

# Central and Eastern Europe Local Government and Housing Privatization

Prepared for the Office of Housing and Urban Programs  
Agency for International Development



ICMA  
Consortium Report

Consortium Members

International City/County Management Association  
Urban Institute  
Urban Land Institute  
National League of Cities

**ICMA**  
**ANNUAL REPORT**

**Contract Year: May 1992 - May 1993**

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**Prepared for the Office of Housing and Urban Programs  
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**Prepared by**

**ICMA**

**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION  
USAID Project No. 180-0034  
USAID Contract No. EUR-0034-C-00-2034-00  
Local Government and Housing Privatization**

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## I. INTRODUCTION

On April 30, 1992, the International City/County Management Association (ICMA) was awarded the Local Government and Housing Privatization contract (No. EUR-0034-C-00-2034-00) with the U.S. Agency for International Development's Office of Housing and Urban Programs (U.S.A.I.D.). The overall goal of the contract is to provide assistance to the countries of Central and Eastern Europe to strengthen local government's capacity to effectively absorb the new responsibilities that have been devolved to the local level, thus, increasing their self-reliance and allowing them to play strong and positive roles in the economic, political and social transformations currently underway in the region.

*A. Background:* Under Central and Eastern Europe's communist regimes, housing was primarily the responsibility of the central governments and their monolithic state-owned construction enterprises. Housing production during the 40 years of communist rule was dominated by the state's development of blocks of flats in the cities (along with the development of cooperatives). Related urban services and infrastructure systems were also the responsibility of the central government and were maintained through central planning. Housing and urban services were managed by massive bureaucracies, unresponsive to consumer preferences and price signals, and controlled by the central rather than the local electorates.

In the 1980's the inefficiencies of this system began to take their toll. There was pervasive undermaintenance of the housing stock and local infrastructure, and the high costs of the government-produced and maintained systems forced extremely high subsidy requirements that became intolerable as the government faced more severe fiscal constraints.

The new governments of Central and Eastern Europe have embarked on a number of national policy reforms since 1989. While the exact composition of the reform packages and the schedules for particular initiatives have varied, all aim to move away from the bureaucratic approach of the past and toward market-oriented systems. All Central and Eastern European governments have either shifted, or are in the process of shifting responsibility for infrastructure and most remaining public sector housing from the national level to popularly elected local governments. Local governments now have to plan, finance, and maintain public housing, urban services and infrastructure systems. This presents a daunting challenge to the local governments as few have had any prior experience in handling such responsibilities and they lack the fiscal resources to adequately manage and maintain these systems. Though decentralization of responsibilities is well underway, national laws concerning intergovernmental fiscal relations that would establish local revenue-raising authority, have not yet been fully implemented. Thus, local governments confront severe financial burdens in the face of growing responsibilities. As the countries of Central and Eastern Europe transform from command to market economies, and as the process of decentralization progresses, there is a greater need to build capacity at the local government level.

*B. ICMA's Role:* An important component of the United States assistance program in Central and Eastern Europe entails consideration of the issues involved in the transformation of the shelter sector (including infrastructure, urban services, and land delivery mechanisms as well as housing) and its effect upon municipal government. Through the Local Government and Privatization Contract, ICMA provides technical assistance and training to help local governments address many of the critical activities that they must now perform.

Within the context of the overall goal of the contract, work focuses on implementing the following objectives: (1) develop new policies and training programs in the areas of municipal finance, city management, and urban land use in order to improve efficiency of private housing delivery; (2) help define the role of local government in providing urban services and housing; (3) design plans for privatizing state-owned rental stock and its management; and (4) build local and national institutions to foster decentralized provision of urban services.

The International City/County Management Association (ICMA) is uniquely qualified to provide such assistance, with a strong focus on the achievement of practical results at the local level. ICMA is a nonprofit membership association with 75 years of local government experience and more than 7,500 members throughout the world. Since 1914, ICMA has worked to enhance the quality of local governments through professional management, and to assist professional local government administrators internationally. ICMA offers this experience and its wide network of U.S. local government practitioners in helping to implement A.I.D.'s assistance program.

In order to effectively provide the assistance called for within the contract, ICMA formed a consortium of the following organizations (via subcontract agreements) including: (1) *The Urban Institute (UI)*; (2) *Urban Land Institute (ULI)* and; (3) *National League of Cities (NLC)*. Together, ICMA and its Consortium members, under the direction of U.S.A.I.D., are implementing projects in Poland, the Czech and Slovak Republics, Hungary and Bulgaria. Work in Romania is currently in the planning phase. Projects vary in terms of their technical focus, with work being undertaken in such areas as housing management and privatization, municipal finance, urban planning, and environmental management<sup>1</sup>.

