

ICMA TEAM PAST PERFORMANCE UPDATE

September 1, 2004- February 28, 2005

TABLE OF CONTENTS

FUNCTIONAL AREA: More Effective, Responsive, and Accountable Local Governments

Asia Programs.....	3
Eastern Europe and Eurasia Programs.....	9
Latin America and Caribbean Programs.....	19
Middle East Programs.....	27
Global Programs.....	29

FUNCTIONAL AREA: Reduced Urban Pollution

Asia Programs.....	42
--------------------	----

Appendix: ICMA Team Past Performance Matrix

Note: This report includes descriptions of select ICMA Team projects. For a list of all ICMA projects active during the previous three years, please refer to the matrix in the Appendix. If further information is needed about the projects in the matrix, please contact Kelly Niewenhous at ICMA at 202-962-3518 or kniewenhous@icma.org.

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

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

Core Management and Budget Skills for Indonesian Local Governments – Indonesia

Country: Indonesia

Technical Areas:

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

Period of Performance:

9/30/00-2/25/05

Contract Value:

\$12,475,010

Contact:

Jessica Tulodo
jtulodo@usaid.gov,
USAID/Indonesia, tel: (62
21) 3435 9324

From September 30, 2000 to February 25, 2005, ICMA provided technical assistance, training, budget clinics, regional and national conferences, reference manuals, program website, and a 31-part publication series on performance-based budgeting and financial management to all 450 local governments in Indonesia. Of these, 46 partner local governments received intensive, on-site technical assistance and training on performance-based budgeting in one department. In addition, through such methods as training-of-trainers and practitioner-to-practitioner mentoring, these basic concepts have been extended to neighboring jurisdictions.

The activities under ICMA's program supported the following USAID Immediate Results (IRs): improved, more transparent democratic decision-making; more efficient and effective service delivery; budget priority setting and performance tracking; and more citizen participation in the budget decision-making process.

Technical Assistance and Training

During its four years of programming, ICMA developed a series of technical assistance and training packages. Each package's design addressed a variety of needs and audiences.

Basic Technical Assistance. A basic technical assistance package was implemented during the program's first two years. This package included an on-site, intensive training series titled "The A, B, C Series." This series followed the Indonesian budget cycle and addressed a 12-step process for performance-based budgeting. Partner local governments were required and received assistance for the development of the following documents upon completing the package: budget calendar, budget instructions, public information and involvement plan, and a performance-based budget.

K2K (Kota-Kabupaten to Kota-Kabupaten). This model was developed in the middle of program year two and implemented in program years three-four. Six successful, graduate partner local governments from the first two program years were given the role of "hubs" for up to two satellite local governments each. Hubs were assigned satellites in the same geographical area in order to transfer their knowledge, skills and experience. The departments of health, transportation, and public works were chosen as focus areas.

P2P (Peer to Peer) Networking Model. Up to 150 local governments participated in establishing a network with their colleagues. Clusters of key decision makers from up to six local governments within a close geographic area were brought together to explain the concepts of performance-based budgeting.

Provincial Training Model. Up to 30 provincial staff members, from the four provinces where the program was active, were taught how to use the interactive training approach with ICMA's training materials



Past Performance: September 1, 2004 – February 28, 2005

Association Training Model. Staff from two different Indonesian local government associations, APEKSI and APKASI, were taught how to develop and deliver workshops. A primary goal of this model was to increase local governments' awareness of the need to share in the cost of training through fees.

Budget Clinic Model. This model was designed to reach a target audience of selected local governments that participated in the K2K or P2P training models, or in some cases, the Provincial Model. Under this model, ICMA held three one-day budget clinics, each on a different topic, at three different points during the budget cycle. This model was aimed at the executive branch and heads of selected focus areas (health and education).

Topic-specific Workshops. A series of topic-specific workshops were developed to address the local governments' needs and interests in the following areas: performance reporting, subordinate enterprises, and own-source revenue.

Training on Materials (ToM) and Training of Trainers (ToT) Workshops. These workshops were implemented to provide training design, development, and facilitation skills to the program's partners. These partners became part of ICMA's program local government consulting pool.

Local Government Consulting Pool

ICMA developed a local government training and consulting pool comprised of 91 Indonesians from universities, local governments, local government associations, Ministries of Finance and Home Affairs, and ICMA's own staff.

Publications, Manuals and Program Website

Thirty-one issues of *The BIGG Picture*, a bilingual publication series; the *Performance-Based Budgeting Reference Manual*; and the *Local Government Consulting Reference Manual* have been distributed to all Indonesian local governments. These publications provided new information and discussion of financial management issues ranging from new policies and regulations that directly affect how local governments operate to step-by-step implementation of specific tasks. These tasks include: (1) how to prepare a performance budget, (2) how to inform and involve citizens in the budget process, (3) how to develop an "own-source" revenue program, (4) how to set up a financial management system, and (5) how to conduct revenue administration, among numerous other topics.

Pilot Activities

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

PROFESI Program. In three local governments, ICMA provided assistance with improving departmental accountability by restructuring the methodology of determining salaries. ICMA also worked with the local governments to prepare staff job descriptions and develop of a method for tying accomplishment of those tasks to salaries. This effort should improve accountability, reduce opportunities for misuse of positions and funds, and ultimately improve the services provided to the public.

India City Managers' Associations

Country: India

Technical Areas:

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

Period of Performance:

8/1/01-12/31/02

Contract Value:

\$36,649

Contact: Delbert

McCluskey; 202-712-0433;

dmclluskey@usaid.gov

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

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

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

Indonesian Local Government Support and Partnership Program – Indonesia

Country: Indonesia

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

Contract Value:
\$8,148,660

Technical Areas:

- Education
- Water Management
- Health
- Environmental Protection
- Tourism development
- Historic preservation
- Citizen Participation

Contact:

Jessica Tulodo
jtulodo@usaid.gov,
USAID/Jakarta, Tel: (62
21) 3435 9000

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

Working with the Associations

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

Resource Cities

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

issues, such as education, water management, health, environmental protection, tourism development, historic preservation and citizen participation.

