved for each Municipal Council for their dissemination.
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Result 2: Development of Terms of Reference.

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
2.1. Contingency Plan for the Canton Agency of Shinahota	<b>MDI 7.</b> Management of Municipal Services	In the phase of revision, adjustment and approval by the National
2.2. Terms of Reference – Consultancy for the Design of Software and Training Plan in ASAPASH (Association for the Potable Water and Sewage System in Shinahota).	<b>Administration Line 7.1</b> Potable water	ASAPASH is motivated and with expectations of improving its services and administration.

Result 3: Carry out Cleaning Campaigns, Urban Clearing and Waste Collection

<b>Activities</b>	<b>Programmed Result (MDI/Administration Line)</b>	<b>Achieved Result</b>
2.3. Working day for the Cleaning Campaign in the Municipality of Chimoré, carried out on Sunday, October 23.	<b>Administration Line 7.4</b> Solid Waste	This activity is budgeted in the AOP -2006 and it has been agreed with the Unit of Municipal Basic Services
2.4. Working day for the Cleaning Campaign in the Municipality of Villa Tunari, carried out on Tuesday, November 22		This activity is budgeted in the AOP -2006 and it has been agreed with the Unit of Municipal Basic Services
2.5. Working day for the Cleaning Campaign in the Municipality of Puerto Villarroel (Cantón Ivirgarzama, Seat of the Municipality), carried out on Friday, November 25.		This activity is budgeted in the AOP -2006 and it has been agreed with the Unit of Municipal Basic Services



2.6. Working day for the Cleaning Campaign in the Municipality of Entre Ríos, carried out Saturday, December 10.		This activity is budgeted in the AOP -2006 and it has been agreed with the Unit of Municipal Basic Services
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**Impact Analysis:**

The socialization and awareness campaigns for Cleaning, Urban Cleaning and Waste Collection should be an integral work (publicity in radio, TV, banners, posters, leaflets, stickers and others), always paying attention to the training in these subjects. This should be an activity taken by the Mayor's Offices.

## MANCOMUNIDAD OF THE YUNGAS MUNICIPALITIES IN LA PAZ

### I. INTRODUCTION

During the quarter October – December, the Mancomunidad of Yungas de La Paz, has developed tasks specifically related to areas of Administration and Municipal Finances, Gender, and Governance without putting aside indigenous issues as a cross-cutting issue. In this quarter the Municipalities oriented their efforts to the development of the AOPs, closing the financial year and budget execution reports; thus, this report is mainly oriented to activities developed in the mentioned areas.

### II. SIGNIFICANT ACHIEVEMENTS FOR THE QUARTER

#### A. MODEL OF PARTICIPATORY MUNICIPAL ADMINISTRATION.

Result 1: In depth application of the Territorialized MGMP, on the basis of socioeconomic indicators by Municipal District.

Activities	Programmed Results	Achieved Results
1.1. Carry out Summits 1	5 Municipalities from the mancomunidad have carried out Summits 1, in accordance to updated MGMP.	8 Municipalities from the mancomunidad have carried out Summits 1, in accordance with updated MGMP.
1.2. Carry out Summits 2	5 Municipalities from the mancomunidad have carried out Summits 2, in accordance to updated MGMP.	8 Municipalities from the mancomunidad have carried out Summits 2 at the level of Municipal Districts (44 Summits 2 by municipal district),
1.3. Development of Socioeconomic indicators	Economic and social indicators have been developed as well as others for municipal districts to face the planning processes for AOP 2006 at MMYLP Municipalities.	Economic and social indicators have been developed as well as others by municipal districts for 8 Municipalities to face the planning processes for AOP 2006 at MMYLP Municipalities.

Result 2: Civil Society, at large, knows about the MGMP, its advantages and the possibilities that offer to encourage municipal and regional development.

Activities	Programmed Results	Achieved Results
2.1. Carry out a communication campaign base on a Dissemination Methodology.	Information campaign carried out.	Radio spots have been broadcasted before Summits 1 and 2. (1)
2.2. Encourage Municipal	Municipal Districts from 4	Part of the Municipal

Districts to become units of municipal planning and be used to facilitate and obtain more external funding.	municipalities of the MMYLP, are part of participatory planning and offer “transparency” for external funding entities.	presented at Summits 1 for 8 municipalities included external funding (2)
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**Impact Analysis:**

During the quarter April – June the dissemination methodology was designed and broadcasted through radio spots.