This report responds to Section F.3.(e)(1) of the prime contract. Its purpose is to present the U.S.A.I.D. with important financial and programmatic information on the work undertaken by ICMA and its Consortium members as the Local Government and Housing Privatization contract ends its first year (30 April 1992 - 30 April 1993). The next section discusses the current status of the program, with a brief outline of ICMA's contract management practices and procedures, and a review of the work undertaken in each country where assistance has been provided. Finally, a financial section examines fund authorizations and expenditures in order to assess how funds have been used during Year 1 of the contract.

## II. PROGRAM STATUS

**A. Contract Management:** As prime contractor, ICMA is involved in all work under the contract in terms of administration and oversight of all RFSs, including technical, contractual and budgetary issues. During the first year of the Local Government and Housing Privatization contract, a modified management structure was created and staff was increased (though still remaining within the bounds set forth in the original contract proposal). These changes

<sup>1</sup> Refer to Annex 1 for a Summary of all Requests for Services (RFSs) approved and products delivered under the contract during the first contract year.

expanded management capabilities and allowed for greater program oversight. Charles S. Anderson, former City Manager of Dallas, Texas, joined the staff as Director of Central and Eastern European Programs in early 1993, bringing with him more than 20 years of experience in local government issues.

Within the past several months, the ICMA team has developed a number of processes and procedures that are designed to achieve maximum effectiveness in contract management. These include: holding monthly meetings with subcontractors and U.S.A.I.D. to improve coordination; developing Guidelines for Subcontractors detailing their responsibilities in terms of management of Requests For Services (RFSs) and reporting requirements as per the contract; standardizing technical report covers and streamlining the report submission process; improving format of monthly and quarterly reports; and creating a summary of all RFSs approved and a bibliography of all deliverables received during the first year of the contract (see Annex 1).

***B. Program Accomplishments:*** As noted earlier, ICMA and its Consortium members have implemented projects in Poland, the Czech and Slovak Republics, Hungary and Bulgaria over the past year (with work in Romania only in the planning phase). This section will outline the focus of the assistance program and the major accomplishments achieved in each country.

***1. Poland*** - The program in Poland is the largest component of work being carried out under the ICMA contract. Approximately 34 percent of actual Year 1 expenditures have been spent in Poland.

The program has two interrelated foci of assistance - the national government and local governments. At the national level, an ICMA team is currently working with donor agencies and national officials to establish an institutional framework and system to finance municipal public infrastructure and improvements. By the end of the summer, the ICMA team is expected to complete the design of a municipal credit program for cities. The major objectives of this work are to: (1) help cities establish their credit record and develop their financial systems; (2) help Polish banks to learn to appraise municipal risk; (3) supplement other municipal investment financing sources including intergovernmental transfers with external sources, primarily the World Bank.

Work has been completed on the design of a prototype property tax system for Poland. A national seminar was held in Krakow in May, 1993 to present the property tax manual and the draft law on real property taxation in Poland and to develop recommendations and implementation strategies for introducing the new property tax system.

At the local level, delivery of a wide spectrum of technical assistance and training is helping cities to cope with immediate priority concerns and improve their capacity to provide cost effective urban services. In early 1993, a strategy for providing such assistance was completed and six cities were identified to receive immediate assistance -- Krakow, Poznan, Gdynia, Gdansk, Lublin, and Szczecin. ICMA has placed a resident municipal advisor in the City of Krakow who will work directly with the Krakow City Manager. The advisor, Jan Winters (Former County Manager of Palm Springs County, Florida) has devoted a good deal of time in working with the city officials on ways to improve its financial and budgeting

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systems. In conjunction with Mr. Winters' work, ICMA is initiating an assistance effort to comprehensively restructure the budgeting and accounting procedures for the city. Mr. Winters is also preparing a work plan for the city that will help to improve overall municipal management of housing, land, infrastructure and finance.