Sri Lanka Inclusive and Peaceful Approaches to Politics and Governance Strengthened Program

Through a subcontract agreement that was awarded through The Asia Foundation (TAF), ICMA will support the transition in Sri Lanka to a peaceful and democratic society through the improvement of local democratic governance. ICMA will provide technical assistance to local governments in Sri Lanka to make key political institutions more responsive to citizen input, improve the delivery of services to citizens, provide post-Tsunami emergency recovery assistance, and increase the rule of law to protect and empower vulnerable groups.

Country: Sri Lanka

Technical Areas:

- Effective Democratic Local Governance
- Rule of Law
- Transparent, Accountable and Effective Post-Tsunami Recovery
- Documentation and Dissemination of good practices
- Advocacy Training
- Citizen Participation
- Technical Assistance

Period of Performance:

1/1/04-9/30/2007

Contract Value:

\$2,023,514

Contact:

Nilan Fernando, The Asia Foundation;

nfernando@sl.asiafound.org

Technical assistance activities will include:

- Facilitating the establishment of partnerships between Sri Lankan local authorities and communities
- Providing local and international technical assistance and training services
- Awarding sub-grants and contracts to local organizations
- Undertaking capacity building programs that support.

To facilitate the above programmatic objectives, ICMA will work with TAF to conduct local government assessments and project partner selection, establish a Municipal Development Scale (MDS), document and disseminate good practices, and build capacity for transparent, accountable and effective governance at the provincial and local levels.

In February 2005, ICMA began the initial assessments of two dozen local authorities (Municipal councils, Urban Councils and Pradeshiya Sabha) in the Southern, Eastern and Central Provinces. From the assessments, ICMA and TAF identified and selected 15 partner local governments representing a cross-section of Sri Lanka's third tier of government in terms of population, ethnic representation, location, and political representation. With USAID's guidance, a decision was made to focus on municipalities in the Tsunami-affected local authorities (LAs) in the Southern and Eastern Provinces.

Good Urban Governance in South Asia

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

Countries: Sri Lanka,
India, Nepal, Bangladesh

Technical Areas:

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

Period of Performance:
10/1/01-9/30/04

Contract Value:
\$33,636

Contact:
Kelly Denton, TCGI,
kdenton@TheCommunitie
s Group.com; tel. 202-667-
3002

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

Partnership for Municipal Development in Montenegro

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

Country:

Montenegro

Technical Areas:

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

Period of Performance:

11/8/99-2/28/03

Contract Value:

\$4,282,225

Contact: Amy Osborn:

aosborn@usaid.gov;

tel. 011-381-81-241 050

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

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

Legislative Reform

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

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

Association Development

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

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

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

Budget and Finance

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



Past Performance: September 1, 2004 – February 28, 2005

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

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

Citizen Participation

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

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

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

Real Estate Tax

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

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

Montenegro Infrastructure Support Program

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

Country: Montenegro

Period of Performance:

8/2/01-6/30/03

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

Contract Value: \$5,017,705

Technical Areas:

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

Contact: Amy Osborn:
aosborn@usaid.gov;
tel. 011-381-81-241 050

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

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

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

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

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

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



Technical Twinning Program, Bulgaria

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

Country: Bulgaria

Technical Areas:

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

Period of Performance:

5/25/00-8/24/02

Contract Value:

\$989,829

Contact:

Catherine Mallay
cmallay@usaid.gov,
tel: (361) 475-4604;
Kiril Kiryakov
kkiryakov@usaid.gov,
tel: (359-2) 951-5670

Goals included:

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

Transparent and Participatory Decision Making

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

Identification of Funding Sources

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

Information and Communications Technology

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

Economic Development

The Pazardjik/West Bend, Wisconsin partnership successfully developed a Business Plan for an Industrial Park for SMEs in Pazardjik. The plan suggested sustainable solutions to small and medium-size business



Past Performance: September 1, 2004 – February 28, 2005

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

Institutional Strengthening

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

Kazakhstan Local Government Initiative

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

Country: Kazakhstan

Technical Areas:

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

Period of Performance:

7/1/00-9/30/02

Contract Value:

\$3,099,758.00

Contact:

Susan Fritz, USAID
Phone: (7-3272) 507612
Email: sfritz@usaid.gov

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

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

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

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



Past Performance: September 1, 2004 – February 28, 2005

Local Government Information Network - LOGIN

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

Technical Areas:

- Association Building
- Decentralization
- Database Design & Development

Period of Performance:

1/15/02-1/14/04

Contract Value: \$529,181

Contact: Jane Nandy,
USAID/Romania:
jnandy@usaid.gov; tel: 40-21-410-1222

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

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

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

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

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

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

Croatia Local Government Reform Program

Countries: Croatia

Technical Areas:

- Association Building
- Capacity Building
- Economic Development

Period of Performance:

2/04-9/07

Contract Value:

\$1,599,655

Contact: Tom Rogers,
Democracy and
Governance Advisor,
USAID; Tel. (385) 1-661-
2101; trogers@usaid.gov