**Result 3:** Achieve greater participation of women in municipal administration and municipal activities in general, taking advantage of the opportunities offered by the MGMP.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
3.1. With the support of promoters implement a strategy with themes that encourage a greater participation of women with a relevant role.	Strategy defined and executed	Two coordination and motivation meetings have taken place with women from 3 Municipalities (Chulumani 1 meeting, Palos Blancos 1 meeting, and Yanacachi 2 meetings).
		Promoters carried out 19 meetings with women in the communities (Irupana 2 meetings, Cajuata 7 meetings, Chulumani 1 meeting, Yanacachi 1 meeting, La Asunta 5 meetings, and Palos Blancos 2 meetings).
		A workshop has taken place with council women and promoters about the Constituent Assembly.
3.2. Develop a communication campaign to encourage women to participate in the cycle.	A campaign is carried out that encourages women’s participation.	Continuity has been given to the communication campaign, with the broadcasting of 2 radio spots oriented to call upon women to participate in Summits 1 and 2.

**Impact Analysis:**

During the quarter April – June a methodology for women’s participation was designed. During this period 6 meetings with women’s group took place in the Municipalities of Cajuata, La Asunta and Palos Blancos.

## B. TERRITORIAL ORGANIZATION

Result 1: Municipal and Province authorities have initiated the process of definition of boundaries in a sound manner.

Activities	Programmed Results	Achieved Results
1.1. Develop a program for the dissemination of the UPAS Law and its regulations.	Municipal Governments sign agreements to make solve problems related to municipal boundaries.	1 training workshop carried out about the UPAs Law, where the process to solve boundaries issues was explained. Also independent workshops carried out in the municipalities of Coroico, Irupana and Palos Blancos.
1.2. Carry out a study to identify the boundaries problems.	1 Study carried out.	1 detailed study about the situation in each Municipality in regards to boundary issues available
1.3. Develop a campaign for the Municipalities of the MMYLP, to establish commissions to search and find solutions to boundary problems.	Committees established in charge of search for and propose solutions to boundary problems.	Three commissions organized in Irupana, Chulumani and Coripata in charge of analyzing this issue, and propitiating a commission from the mancomunidad.

Result 2: Conclude the processes of Municipal District at MMYLP Municipalities.

Activities	Programmed Results	Achieved Results
2.1. To plan, promote and make adjustments to the process of municipal district definition in Palos Blancos.	District adjustment in Palos Blancos carried out.	A preliminary proposal of adjustment to district definition is in place at the Municipality of Palos Blancos.
2.2. Support and conclude the process of District definition in Coripata and La Asunta.	Municipal Ordinances for district definition are issued	A workshop carried out with authorities and representatives from Civil Society where possible alternatives have been discussed about District definition at the Municipality of La Asunta.
		A preliminary proposal available for District definition in the Municipality of La Asunta.

Result 3: Strengthen Civil Society in its social control role.

Activities	Programmed Results	Achieved Results
3.1. Strengthen and re-establish the Vigilance Committees.	2 VC from 3 MMYLP Municipalities receive support to modify their structure and composition to the new territorial reality.	7 VCs received continuous training about district definition and municipal administration; taking advantage of the meeting they held in the MMYLP.
3.2. Support Vigilance Committees to adapt their statutes and regulations to the new territorial reality.	The Vigilance Committees from 3 Municipalities of the MMYLP, adapt their statutes and regulations to the new territorial reality.	The VC from the Municipalities of Coripata and Cajuata has a proposal for Internal Regulation that corresponds to the new territorial reality, which will be approved in a next session.

Result 4: Adjust the Health and Education services to the territorial reorganization and avoid dispersion of investments made in infrastructure.

Activities	Programmed Results	Achieved Results
4.1. Make compatible the territorial organization of the Municipalities with the bodies in charge of the Health and Education sector.	Process presented to authorities from different sectors to make compatible the organization of services with the reality of current territory situation.	Updated information available from the health facilities in 8 Municipalities of the MMYLP

Result 5: Discuss the problems related to land tenure to foster an adequate reorganization according to the characteristics and needs of the area of Los Yungas in La Paz.

Impact Analysis:

In order to comply with this objective, a consultant specialized in the subject was to be hired, this is in process and the result is on hold:

### C. INSTITUTIONAL STRENGTHENING.

Result 1: Consolidate the institutionalization of the Mancomunidad, so each actor will have a role according to the regulations established by the current legal model and for the mandate coming from the Mancomunidad.