Work in the other cities identified in the strategy includes: (1) Poznan - assistance to the City and the Communal Housing Enterprise on developing a strategy for the privatization and management of the city's communal housing stock; (2) Lublin - financial analysis of the community upgrading program for the Bronowice part of the city and help in structuring effective implementation strategies for redevelopment; (3) Gdynia - preparation of an economic development strategy with a focus on use of industrial land and redevelopment of the city's waterfront area; (4) Gdansk - assistance is being provided in the preparation of an implementation plan for a geographic information system (GIS/LIS); Harvard University's Graduate School of Design (under a limited subcontract) is also working with the Faculty of Architecture at the Gdansk Technical University on the formulation of a new curriculum and development of new pilot courses; and (5) Szczecin - work on upgrading the city's water and sewerage systems, with a focus on technical and financial aspects (to begin in September).

*2. The Czech and Slovak Republics* - In 1993, the former Czechoslovakia split into two separate countries, the Czech Republic and the Slovak Republic. The program covering the two is the second largest component of work being carried out. Funds spent in the two Republics account for almost 22% of actual Year 1 expenditures.

The Urban Institute, in conjunction with the local firm Urban Research (UR), has taken the lead in developing a strategy for technical assistance in the Czech and Slovak Republics. The strategy focuses on helping cities develop cost-effective capital investment strategies and working at the Republic level to develop market-oriented municipal credit systems to finance those strategies.

At the Republic level, the first phase of assistance is underway in developing a market-oriented credit system to finance municipal infrastructure improvements. UI is also exploring the potential for a U.S.A.I.D. Housing Guaranty (HG) Loan to provide the necessary initial capital as well as cover analytical work on local government revenues which is needed to support more detailed design of the credit in the next stage of the program. Additionally, work should be completed in mid-fall on the development of housing management system software for local governments (throughout the two Republics) and their management companies.

At the municipal level, projects have been implemented in two Czech and two Slovak cities. In the Czech Republic, assistance to the City of Liberec has focused on housing management and privatization issues, including the creation of a database and performing financial analysis in developing a strategy to privatize the city's communal housing stock. In Hradec Kralove, assistance will soon be provided to the city in devising a strategy for the improvement and extension of its local water supply. The program in the Czech Republic will soon be expanding to six other cities, providing assistance with the preparation of infrastructure strategies and specific projects suitable for financing under the municipal credit system that is being developed.

In the Slovak Republic, work is underway in Banska Bystrica on devising an alternative sanitation strategy, emphasizing a series of short term, low cost actions that would substantially reduce current pollution levels. The Urban Institute and the Urban Land Institute are also providing assistance to the City of Trencin in developing a strategy to develop city-owned land resources in a manner that would best support economic growth, and to address key infrastructure constraints.

**3. Hungary** - Most of the technical assistance in Hungary has been performed and managed by the Urban Institute with local support from the Metropolitan Research Institute (MRI). Approximately 11% of total Year 1 contract expenditures have been spent in Hungary.

An Urban Institute staff person has resided in Hungary since the fall of 1992, coordinating U.S.A.I.D.'s overall program in Hungary and providing direct technical assistance to cities. The City of Szolnok is the first city in Central and Eastern Europe to adopt a housing allowance program that limits public housing subsidies to needy families. The Urban Institute has helped Szolnok examine various design options and develop the necessary eligibility criteria, operating procedures and financial systems to implement the housing allowance program. In April, a seminar was held to disseminate information to cities throughout Hungary on the work being done in Szolnok.

A joint team (Urban Institute/Urban Land Institute) is reviewing current options for infrastructure finance at the local level. The study, encompasses a number of cities, will assess priority areas in each city in terms of water and sewerage investments.

The capital City of Budapest is receiving assistance with the preparation of a development strategy and business plan outlining a sequence of steps and tasks for redeveloping the Lagymanyos Industrial Area. Also in Budapest, a team is gathering information on rehabilitation efforts and/or strategies underway in the six districts that make up the inner city. This information will be used to share success among districts and serve as a basis for a comprehensive rehabilitation strategy for Budapest.

**4. Bulgaria** - ICMA initiated assistance activities in Bulgaria in March, 1993. U.S.A.I.D. requested that an ICMA team visit four cities -- Rousse, Stara Zagora, Blagoevgrad, and Haskovo -- to assess issues pertaining to the city's role in supporting private investment. Of particular interest were the status of necessary land information systems and mechanisms for the cities to promote investment. During the course of this reconnaissance trip an initial technical assistance program for each city was identified.

Haskovo and Blagoevgrad were chosen as pilot cities for developing integrated land information systems. In each city a system will bring together into one data base information now held by the state, the courts, and the municipality. The resulting system will integrate descriptive data on land parcels with use, ownership, and tax information. The land information system will enable each city to better plan the strategic sale or use of these assets, improve revenue collection and, over the longer run, provide more comprehensive and accessible data useful for private investors.