In Croatia, under the auspices of the second phase of the USAID/Croatia-funded Local Government Reform Program (LGRP II), for which the Urban Institute is the prime contractor, ICMA is leading projects to (1) build the capacity of Croatian local government support organizations and (2) partner U.S. and Croatian cities on joint projects to improve municipal governance. To improve local government advocacy and to help cities solve tangible management and urban development issues, ICMA is working to strengthen the institutional capacity of the Union of the Association of Municipalities and the Association of Cities in Croatia (SAVEZ). Despite the current lack of a viable Croatian local government association, SAVEZ, with voluntary membership of more than 70% of all cities and municipalities, has a great potential to serve better its members and to push for greater political and economic decentralization. To gauge the current capacity of SAVEZ for the role, ICMA conducted a thorough organizational baseline assessment analyzing the needs of the leadership and staff to expand policy development, public information, and advocacy skills. Identified were also areas in which the organization can boost its support to members through more useful and effective products and information. To bolster SAVEZ's potential to communicate better with and

to solicit more effective feedback from members, ICMA is providing technical assistance in advocacy strategies development, public communications and membership outreach. To enhance SAVEZ's professionalism in these areas ICMA has identified a U.S. peer – the Virginia Municipal League (VML) which is providing hands-on guidance to enhancing SAVEZ's approach to building a constructive public dialogue, collecting relevant information on local governance, advocating with policymakers, and liaising with other local government stakeholders.

Under the technical twinning portion of the LGRP II, based on a careful assessment of the Croatian local governments participating, ICMA has so far formed 4 partnerships between U.S. cities (or consortia of cities) and Croatian counterparts in order to address current issues of municipal management, such as zoning, growth management, tourism promotion in coastal areas, as well as broader economic development and quality of life issues.

The Karlovac-Kansas City, Kansas Partnership. This partnership focuses on issues of business attraction, tourism promotion, and residential population growth. The Croatian counterpart lost a lot of its industrial base after the Domestic war. With it followed population flight to nearby commercial centers and evacuation of residential housing facilities. To help its partner spur economic growth and job creation, Kansas City is transferring hands-on techniques in business attraction, land redevelopment, and marketing of municipal assets.

Rovinj/Umag – Port Townsend, Washington Partnership. Port Townsend is providing technical advice to the two Croatian cities on major redevelopment and economic development projects they are undertaking to capitalize on the growing tourism market in the Istrian Peninsula. In Rovinj, the city has assembled parcels of formal industrial land along the waterfront and plans to create a mixed-use development that will offer a variety of cultural, dining and retail opportunities to residents and tourists, as well as new housing and hotels. Port Townsend is providing advice on structuring and packaging public-private partnerships and financing, as well as with planning and coastal management issues. In



Past Performance: September 1, 2004 – February 28, 2005

addition, the Port Townsend's Wooden Boat Foundation can offer valuable lessons for Rovinj's new 'Batana' boat museum about educational programming, outreach, and funding. In Umag, the city seeks to transform a former military barracks in the center of town into a facility that can provide space for educational and cultural organizations and enable them to expand their programming to draw tourists and residents year-round, and that offers a safe and interesting venue where the community's youth can gather. Port Townsend (and, as appropriate, some of the city's partners in the public, private and non-profit sectors) will help Umag conduct a participatory planning process to engage the community in developing a re-use plan for the site, and help city leaders identify potential financing options, including public-private partnerships.

Buzet/Labin/Pazin – La Grande, Pendleton and Union County, Oregon (NE Oregon Coalition) Partnership. As they transition from a socialist system based on large industrial and manufacturing employers and strive to become competitive in a global market economy, attracting investment and creating new jobs – especially in the small and medium enterprise sector - are major challenges for these three Croatian cities, limiting their tax base and ability to provide quality services and infrastructure to their citizens. The Northeast Oregon Coalition is working with them to: (1) Craft a comprehensive economic development strategy for each city that builds on its respective assets and resources to foster sustainable economic growth and job creation; and (2) Create a regional marketing plan that capitalizes on the region's strengths and comparative advantages and identifies strategies and actions that the three cities can take to encourage greater cooperation and collaboration in promoting the region as a good place to live and do business.

Dubrovnik – Monterey, California Partnership. As the 'jewel in the crown' of the Dalmatian coast, Dubrovnik relies heavily on tourism for its economic vitality. The city seeks to create new business and recreational tourism opportunities that will enable it to capture a greater market share and expand the tourism season well into the spring and autumn season. Monterey will provide technical advice to Dubrovnik in how to create a more enabling environment for investment and new business development, and share lessons learned from its experience in working with the private sector to leverage their joint assets and resources to bring new economic development, business and recreational events to the community.

Local Economic Development in Europe and Eurasia: A USAID Multi-Sectoral Workshop

Countries: Bulgaria, Russia, Ukraine, Romania, Serbia, Montenegro, Kazakhstan, Kyrgyzstan, Macedonia, Croatia, Bosnia

Technical Areas:

- Local Economic Development

Period of Performance:
10/1/04-3/1/05

Contract Value: \$79,629

Contact: Edgar Thornton,
USAID/UP:
ethornton@usaid.gov; tel:
202-712-5867

USAID and ICMA are co-sponsored a workshop on local economic development (LED) in Europe and Eurasia region in Sofia, Bulgaria in late January 2005. The purpose of this workshop was take stock of USAID experience to date and translate that experience into useful recommendations for future LED programming in the E&E region. The design and delivery of the workshop was meant to help USAID gain a better understanding of local economic development approaches and programs that have worked well and some that haven't worked so well, emphasizing not only process (i.e. participatory strategic economic development planning), but also results (i.e. impact on employment and the generation of wealth).

ICMA framed, designed and facilitated a 4-5 day workshop for 50-60 participants drawn primarily from USAID and its implementing partners, but also including a limited number of other key external experts and local counterparts. The workshop was structured to include discussion of recent innovation in local economic development as well as experiences and lessons learned from E&E mission programs. The workshop tapped into the depth and breadth of expertise within USAID and their partners by using them as presenters and resource people. In addition, local Bulgarian mayors and businesspeople presented their perspectives on local economic development and participants were able to go to two cities in Bulgaria to see the LED programs being implemented first-hand.