Activities	Programmed Results	Achieved Results
1.1. Adjust statutes, making feasible the inclusion of mechanisms for automatic	MMYLP statutes have been modified with the approval of the Prefecture including the	The General Assembly approved the modification in statutes and Internal

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
municipal contribution; and include options to replace Board members appointed by the corresponding Mayors, if the case should arise.	presence of replacements in the Board and the automatic contribution of financial resources for MMYLP Municipalities.	Regulations including the option of replacement of Board members and the automatic contribution of financial resources for MMYLP Municipalities.
1.2. Implementation of organization and function manuals as well as specific regulations of the SAFCO Law and others that will allow the compliance with current legal obligations.	Develop and implement function manuals. An adequate organizational structure in place.	The regulations: SABS, SAP, SOA y SPO have been sent to the Ministry of Finances for their concurrence and agreement

Result 2: The MMYLP becomes an entity able to participate in project funding and improves strategic planning.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
2.1 A trust fund is set up for the MMYLP.	A preliminary regional trust fund is functioning at the MMYLP.	A project outline available oriented to set up a trust fund for the region
2.2. Encourage municipalities to manage their accounts through banks working in the region.	Discussions with municipal governments and national authorities to transfer municipal resources to accounts in financial organization located in Los Yungas.	A report is available about the technical and legal feasibility to make this proposal operative.

Result 3: Make the MMYLP administration as transparent as possible creating trust among social and municipal stakeholders.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
3.1 Encourage Social Control to be established, regulated and functioning in the Mancomunidad.	The Vigilance Committee of the Mancomunidad established with the participation of the Presidents from Municipal Vigilance Committees.	Continuous technical assistance is offered in the periodical meetings held by the Vigilance Committee of Mancomunidades. The legal status of the VC of the Mancomunidades is in the process of being obtained.

Result 4: MMYLP Municipalities with the capacity and adequate mechanisms to evaluate their progress and take actions that offer continuous feedback to their planning.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
4.1. A data base that offers information for Municipal Development Index (management) is available	MDI is applied in at least 6 MMYLP municipalities	Working agreements have been signed with 7 MMYLP municipalities to work on the improvement of MDI results.
4.2 Create and administer a database with socio-economic indicators for each MMYLP Municipality and by Districts.	An updated database available with information on Municipal Districts and communities.	A updated database in place with information about Municipal Districts and communities
4.3. Create a financial fund for an award with the aim to encourage the committed participation in region development, the PEDR, citizen participation and community contribution.	The basis for an award to be granted to communities and municipal districts is established offering a cash incentive for projects that show a link with the PEDR, greater participation and a considerable community counterpart contribution.	The principles are in place to offer an award to different aspects of municipal territory reality.

#### **D. STRATEGIC PLAN**

Result 1: Execution of projects that can achieve an impact in prioritized productive chains.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
1.1. Carry out a diagnosis for key projects in the areas of agriculture and tourism for the MMYLP.	Carry out 2 diagnosis	A school breakfast project has been designed using products from the region.
		A project profile available oriented to execute a trust fund in the region through a Tourism Project.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
1.2. Carry out proceedings to include PEDR Projects in the Prefecture AOP with emphasis in road construction projects.	The Prefecture AOP (2005) includes at least 3 PEDR projects.	Coordination work carried out with the Prefecture to include 22 projects for the region, highlighting the following: - Final design Palos Blancos project La Asunta (Outline designed by the MMYLP) - Conclusion of the project final design of paving work Unduavi - Chulumani.
1.3. Organize commissions in charge of encouraging productive chains, facilitate and follow-up the work of the commissions.	Municipal commissions organized to encourage productive chains in 3 municipalities and receiving support.	Three productive chains have been identified for: 1) Tourism a) Tourist Circuit of South Yungas and b) Tourist attractions in Coroico; 2) In Agriculture Coffee Chain (Irupana) and Flower Chain (Yanacachi).

Result 2: Promote close relationships between regional development support programs and economic stakeholders, and among others encourage productive innovation.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
2.1. Promote a CODEPE from the mancomunidad that can channel the regional demand.	A CODEPE of the Mancomunidad establish with representatives from Municipal CODEPES.	CODEPES established in the Irupana Municipality and the next one to be established at Coripata, La Asunta and Palos Blancos.



## E. BOARD

Result 4: Adequate direction and guidance for the mancomunidad.