Stara Zagora has established a local development fund with proceeds from the sale of

municipal properties. In the first stage, ICMA is assisting in the design of rules and procedures governing the use of this fund. Further assistance will focus on longer term planning for the continued privatization of city assets to capitalize the fund.

Rousse, a major port city on the Danube River, requested U.S.A.I.D. input on an ongoing economic base analysis of the city. ICMA assistance is focusing on the strategic use of city assets for business retention and promotion purposes.

5. *Romania* - Though no work was undertaken in Romania during Year 1 of the contract, preliminary discussions were held with U.S.A.I.D. regarding the potential first phase of assistance to local governments. Within the next several months, it is anticipated that work will begin in three Romanian cities, with assistance in each city focusing on either municipal finance, infrastructure finance, or urban planning. Monographs will be developed for each city project and will be disseminated to municipalities throughout Romania via the Federation of Mayors. These monographs will suggest practical improvements in policies, procedures, practices, etc. that municipalities can implement immediately.

### III. FINANCIAL INFORMATION AND ANALYSIS

This section reviews the status of authorizations<sup>2</sup> and expenditures under the contract and examines how funds were used during Year 1 of the contract through Requests for Services (RFSs). The information is provided graphically in Figures 1-5 and a brief analysis of each graph is presented below.

1. *Authorized Expenditures* - Figure 1 illustrates the distribution by organization of the \$4,020,828 that was authorized in the first year of the contract. ICMA, as the prime contractor, has been authorized the largest share of total authorized expenditures (57%). Urban Institute, ICMA's principal subcontractor, has the next largest share of authorized expenditures (26%). The local research and support firms (Metropolitan Research Institute and Urban Research) are playing a larger role than originally envisioned; approximately 8% of all authorized expenditures has been allocated to these two organizations.

2. *Actual Expenditures* - Figure 2<sup>3</sup> shows the distribution by organization of the \$1,181,672 spent in the first year of the contract. Not surprisingly, the majority of funds expended has been spent by ICMA (67%). However, actual expenditures (which are based on billings received by ICMA), do not reflect the full extent of the funds spent during the first year because there is a time lag between subcontractors expenditures and their submission of billings to ICMA.

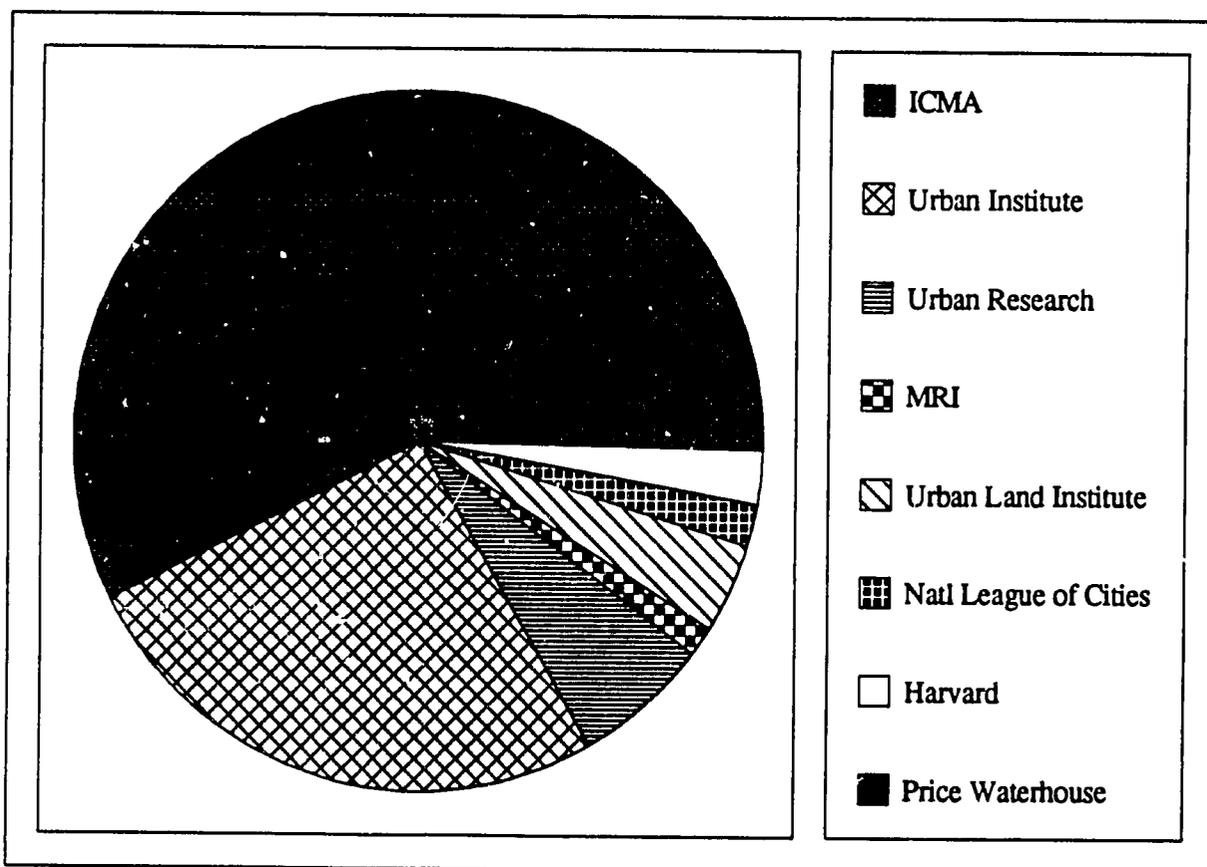
<sup>2</sup> Authorizations (and authorized expenditures) are defined as funds authorized through the issuance of Requests for Services (RFSs). Expenditures are defined as billings received by ICMA through the end of April, 1993.