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

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

Country: Bolivia

Technical Areas:

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

Period of Performance:

10/1/02-6/30/04

Contract Value:

\$1,499,987

Contact: [Diego Ayo,](mailto:Diego.Ayo@usaid.gov)
[USAID/Bolivia,](mailto:Diego.Ayo@usaid.gov)
[tel: 591-22-785-758](tel:591-22-785-758)
[e-mail: dayo@usaid.gov](mailto:dayo@usaid.gov)

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

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

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

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

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

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



Past Performance: September 1, 2004 – February 28, 2005

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

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

Country: Regional Latin America and Caribbean

Technical Areas:

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

Period of Performance:

9/30/98-9/30/06

Contract Value:

\$4,534,049

Contact: Anu Raiaraman

In September 2003, ICMA was awarded an extension of the Cooperative Agreement through September 30, 2006. Building on the progress achieved during the initial stage – and following the natural progression of the project – ICMA is now providing technical assistance and training to key regional actors in efforts to encourage sustainability, and to identify, disseminate and promote cutting-edge tools and best practices to enhance the management capacity of municipalities in the region. To that end, ICMA's approach is three fold: (i) firstly, ICMA is providing technical support to two regional municipal associations – the Federation of Municipalities of the Central American Isthmus (FEMICA) and the Federation of Latin American Cities, Municipalities and Associations (FLACMA) – aimed at improving their institutional sustainability; (ii) secondly, ICMA is working closely with the Organization of American States (OAS) and is spearheading efforts to undertake the Inter-American Network on Decentralization (RIAD) in preparation for the 2005 Summit of the Americas. By gathering regional best practices and experiences on decentralization, municipal development and local governance, ICMA will present a compilation of successful regional examples in a “marketplace of experiences,” or Expo-Fair at the RIAD 2005 meeting; and (iii) finally,

through traditional and non-traditional training initiatives for municipal officials, ICMA is promoting leading edge practices in performance measurement and human capacity development.

Currently, a number of activities initiated under the first phase of the Agreement are being further developed and consolidated. For example, ICMA continues promoting and implementing an ambitious and leading edge practice in human capacity development. Building on the 2004 "E-learning for Local Governance in Latin America and the Caribbean" conference aimed at examining the potential use of information and communication technologies (ICTs) as an education and training tool for public officials, ICMA has developed a comprehensive strategy aimed to serve as a platform for the delivery of training courses for regional municipal functionaries.

Participants at the 2004 event called for the establishment of a more permanent, multi-sectoral discussion group to promote collaboration for future efforts on the implementation of the Roadmap on Virtual Training for Governance, which is a document intended to be used as a tool by donor agencies, governments, universities and associations to make informed decisions about distance training and education initiatives. Coupled with its implementation strategy, ICMA will ensure distance and e-learning is exploited as a valuable and viable alternative in training municipal officers. Besides FEMICA and FLACMA, ICMA has identified three universities in the region that will participate in implementing and further developing this comprehensive initiative.



Past Performance: September 1, 2004 – February 28, 2005

Separately, ICMA undertook a comprehensive analysis of the current state of decentralization and local governance in six Central American countries: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama. Based on these studies, ICMA published in April 2004 a regional report, *Trends in Decentralization, Municipal Strengthening and Citizen Participation in Central America, 1995–2003*. A follow-up publication containing each of the six individual country reports – *Trends in Decentralization, Municipal Strengthening and Citizen Participation in Central America, 1995–2003, Country Reports* – was subsequently released. The studies highlight the progress made, and the obstacles faced, by each of the six countries between 1995 and 2003. Based on the studies’ findings, ICMA has found that some advances have been made, although with varying degrees of success in each country. In particular, the findings reflect significant progress in the areas of electoral processes, citizen participation, and the development of municipal government associations in each of the target countries. In addition, the studies found that several municipalities have implemented innovative systems and procedures in their efforts to increase their service-delivery capacity within their limited scope of authority. Despite this progress, however, the studies conclude that efforts to implement critical decentralization reform initiatives in the region remain a work in progress.

In addition, ICMA is currently conducting two studies aimed at further assessing the status of local governance in Latin America and the Caribbean. The first of these studies focuses on performance measurement and its role in good governance. While performance measurement is widely accepted as a useful tool in gauging municipal management, it is still a significantly misunderstood concept. To assuage these misconceptions, ICMA will highlight successful examples in the region, analyze the results, and propose a common language to define, apply, monitor and evaluate performance measurement initiatives.

In order to respond to citizens’ increasing demand for services, one of the initiatives taken by municipal governments in the region has been to join forces to establish intermediate service provision and administrative entities called *mancomunidades* through which they can more effectively meet their obligations. In part, the establishment of *mancomunidades* has been driven by the absence of active and/or effective governmental entities operating between national governments and municipal governments in non-federated republics. In part, their creation represents a response by municipal government leaders faced with the challenge of meeting increased citizen demand for services from local governments that are chronically strapped for resources, or seeing opportunities to provide services or carry out functions at regional levels where they can be more effective or achieve economies of scale. In an effort to more closely examine the status of *mancomunidades* in the region, ICMA is also undertaking a comprehensive study aimed at assessing this relatively new phenomenon.