Activities	Programmed Results	Achieved Results
4.1. Promote effective assemblies and periodical meetings of the MMYLP Board	The MMYLP Boar carries out Assembly meeting every six months and regular monthly meetings to coordinate and define MMYLP policies and activities.	Monthly meetings are carried out in a regular manner with the quorum as established in regulations.
		The Second General Assembly has taken place in the Municipality of Chulumani.
		The 8 MMYLP Municipalities offered their contributions regularly, and there are few outstanding balances.

### III. RECOMMENDATIONS / RESPONSABILITIES

There is the possibility of a vote that express a feeling of discontent for the next administration; thus changes could be seen in the municipal executive and in the staff of the various municipal governments, which will mean new training processes for new personnel.

The commissions in charge of searching and recommending solutions to boundary problems within the MMYLP could cause controversy among Municipalities members of the Mancomunidad and therefore resulting in institutional weakness.

Some sectors in the Municipalities of Coripata and La Asunta – due to personal or community interests - are afraid of losing the leadership as a result of the new District Organization. This situation hinders the decisive support from municipal authorities.

The reorganization of the health and education sector adjusting to the new form of territorial organization responds to an issue of political will, which makes the process more difficult.

In order to establish a trust fund and to count with a public compensation fund for Los Yungas, it is necessary to have financial resources which can be raised only if there is the political will from external and state financing.

To establish the CODEPES it is necessary the political motivation from municipal actors (Municipal Council and Vigilance Committee).

# MANCOMUNIDAD OF MUNICIPALITIES NORTE PACEÑO TROPICAL

## I. INTRODUCTION

The Mancomunidad of Municipalities Norte Paceño Tropical in the same manner as its similar in Los Yungas has prioritized its actions developing activities related to support the elaboration of AOPs for the Municipalities. This process keeps a direct relationship with DDPC3 Areas of Finances, Gender and Governance. These activities are shown in reports by area of focus.

## II. SIGNIFICANT PROGRESS IN THE QUARTER

### A. AREA: FINANCIAL

Result 1: Apply the systems of Specific Regulations (SR) of Law 1178 SAFCO in the Municipalities of Norte Paceño Tropical: Mapiri, Tipuani, Apolo, Tacacoma and Teoponte.

Activities	Programmed Results	Achieved Results
1.1. Train financial technicians and those responsible for the accounting areas at the Municipalities, in the development and application of SR – PS (Programming System).	Train at least one technician in each of the 5 municipalities in the development and application of SR-SOP (System for Operation Programming).	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained technician for the development and application of SR-SOP, which allowed the elaboration of AOPs 2006
1.2. Organization of workshops and training events for Financial Technicians and accountants in the mentioned municipalities for the development and application of the SR - SAOA (System for Administrative Organization).	Train at least one technician in each of the 5 municipalities in the development and application of SR – SAO (Systems for Administrative Organization).	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person in the development and application of SR-SAO
1.3. Train financial technicians and accountants in the mentioned municipalities for the development and application of SR - BS (Budget System).	Train at least one technician in each of the 5 municipalities in the development and application of SR - BS (Budget System).	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person in the development and application of SR - BS (Budget System).
1.4. Train financial technicians and accountants in the mentioned municipalities for the development and application of SR – SPA (System for Personnel Administration).	Train at least one technician in each of the 5 municipalities in the development and application of SR – SPA (System for Personnel Administration).	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person in the development and application of SR – SAP (System for Personnel

		Administration) that will be useful to develop a Manual of Functions to be applied in the processes for Hiring Personnel.
1.5. Train accounting technician in 5 municipalities in the development of SR – SAGS (System for the Administration of Goods and Services).	Train at least one technician in each of the 5 municipalities in the development and application of SR – SAGS (System for the Administration of Goods and Services)..ç	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person in the development and application of SR – SAGS (System for the Administration of Goods and Services), useful to carry out processes related to purchases and contracts for the municipalities.
1.6. Train Financial Technicians and accountant in the municipalities of MMNPT, for the development and application SR – TS and PC (Treasury System and Public Credit).	Train at least one technician in each of the 5 municipalities in the development and application of SR – TS and PC (Treasury System and Public Credit).	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person in the development and application of SR – TS and PC (Treasury System and Public Credit).
1.7. Train accounting technicians in the municipalities of MMNTP for the development and application of SR – SIC (System of Integrated Accounting).	Train at least one technician in each of the 5 municipalities in the development and application of SR – SIC (System of Integrated Accounting)..	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person in the development and application of SR – SIC (System of Integrated Accounting) that will be useful in the management of municipal accounting.