<sup>3</sup> Total for Figure 2 differs from Figures 4 and 5 due to rounding.

**Figure 1**

# Authorized Expenditures by Organization

<b>Organization</b>	<b>Expenditures</b>
ICMA	\$2,307,364
Urban Institute	\$1,041,012
Urban Research	\$260,246
MRI	\$51,960
Urban Land Institute	\$173,371
Natl League of Cities	\$79,493
Harvard	\$97,382
<u>Price Waterhouse</u>	<u>\$10,000</u>
<b>Total</b>	<b>\$4,020,828</b>

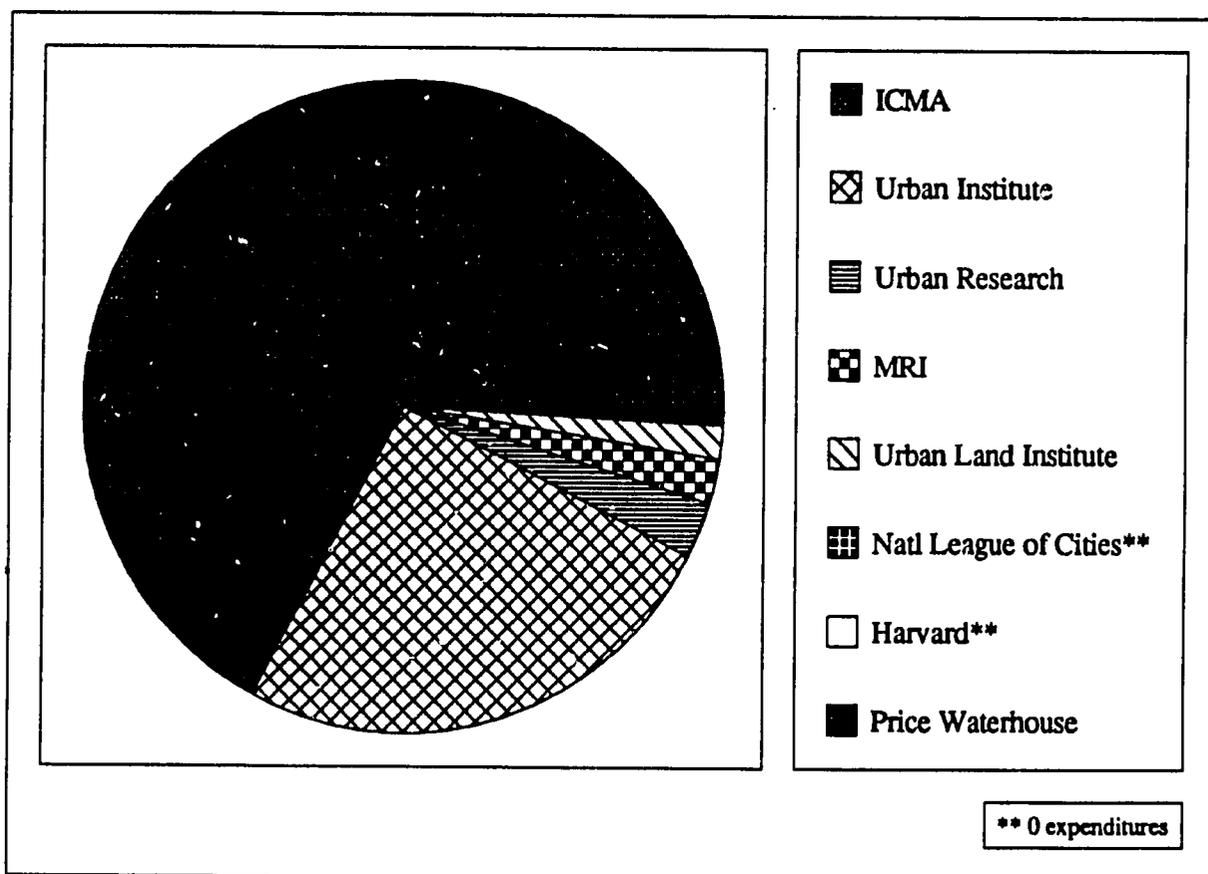


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Figure 2

# Actual Expenditures by Organization

Organization	Expenditures
ICMA	\$794,133
Urban Institute	\$298,597
Urban Research	\$31,993
MRI	\$27,119
Urban Land Institute	\$19,830
Natl League of Cities**	\$0
Harvard**	\$0
<u>Price Waterhouse</u>	<u>\$10,000</u>
<b>Total</b>	<b>\$1,181,672</b>



It is expected that if accrued expenditures are included, the combined subcontractors share of total actual expenditures would increase. It should also be noted that the extent of work assigned to The Urban Institute is larger than it appears. The work done by the Metropolitan Research Institute (MRI) and Urban Research (UR) is performed in support of the work done by the Urban Institute and, thus, expenditures by these two organizations should be considered in conjunction with Urban Institute spending. If MRI and UR expenditures are included, The Urban Institute has spent over 30% of the total actual expenditures.

**3. Comparison of Authorized and Actual Expenditures** - Figure 3 compares the amount of funds authorized to the amount of funds actually expended by each organization in the first year of the contract. The percentage of authorized funds that has actually been expended (based on billings) varies widely among the different organizations involved in the contract. While ICMA has expended 34% and The Urban Institute about 28% of funds authorized to them, The Urban Land Institute and Urban Research have expended only 11% and 12%, respectively. Much of the differences in spending occur as a result of the different billing procedures used by the organizations. The level of actual expenditures is largely reflective of the time required for each organization to process their bills.

It should be noted that, aside from time lag in billings, the low percentages of expenditures may be a result of longer-term RFSs, extending over 6-12 month periods, which are now only in the early stages of implementation.