Bolivia Democratic Decentralization and Citizen Participation Phase III (DDCP III) 2003 – 2006

Country: Bolivia

Technical Areas:

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

Period of Performance:

9/01/03-9/30/06

Contract Value:

\$12,999,990

Contact: [Diego Ayo,](mailto:Diego.Ayo@usaid.gov)
[USAID/Bolivia,](mailto:Diego.Ayo@usaid.gov)
[tel: 591-2-785-758](tel:591-2-785-758)
[e-mail: dayo@usaid.gov](mailto:dayo@usaid.gov)

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

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

During the electoral transition, the technical activities of the Program concentrated on the application of the Participative Municipal Management Model (MGMP). Summits I and II were completed in the 15 municipalities (100%) participating in the program and Summit III was completed in 9 municipalities (60%). Furthermore, assistance was provided toward development of the Annual Operation Plans (Plan de

Operación Anual, POA) in 13 out of 15 municipalities. Integrated Municipal Accounting System (Sistema Integrado de Contabilidad Municipal, SINCOM) workshops were carried out in 13 municipalities, which contributed to strengthening the accounting area of the municipalities.

The project has also committed its support to the Unit for the Coordination for the Constituent Assembly (Unidad de Coordinación para la Asamblea Constituyente- UCAC) in carrying out events and studies. Coordination by the DDPC-3 has promoted dialogue between FAM, the Vice Ministry of Popular Participation (Vice-Ministerio de Participación Popular-VMPP) and the UCAC on municipal taxation issues, which has helped them to develop basic agreements for discussion in anticipation of the Constituent Assembly. The DDPC-3 has achieved significant progress in supporting the VMPP in its coordination of the Institutional Adjustment Plan (Plan de Ajuste Institucional, PAI) with the Municipal Development Index (IDM), which could show an impact during the next quarter once the PAI has been updated and adjustments have been made to the IDM for their compatibility.

The DDPC-3 contributed directly to a strategy for the institutional strengthening of the departmental municipal associations. This strategy is a mechanism for consultation with members of the Federation of Municipal Associations (departmental municipal associations) which assisted in the identification and prioritization of FAM's (Federación de Asociaciones Municipales-FAM) representation agenda. The implementation of activities planned with the associations and the FAM is important because it has



Past Performance: September 1, 2004 – February 28, 2005

defined the agenda for these organizations in the municipal associative movement.

The DDPC-3 has made significant progress in the area of gender equity. The participation of women was promoted in the Cycle of Participative Planning, which resulted in the incorporation of women's demands in the majority of municipalities where the DDPC-3 is active. Over 100 women participated in training for the female candidates on a national scale. Technical assistance was provided in 6 municipalities within the framework of Integral Legal Services (SLIM).

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

U.S. Mexico Partnership for Municipal Development Cooperative Agreement

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

<p>Country: Mexico</p> <p>Technical Areas:</p> <ul style="list-style-type: none">• Anti-Corruption/Ethics• Association Building• Citizen Participation• Decentralization• Environmental Policy• Finance & Budgeting• Municipal Engineering• Performance Measurement• Strategic Planning• Technical Assistance <p>Period of Performance: 9/23/97-12/31/03</p> <p>Contract Value: \$5,025,885</p> <p>Contact: Jose-Cruz Osorio, USAID/Mexico e-mail: jcosorio@usaid.gov; tel.: 52-5080-2000</p>

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

Professional Local Government Management

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

Policy Reform

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

Performance Measurement

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



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

Transparency/Citizen Participation

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

Association Development

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

Guatemala PACTO Municipal Program

Country: Guatemala

Technical Areas:

- Citizen Participation
- Gender
- Indigenous Peoples
- Local Economic Development
- Municipal Financial Management
- Transparency

Period of Performance:

03/01/05 – 09/30/09

Contract Value:

\$647,908

Contact: Alfredo Calderón

ACalderon@usaid.gov

502 24224000

ICMA, as a subcontractor to DevTech Systems, Inc. (DevTech) was recently awarded a contract by USAID to implement a Decentralization and Local Governance Program that works simultaneously at the national and local levels to enhance transparency and accountability to improve citizens' trust in government. Under this contract, which runs from January 14, 2005 to September 30, 2009, ICMA will provide critical support to strengthen local government financial management, including implementing the national-level integrated financial management system at the local level; designing a certification program for municipal financial managers; promoting transparency in municipal procurement processes, procedures and systems; strengthening of policies and practices that regulate and stimulate responsible municipal indebtedness; and ensuring that internal audit and financial management units are operating effectively in selected. ICMA will also strengthen local economic development and municipal services, and improve cost recovery systems in selected municipalities and regional councils (mancomunidades) and provide support to local government associations. Finally,

ICMA will establish linkages with municipalities in the Latin American/Caribbean region, and share successful local government management practices across the region. ICMA will provide long-term support to the Program through a long-term Guatemalan expert, and short-term consultant and pro-bono technical assistance from selected Spanish-speaking city managers and consultants.

Iraq Local Government Reform Project

Country: Iraq

Technical Areas:

- Citizen Participation
- Infrastructure Development
- Local Government Training

Period of Performance:

3/25/03-3/25/05

Contract Value:

\$751,259

Contact: Alan Wyatt, RTI,
asw@rti.org, Tel. (919) 541-6485

The USAID-funded Iraq Local Governance Project (LGP) commenced in May 2003 as an effort to build the capacity of local authorities and institutions to participate effectively in the post-war reconstruction process. In the project's Year 1 (2003-2004) in collaboration with the prime contract implementer Research Triangle Institute, ICMA took an active part in the formation, deployment, and operationalization of Local Governance Teams (LGTs) tasked with introducing and promoting democratic local practices. As part of the LGP LGTs 9 ICMA local government advisors worked with governorate, city, district, neighborhood, and tribal councils to provide technical assistance, training, and mentoring to local official and newly-appointed community leaders, and interacted directly with citizens to spread concepts of local democracy. In addition to establishing and developing neighborhood groups to become advocates for their communities, ICMA advisors in LGT worked with civil rights and women's rights organizations, and media groups supporting them with the organization of conferences and public discussions on legal issues

and civil society development, as well as building their capacity to communicate with government authorities.