Result 2: Support Accounting development in at least 5 municipalities of the Mancomunidad: Mapiri, Tipuani, Teoponte, Apolo and Tacacoma.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
2.1. Training and follow-up to the Financial Technical Team from the Municipalities of MMNPT, in the management of integrated accounting.	Train one technician in at least 5 municipalities in the management of integrated accounting.	The Municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte, have one trained person responsible for the accounting management SINCOM that produces monthly reports.
2.2. Technical Assistance in the development of monthly budget execution with the aim to analyze	Offer technical assistance to municipal technicians working in the accounting	The municipalities of Mapiri, Tipuani, Apolo, Tacacoma and Teoponte submit budget

percentage of execution and revision of Project folder.	area and technicians responsible for reporting monthly budget execution as well as project folders.	executions to the Ministry of Finances and keep their project folders organized.
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Result 3: Prepare and develop AOPs of the Mancomunidad for fiscal year 2006.

Activities	Programmed Results	Achieved Results
3.1. Planning workshop to establish the Work Plan for MMNPT.	Work Plan available that defines MMNPT activities for the year 2006.	MMNPT has work plans at the municipal level to guide the intervention work for the year 2006.
3.2. Internal workshop of planning and monitoring to define activities and schedules for the FY 2006.	MMNPT Technical Team and external support consultants (Project units) know about the activities planned for next year. The project results obtained by DDPC3 and the MMNPT are the basis for future actions.	MMNPT technical team and external support consultants (Project units) know about the activities for the next FY. It is a priority to base their actions over the results obtained by DDPC3 and MMNPT.

## B. AREA: GOVERNANCE

Result 1: Support the application of the Model of Participatory Municipal Administration (MGMP) in the Municipalities of the Mancomunidad of Norte Paceño Tropical.

Activities	Programmed Results	Achieved Results
1.1. Carry out EDAs and Summits in at least 5 MMNPT Municipalities	Carry out progress meetings 2 in the municipalities of Mapiri, Tipuani, Teoponte, Caranavi and Guanay.	Two EDAs carried out in the municipalities of Mapiri, Tipuani, Teoponte, and Caranavi. Promoting transparency and efficiency in municipal administration.
	Carry out Summits 1, 2 and 3 in the Municipalities of Apolo, Mapiri, Tacacoma, Teoponte and Tipuani.	Summits 1, 2 and 3 carried out in Mapiri, Tipuani, Apolo Teoponte and Tacacoma promoting transparency in the development of AOP 2006.

Result 2: Carry out 2 evaluation and feedback meetings about issues of gender inclusion when applying the Model of Participatory Municipal Administration.

Activities	Programmed Results	Achieved Results
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2.1. Carry out 2 workshops of internal evaluation about the application of the Model of Participatory Municipal Administration in the municipalities where EDAs and Summits took place.	Timely information available to improve, correct and redirect the process of MGMP implementation in the Municipalities that are part of the Mancomunidad, with specific tasks of Gender inclusion	MMNPT technician know about the progress made in the process for MGMP implementation and have the capacity to carry out CGMP events with Gender inclusion.
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**Impact Analysis:**

On December 2, the internal workshop of the Mancomunidad took place (with the presence of DDPC3 personnel and the 7 Municipalities from the Mancomunidad). Here work plans were consolidated with each municipality and agreements were signed.

The following should be highlight: dissemination and socialization of obtained results applying the MDI in municipal governments of 7 MMNPT municipalities, better transparency achieved in the administration matter, weaknesses identified and needs prioritized in order to be included in the Mancomunidad AOP 2006.

**Result 3:** Carry out the 2nd workshop of internal evaluation. “Application of the MGMP in the Municipalities of the Mancomunidad Norte Paceño Tropical.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
3.1. Carry out an internal workshop of the MMNPT	Knowledge about the progress and application of the MGMP tools and application of the CGMP.	Summits 1, 2 and 3 carried out in the Municipalities of Apolo, Mapiri, Tacacoma, Teoponte, and Tipuani. A MGMP analysis was carried out highlighting the events of Accountability for Participatory Planning, adaptation and selection of tools to be used in the Summits. The workshop for the development of AOP 2006 was socialized and replicated offering key concepts of strategic planning for development to be used in the Summits.

Impact Analysis:

Technical personnel from the MMNPT are trained to replicate the MGMP, CGMP, as well as tools and processes for Accountability and Participatory Planning in the Cycle.

**C. AREA: LEGAL/INSTITUTIONAL**

Result 1: Legal and institutional strengthening for the Municipal Councils of: Mapiri, Apolo Tipuani, Tacacoma and Teoponte.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
1.1. Disseminate and socialize the legal framework for the roles to be played by the MC in their municipalities.	Municipal authorities know and apply the legal, institutional and legislative issues corresponding to the legal framework of the Municipal Administration.	Municipal authorities from the municipalities of Apolo, Tipuani Tacacoma, Teoponte and Mapiri know and apply legal, institutional and legislative perspectives for the Municipal Administration

Result 2: Workshop for legal institutional strengthening of Vigilance Committees from Mapiri, Apolo Tipuani, Tacacoma and Teoponte.

<b>Activities</b>	<b>Programmed Results</b>	<b>Achieved Results</b>
2.1. Disseminate the legal framework corresponding to the role of VC in their municipalities and the responsibilities inherent to the position of civil responsibility	Vigilance Committees know and apply legal and institutional concepts in Municipal Administration.	5 Vigilance Committees from Apolo, Tipuani Tacacoma, Teoponte and Mapiri know and apply legal concepts.

**III. RECOMMENDATIONS / RESPONSABILITIES**

The municipality of Ixiamas has not been yet integrated to the MMNPT despite all the efforts. There is a lack of decision on the side of municipal authorities to continue or withdrawn definitely from the Mancomunidad.

Conflicts keep emerging about account reconciliation between municipalities of recent creation that spin off from the Municipality of Guanay as it is the case for Mapiri and Teoponte.

The lack of will from the Caranavi's OC President has hindered the technical assistance work to be carried out by consultants for the mancomunidad.

It is recommended to institutionalize and make sustainable over time the municipal child care centers with the cycle (GUCI) for the care of children of peasant mothers. During the last quarter, this has allowed an increase in women's participation in the Summits, in a significant manner.

The lack of compliance of some Municipal Governments with agreements and commitments subscribed in regards to services and technical assistance, disrupt the work plan and forces us to carry out continuous modification to work timelines.

The resignation of MMNPT President has created legal holes and susceptibility in some municipal government in regards to succession

The challenge to establish a new Vigilance Committee district base remains, since the Municipalities of Mapiri, Teoponte, Tipuani and Caranavi, in a partial way, are in the process of concluding district definition.

The total integration of the Municipalities of Apolo and Tacacoma to the MMNPT should be highlighted, due to the efforts made by the technicians of the Mancomunidad and the decisive support from authorities in those Municipalities.

The poor transportation for the MMNPT technicians to the Municipalities is an issue that needs attention and results in delays to comply with the work.

The Democratic Development and Citizen Participation 3 end its activities on July 31, 2006. The remaining time is not enough to achieve sustainability of the mancomunidad and the continuity of activities after that date.

#### **IV. PROGRAMMED ACTIVITIES FOR THE NEXT QUARTER**

##### **MANCOMUNIDAD OF THE MUNICIPALITIES LOS YUNGAS LAPAZ**

###### **A. MUNICIPAL FINANCES.**

<b>Activities</b>	<b>Target Products</b>
Diagnosis of the Municipal Revenue Services	Diagnosis of the Municipal Revenue Services in 8 Municipalities
Design of Municipal Ordinance for Rates and Licenses	8 MO Project for Rates and Licenses
Design and execution of the Communication Campaign for taxpayers	1 communication campaign of motivation designed and implemented.
Development and implementation of strategies to increase tax collection.	A strategy developed and implemented in each municipality.

<b>Activities</b>	<b>Target Products</b>
Training of two municipality employees.	A process of training for municipal employees carried out in each municipality of the MMYLP.
Inventory of fixed assets of the Municipality	The inventory of fixed assets is carried out in 8 municipalities.
Design and implementation of the cash flow systems	1 system of cash flow for 8 municipalities designed and implemented.
Design of Specific Regulations for the Budget and AOP Systems	2 regulations in each one of the 8 municipalities designed and adapted.
Specific Regulations for Budget and AOP systems are agreed upon and approved	4 regulations SP and 4 regulations SPO are approved.
Training in account closing and a new version of the SINCOM 2006	Municipal employees from the 8 municipalities are trained.