In the Northern Iraq territories ICMA was instrumental in building the capacity of the Kirkuk Governing Council in general rules of governance and institutional development, infrastructure development, and citizen engagement in decision-making. ICMA also lead the technical assistance to the Kirkuk local government in establishing an Employment Services Office to vet and reemploy local civil servants, matching skills to jobs and using merit-based hiring and promotion criteria. The employment office was planned to rehire approximately 50,000 former government employees; in the long run more than 200,000 people are expected to benefit from it. In Baghdad ICMA took a lead in restructuring and building the capacity of the capital city's administration – an organization in charge of 5.6 million residents organized into 9 District Advisory Councils and into 88 Neighborhood Advisory Councils. Senior ICMA staff supervised LGRP's training, local governance technical assistance, and material support provision effort in the area. In addition, ICMA staff provided critical assistance in influencing the policies of central ministries by sensitizing national ministry officials to local concerns and issues and soliciting their support in resolving critical local problems.

In the Dhi Qar, Karbala, and Al Hilla governorates ICMA worked to enhance the capacities of local institutions to plan, budget, and deliver effective and efficient services. ICMA resident advisors participated in needs assessments of local government executive departments to determine capacity development needs and helped develop local institutions' outreach capacity so citizens' complaints and needs are addressed more effectively. In Baghdad and Kirkuk ICMA staff worked with heads of local government service delivery departments to ensure their



Past Performance: September 1, 2004 – February 28, 2005

attendance and participation in neighborhood meetings in order to understand and respond to priority needs of local communities. ICMA supported the formation of citizen complaint centers and desks for services delivery requests. In addition, strengthened were executive departments and councils' media and public relations capabilities to enhance transparency, accountability, and communication between local government officials and citizens.

In Year 2 ICMA's participation in LGRP was focused on providing technical assistance in Kirkuk and leading the overall training effort of Arbil governorate. In addition to supervising key infrastructure projects in the areas of electricity, education, water and irrigation, ICMA staff prepared a PMO application to rebuild Kirkuk's solid waste facility including purchasing of equipment, landfill site access roads rebuilding, and landfill updating. In addition, ICMA continued to build the capacity of the Kirkuk Governing Council while also providing general management training to officials from the Ministries of Justice and Public Works.

Cities Matter Training Series – Global

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

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

Countries: Georgia, Armenia, Azerbaijan

Technical Areas:

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

Contract Value:
\$70,564

Contact: Mike Keshishian,
USAID;
mkeshishian@usaid.gov

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

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

- Course topics focused on the following areas: role of individual citizens, nongovernmental organizations, community-based organizations, and businesses; the link between and the impact of economic development on other sectors such as health, environment, and education; and the steps that local governments must take in order to be responsive to citizens and businesses and to deliver the services and infrastructure necessary to support CBED.
- As country-based teams, participants reviewed case studies and were asked to develop country strategies for integrating CBED into the programs of each USAID Mission.
- Participants developed individual one-year work plans for incorporating CBED principles and practices into their own work programs. These work plans and country strategies serve as benchmarks for the evaluation ICMA is conducting to assess how participants are using the principles and practices discussed in the course.
- A follow-up survey was conducted by ICMA in summer 2003 to gauge the long-term results of the course. The survey was sent to all participants, and elicited a healthy response rate. The survey was summarized for the final report, which included recommendations for further follow-up. Overall, survey respondents felt that the workshop provided a framework that has helped them to understand the linkages between economic development and their daily responsibilities, to define ways in which



Past Performance: September 1, 2004 – February 28, 2005

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

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

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

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

Technical Areas:

- Decentralization
- Participant Training
- Performance Measurement

Period of Performance:

9/28/01-6/30/03

Contract Value:

\$119,233

Contact: Jessica Tulodo

jtulodo@usaid.gov ,

USAID/Jakarta,

tel: (62 21) 3435 9324

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

In June 2003, two ICMA staff conducted follow up sessions with participants and other interested local government officials in Thailand and Indonesia to build on the decentralization framework offered in the course for use by USAID/RUDO/Jakarta in measuring progress of urban management and local government programs and convene a meeting with other counterparts and/or mission staff that would benefit from understanding the value and process of identifying, documenting and transferring best practices in local government management. In Thailand, ICMA staff led a roundtable for the Director of a Local Government Initiative (LGI) and his team at Chulalonghorn University along with key staff from the U.S. Asia Environmental Partnership on methods of documenting and transferring best practices in local government. The ICMA facilitators shared processes, lessons learned and case studies from ICMA’s work in India and publications such as “Ideas in Action” and “What Works” from ICMA’s members. In Indonesia, ICMA’s facilitators led an interactive one-day workshop on the documentation and transfer of best practices in local government for 22 participants, including senior Indonesian local government officials, Ministry of Home Affairs staff, USAID staff, staff from USAID supported BIGG, PERFORM and CLGI projects and local government association staff.



Past Performance: September 1, 2004 – February 28, 2005

Resource Cities Program (RCP)-Global

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

Contract Value:
13,029,374

Contact:
Tye Ferrell, USAID
tferrell@usaid.gov

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

Resource Cities, Africa and the Middle East

Countries: Jordan, Zimbabwe, Uganda, South Africa

Technical Areas:

- Training
- Hazardous Waste Management
- Solid Waste Management

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

Resource Cities, Latin America and Caribbean

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

Technical Areas:

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

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

Resource Cities, Eastern Europe and Eurasia

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

Technical Areas:

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

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

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

Resource Cities, Asia and the Near East

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

Technical Areas:

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

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

CityLinks Program-Global

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

Country: Global

Technical Areas:

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

Period of Performance:

3/27/03-3/26/08

Contract Value: \$998,829

Contact:

Tye Ferrell
tferrell@usaid.gov,
USAID/UP, tel: (202)
712-4161

CityLinks Thailand

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

Country: Thailand

Technical Areas:

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

Period of Performance:

9/30/03-10/30/05

Contract Value:

\$160,000

Contact: Winston

Bowman;
wbowman@usaid.gov



Past Performance: September 1, 2004 – February 28, 2005

CityLinks Jordan

Country: Jordan

Technical Areas:

- Medical Waste Management

Period of Performance:

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

Contract Value:

\$450,000 (Jordan)

Contact: Dr. Fayeza Abdulla
+962 (-2) 7201000 ext 22392
fabdulla@just.edu.jo
(Jordan)

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

Country: Mali

Technical Areas:

- Solid Waste Management

Period of Performance:

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

Contract Value:

\$318,895 (Mali)

Contact:

Mamadou Dembele, USAID-Mali (223) 222-3602
mdembele@usaid.gov (Mali)

CityLinks Mali

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

CityLinks South Africa

Country: South Africa

Technical Areas:

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

Period of Performance:

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

Contract Value:

\$1,286,065 (South Africa)

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

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

CityLinks Bulgaria

Country: Bulgaria

Technical Areas:

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

Period of Performance:

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

Contract Value:

\$1,500,000 (Bulgaria)

Contact: Kiril Kiryakov (USAID Bulgaria) kkiryakov@usaid.gov; tel: (359-2) 951-5670

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



CityLinks Afghanistan

Country: Afghanistan

Technical Areas:

- Sanitation
- Street Maintenance
- Interdepartmental Communication
- Capacity Building

Period of Performance:

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

Contract Value:

\$2,000,000 (Afghanistan)

Contact: Eric Anderson:

eanderson@usaid.gov

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

Strategy and Indicator Development

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

Country: USA

Technical Areas:

- Performance Measurement
- Strategic Planning

Period of Performance:

6/10/01-1/31/03

Contract Value: \$49,133

Contact: Jeff Boyer,
USAID/Washington,
jboyer@usaid.gov;
tel: 202-712-0642

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

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

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

Local Economic Development Speaker Series

Country: USA

Technical Areas:

- Local Economic Development

Period of Performance:

7/1/04-1/31/05

Contract Value: \$32,000

Contact: Edgar Thornton,
USAID/UP:
ethornton@usaid.gov; tel:
202-712-5867

ICMA conducted four ½ day panel discussions that provided a practical perspective on different aspects of local economic development, including what it is, who does it, why and how it intersects with other issues and sectors of development. The topics (and content) were as follows:

Session One – The Framework for Economic Development and Creating Enabling Environments for Growth and Investment in Developing Countries

Session Two – What Can Local Governments Do to Support Economic Development; One Stop Business Service Centers and Other Tools and Techniques

Session Three – Business Retention and Expansion

Session Four – Local Economic Development and Post-Disaster Recovery

The first session in the series aimed to lay the framework for economic development and illustrate tools and methods used to create enabling environments for growth and investment in developing countries. A representative from the International Economic Development Council and the Economic Development Director of Auburn, Alabama served as presenters and panelists at this session. Goals of the session included establishing a definition of local economic development, providing an overview of why economic development is important for sustainable urban and rural growth, identifying who key actors are in building a city-specific or regional LED initiatives, discussing key issues impacting the economic development environment, understanding the roles of national and local government in creating an enabling environment for economic development, and assessing some of the critical factors affecting success/failures of LED programs

The second session of the four-part speaker series focused on one-stop shops. The Economic Development Director of the City of Ontario, California, and the Director of Governance Team at the University of Maryland IRIS Center, served as panelists, and Todor Mladenov, Grant Management Team Leader, Foundation for Local Government Reform, Bulgaria, tuned in by video-conference to share his experience with one-stop shops in Bulgaria. Approximately 25 USAID staff and implementing partners participated in the second session, which received high marks from participants for its relevance and usefulness.

The third session, focusing on downtown revitalization and business retention and expansion was held in December 2004. Speakers from Washington, D.C. were present to share their experiences of downtown revitalization from a U.S. perspective and the Special Commissioner of Bangalore, India presented Bangalore's strategies for business retention and expansion by video conference. A number of other participants working in the field from the Housing and Communities Center, the Urban Institute, the Office of the Assistant Secretary for Community Planning and Development (CPD), the Community Planning and Development Office of Community Renewal (OCR), and the Downtown DC Business Improvement District Corporation were on hand to offer their insight about the topics.

The last session in the series focused on local economic development in the wake of a natural disaster, an important topic for many donors and implementers after the tsunami in South East Asia. Speakers included a representative from the World Bank, the City Manager from Delray Beach, Florida who has



Past Performance: September 1, 2004 – February 28, 2005

experience in post- disaster recovery, and the Executive Director of the Environmental Planning Collaborative (EPC) in Gujarat India.

Participants at all four sessions joined in a lively discussion about the different aspects of local economic development, comparing their own international experiences with those in the U.S.

ICMA also produced three case studies drawn from ICMA's experience implementing economic development related programs to discuss the initial LED strategy and priorities, to identify the key LED indicators of success (i.e., job retention/expansion figures, new investments, new jobs created, other indicators, etc.) and examine the program/projects' current state of affairs,, to describe how the programs evolved, and to summarize the key lessons learned.

Functional Area: Reduced Urban Pollution

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

USAEP Municipal League Development

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

Technical Areas:

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

Period of Performance:
9/30/01-9/30/05

Contract Value: \$767,152

Contact: Winston Bowman;
wbowman@usaid.gov

ICMA, in collaboration with USAEP, promotes sound urban development in Asia, through the following technical assistance activities:

- ICMA provides advisory services to newly formed and established municipal associations and local government leagues.
- ICMA offers technical assistance to local governments participating in Resource Cities or other donor funded local governments.
- ICMA facilitates information generation and information sharing.
- ICMA Facilitates grants, study tours and conferences.