## **B. MUNICIPAL SERVICES AND PROJECTS**

<b>Activities</b>	<b>Target Products</b>
Collection of Basic information for diagnosis.	Data base available for 7 municipalities
Development of diagnosis	A diagnosis available for 7 municipalities
Collection of Basic information in Coripata	Awareness workshops and explanation of the proposal initiated
Development of the proposal for Coripata	Tariffs table for Coripata in the process of being developed.
Design of the operative program and maintenance	The design of a program for operation and maintenance is being initiated.
Collection of primary information for the design of a sewage system project	Basic information collected in the field is available for the design of a sewage system Project in Yanacachi.
Collection of primary information to implement a program for waste collection in one Municipality. (Yanacachi)	Basic information collected in the field is available for the design of the program.
Training to municipal staff in 7 Municipalities in the handling of SNIP norms for project administration.	The training of two municipal members in each municipality about SNIIP norms is being initiated.
Support in Project design in areas of Municipal competency in 8 Municipalities	The process of project design in each municipality is being initiated.

## **C. GOVERNANCE**

<b>Activities</b>	<b>Target Products</b>
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<b>Activities</b>	<b>Target Products</b>
Train in the CGMP offered in each municipality oriented to OTBs, women, indigenous populations, peasants and producers organizations.	Training in 8 municipalities carried out.
Launching a communication to motivate social participation at CGMP events.	Motivate civil society participation in CGMP events in 8 municipalities.
Carry out participatory diagnosis of OM, OC and OP at CGMP events.	1 diagnosis carried out in each one of the 8 municipalities.
Train in the CGMP offered to OM, OC and OP, women's organizations, indigenous populations, peasants and producers organizations	Training carried out in 8 municipalities.
Communication campaign to motivate participation of OM, OC and OP at CGMP events	Encourage OM, OC and OP to participate in CGMP events at 8 municipalities.
ARCO agreement signed.	ARCO agreement signed in 8 municipalities.
EDAs 1 and 2 carried out	EDAs 1 carried out in 8 municipalities.
Design of a policy to access information.	Policies to access information functioning in 8 municipalities.
Awareness created in the three actors CM, CV, and EM so they can establish information mechanisms to back-up reports.	The 3 actors from 8 municipalities facilitate civil society access to information.
Hire an Internal Auditor for the Mancomunidad	One Internal Auditor hired for the MMYLP.
Carry out a diagnosis of OTB participation in CGMP events.	1 diagnosis carried out in each of the 8 municipalities.
CGMP training for OTBs, women's organizations, indigenous organizations, peasants and producers organizations	Training carried out in 4 municipalities.
Design of Internal regulations in 2 VC	3 Internal Regulations design for VC in Cajuata and Coripata
Awareness about agreement signing	An agreement made in each municipality of the MMYLP.
Call for proposals to formulate the EDEM.	One EDEM established in each municipality of the MMYLP.
Design, presentation and training of the FCS regulation	1 Regulation for the management of FCS available, approved in each municipality and 8 training workshops carried out for the VC.

## D. GENDER

Activities	Target Products
Carry out diagnosis of women's participation in CGMP events.	1 diagnosis carried out in each one of the 8 municipalities.
CGMP Training workshop for women in leadership issues.	1 training workshop for women in 4 municipalities.
Broadcast of a communication campaign to motivate the participation of women in CGMP events.	1 communication campaign for motivation carried out.
Carry out diagnosis about the participation of women's organization in CGMP events.	1 diagnosis carried out in each one of the 8 municipalities.
Training workshops to women's organization in organizational strengthening and leadership issues.	1 training workshop for women's organization in each one of the 8 municipalities.
Technical assistance to integrate women's demands to Summit 2 and include them in the AOP and budget	1 specific Project of women included in the AOP 2007 in each one of the municipalities
Technical assistance for the follow-up and control of projects included in the AOP	1 women's Project in execution in each one of the 8 municipalities.

## E. LOCAL ECONOMIC DEVELOPMENT

Activities	Target Products
Workshop to collect information	Information collected on field with productive actors from 8 municipalities.
Prioritization workshop for productive chains.	2 productive chains identified in the workshops in 8 municipalities
Design for the Productive Chain Plan.	16 plans for productive chains designed

## F. ORGANIZACIÓN TERRITORIAL

Activities	Target Products
Legitimize the Municipal District definition	2 Municipal Governments have approved one norm to organize the municipal territory in Districts. (Coripata and La Asunta)
Authorities and society are aware of the importance of these issues	Municipal authorities in 2 municipalities know about the importance of this issue.
Adjustment of district definition process	1 Municipal Government (Palos Blancos) has approved one norm for the reorganization of Municipal Districts

## G. ACCIONES OF THE MANCOMUNIDAD

<b>Activities</b>	<b>Target Products</b>
Self sustainability Plan.	One self-sustainability plan available, a proposal designed and 1 workshop carried out for the validation of the proposal.
Design of a Strategy for the development of Tourism.	1 tourism development strategy available, contract signed and strategy design.
Territorial reorganization	1 proposal of municipal roles available to support the issue of land reorganization, contract signed with the consultant and field work carried out.
Administration with transparency and accountability. Organization of three workshops and efforts to coordinate participation to carry out 3 workshops about accountability	9 workshops carried out with municipal authorities about administration with transparency and corruption free. Coordination with authorities and technicians from 8 municipalities. Three workshops carried out with authorities and municipal technicians.
Strategic Plan for Regional Development of the MMYLP, Review of PEDR and design of materials.	Three materials available (document revised, presentation brochure, interactive CD) that allow to promote the PEDR and one diagnosis carried out.
Strengthening SLIMS and Municipal Defenders.	The work of Defenders/SLIMs is strengthened in 6 municipalities of the MMYLP. Training offered to 8 municipal technicians responsible for this subjects and one awareness workshop carried out.
Strengthening the political participation and organization of women.	Three training workshops carried out about political participation of grassroots women's organizations and one strengthening workshop for the economic participation of women with organizations of women's producers. Coordination with council women from 8 municipalities. One workshop carried out with municipal council women.

## MANCOMUNIDAD OF MUNICIPALITIES NORTE PACEÑO TROPICAL

### A. MUNICIPAL FINANCES

<b>Activities</b>	<b>Target Products</b>
Design and implementation of a system that	Monthly projections that allow to achieve

will allow managing a monthly Cash Flow for municipalities.	an optimal level of execution
Design, make compatible, and execute 5 SAFCO specific regulations, in at least 5 municipalities	Five specific regulations available that can be applied in 5 municipalities of the mancomunidad.
Training workshops and follow-up to SAFCO systems	Municipal technicians know and apply SAFCO system in administrative procedures.
Support to carry out CGMP events	CGMP events carried out in 5 municipalities.
Training staff in the management of SNIP norms for project administration.	The personnel from 7 municipalities are trained in the SNIP
Carry out the reverse fair	First reverse fair carried out in the mancomunidad.
Five workshop of municipal legislation	5 workshops carried out about municipal legislation

## B. MUNICIPAL DISTRICT DEFINITION

Activities	Target Products
District definition process carried out in the municipality of Apolo	Municipality of Apolo with district definition
District definition process carried out in the municipality of Guanay	Municipality of Guanay with district definition
District definition process carried out in the municipality of Tacacoma	Municipality of Tacacoma with district definition

## C. GOVERNANCE

Activities	Target Products
Carry out EDA1 at the MMNPT ( internal level)	DDPC3 authorities and authorities from member municipalities know about the activities, actions and responsibilities carried out by the Board, Management and Technical Team of the Mancomunidad for administration year 2005, and define next steps.
Carry out EDA 1 in the Municipalities of Apolo, Mapiri, Tacacoma, Teoponte and Tipuani.	The actors socialize and make actions transparent and define responsibilities for the next steps.
Develop a matrix in each municipality for the participation in CGMP events.	A systematized diagnosis for each municipality is available accounting for the participation of organization and EDAs participants.
Implementation of work plans in each	The developments of activities foreseen in

municipality (at least 5 municipalities).	municipal work plan are encouraged establishing principles of good governance in all member municipalities.
Develop a MMNPT informational bulletin	Information available about all activities carried out by the MMNPT. (Results of FY 2005)
1st training workshop to 5 Vigilance Committees.	The improvement in institutional capacity is shown in the participation in CGMP events and the use of tools. Good management of the Social Control Fund and good relationship with the Social Control Plan
First strengthening workshop to 5 municipal councils.	Municipal Council at 5 municipalities submit follow-up reports, and control of AOP 2006, applying CGMP tools

## V. Anecdotes and successful experiences

As part as the anecdote it should be mentioned that the Mancomunidad of Municipalities of Los Yungas de La Paz, carried out many activities that were not included in the AOP of the institution, due to adjustments and decisions form the Mancomunidad Board.

The Mancomunidad of Municipalities of Norte Paceño Tropical mentioned the following successful experiences:

A seminary about the role of the micro-businessmen in Local Economic Development, carried out on November in the Municipality of Caranavi, which help productive organizations start efforts in order to get organize through the Committee for Productive Economic and Social Development (CODEPES), allowing a better participation of those actors in municipal administration.

The Teoponte Vigilance Committee is one of the main actors demanding transparency in a constructive way and the financial information is received by the Mayor the tenth day of each month through electronic media to be known and disseminated to all civil society.