India

ICMA continues to provide technical assistance to City Managers' Associations (CMAs) in India. Since 1997, twelve city managers associations have been established. Developing the capacity of India's CMAs is a critical step in professionalizing the country's urban local bodies, raising awareness of urban issues with the state and central governments and advocating for greater decentralization and financial/administrative autonomy.

ICMA continues to serve as a mentor for the CMAs in India and has allocated grants to hire coordinators and purchase needed office equipment for each of the associations. ICMA has provided training and conducted workshops for the coordinators and board members on best practices documentation, grants management, fiscal responsibility, performance measurement and board/staff responsibilities.

Thailand

In December 2001, ICMA began assisting KPI-College for Local and State Government with the development of a leadership diploma program for in-service Mayors and senior executives in local governments. The leadership program is part of larger initiative to improve municipal management in Thailand.

KPI sent a team to the United States to meet with the ICMA professional development director, and other members of the ICMA staff. During this visit, the delegation ICMA was able to facilitate a partnership between KPI and the Virginia Senior Executive Institute (VSEI), a program offered through the University of Virginia. Through the informal partnership, KPI was able to received technical guidance on the development of leadership programs, by both ICMA and VSEI. ICMA's professional development director then traveled to Bangkok in February and October 2002, to design and review the Local Government and Urban Development Diploma curriculum, and to provide a "Training-of-Trainers" workshop.



Past Performance: September 1, 2004 – February 28, 2005

As a follow on to the train the trainer workshop and as part of the drive to improve municipal management, ICMA is providing training for the development of citizen participation surveys. In January 2005, ICMA partnered with the Kenan Institute of Asia (KIASia), KPI and the National Research Center (NRC-Boulder, CO) to conduct a training workshop for Thai local government officials on citizen survey methodology. From this workshop, KIASia will develop a citizen survey manual with technical guidance from ICMA. Participants of the workshop and mayors of their municipality will then travel to Boulder, CO for a study tour to see how citizen participation surveys are applied to foster smart growth. The study tour will include meetings with officials from Boulder, CO, as well as hands-on work in the development of citizen participation surveys for select municipalities in Thailand.

Philippines

Capacity building activities in the Philippines are ongoing. ICMA has facilitated a partnership between the League of Cities, Philippines (LCP) and the Florida League of Cities (FLC) to increase the capacity of LCP to provide services to their members. LCP is interested in establishing an environmental unit which will help enforce national policies related to cleaner air, water quality, solid waste and other environmental issues. ICMA and FLC will serve as mentors to LCP, providing technical guidance for the establishment of the environmental unit, as well as conducting training on organizational management, board roles and staff responsibilities.

Sri Lanka

ICMA conducted a feasibility study in March 2003 to gauge the interest in the foundation or revival of a Sri Lankan League of Cities. Association advisors met with the existing associations, local government professionals and USAEP to determine whether a league of cities or municipalities was needed. After consultation with key stakeholders, it was determined that an additional association was not needed, but the existing associations agreed to begin providing additional local government services for their members.

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

Vietnam

In November 2003, ICMA began providing technical assistance to Ho Chi Minh City (HCMC), Vietnam, in the area of solid waste management. ICMA worked with the People's Committee of HCMC and the Department of Natural Resources (DONRE) to develop a legal framework to promote greater private sector participation in solid waste management. In June and September 2004, ICMA reviewed the current legislation and provided recommendations on the privatization of solid waste management in HCMC. Three districts within HCMC expressed an interest in including the recommended language changes to their legislation. To determine whether those districts have implemented changes, to measure the affect the legislation may have on privatization efforts and to provide additional solid waste technical assistance, ICMA will be sending a representative to HCMC in March 2005.

In addition, ICMA conducted a feasibility study to assess the solid waste management needs of Nha Trang, Quy Nhon and Dong Hoi, Vietnam. The feasibility study identifies the potential for private sector participation and provides information on the character and distribution of solid wastes, disposal alternatives and management systems governing administration and finance. This feasibility study was funded by USAID, in collaboration with the World Bank and will be used to determine how future solid waste management assistance will be structured and administered in cities throughout Vietnam.

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

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

Country: Indonesia

Technical Areas:

- Citizen Participation
- Decentralization
- Environmental Policy

Period of Performance:

9/30/00- 7/30/04

Contract Value: \$275,882

Contact: Jessica Tulodo

jtulodo@usaid.gov;

tel: (62 21)3435-9324

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

Upon completion of the DEMY Activity in July 2004, IRG's assistance has had a wide-range of results over the course of four years. The Joint Secretariat for Kartamantul (JSK) is now firmly established as an important institutional innovation under Indonesia's new legal structure governing regional autonomy. Though much remains to be done, the JSK has established a sound track record and enjoys a growing reputation for achieving positive results in an atmosphere of fairness, transparency and inclusiveness.

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

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

Energy Efficiency Training for Municipal Associations

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

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

Technical Areas:

- Environmental Policy
- Participant training

Period of Performance:

3/24/03 – 1/29/04

Contract Amount:

\$251,872

Contact: Simone Lawaetz
slawaetz@usaid.gov

The objectives of the course were to:

- Develop an understanding of the role of energy and energy efficiency within the context of local government and municipal management.
- Raise awareness of and competence in the application of energy-efficient techniques among municipal managers and practitioners at the local level.
- Establish a forum for discussion and dissemination of appropriate tools and best practices. Establish new networks of local practitioners based on memberships within municipal associations in the relevant country to encourage ongoing dissemination and sharing of information as well as institutionalization of tools, materials, etc.

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

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

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

Appendix

ICMA Team Past Performance Matrix