**4. Expenditures by Country** - Figure 4 shows the distribution of total actual expenditures according to each country receiving assistance under the contract. Poland has received the largest share of total expenditures (34%). The second largest fraction of funds spent has gone to the Czech and Slovak Republics. Although Bulgaria has received the lowest amount of total expenditures (about 4%), this figure can be expected to rise as the program develops. The Bulgarian program began significantly later than programs in the other countries.

The non country-specific category shown in Figure 4 encompasses three areas which could not be readily classified under any specific country: project management and administration (RFS 1, RFS 31 and RFS 38); assessment costs (RFS 22); and an international conference (RFS 29).

**5. Expenditures by Program Area** - Figure 5 shows the distribution of actual expenditures by program area. As the figure indicates, spending has been spread out over a wide variety of local government and privatization activities, such as housing management and privatization, municipal development, urban planning and environmental management.

Contract management and local support (encompassing RFS 1, 5, 20, 29, 31 and 38) make up 35% of total actual expenditures. While this is a relatively large share of expenditures, much of this is due to costs attributable to normal start-up activities. In the coming year management and administrative costs should decline as a percentage of overall costs. It should also be noted that some time attributed to management and administration budgets is actually spent on more substantive matters such as preparation and follow-up to actual field activities which are attributable to RFSs.

Given the objectives of the ICMA contract, it is not surprising that municipal development is the area under which the greatest amount of funds have been spent. Work under this program area includes development of the assistance strategy papers for the Czech and Slovak republics (RFS 10) and Poland (RFS 12), which has required a high level of effort.

By contrast, financial systems development and economic analysis represents only 5% of total actual expenditures to date. However, it is anticipated that this area will grow in importance because of ICMA and U.S.A.I.D.'s interest in developing national and local financing systems and institutions.

**Table 1**

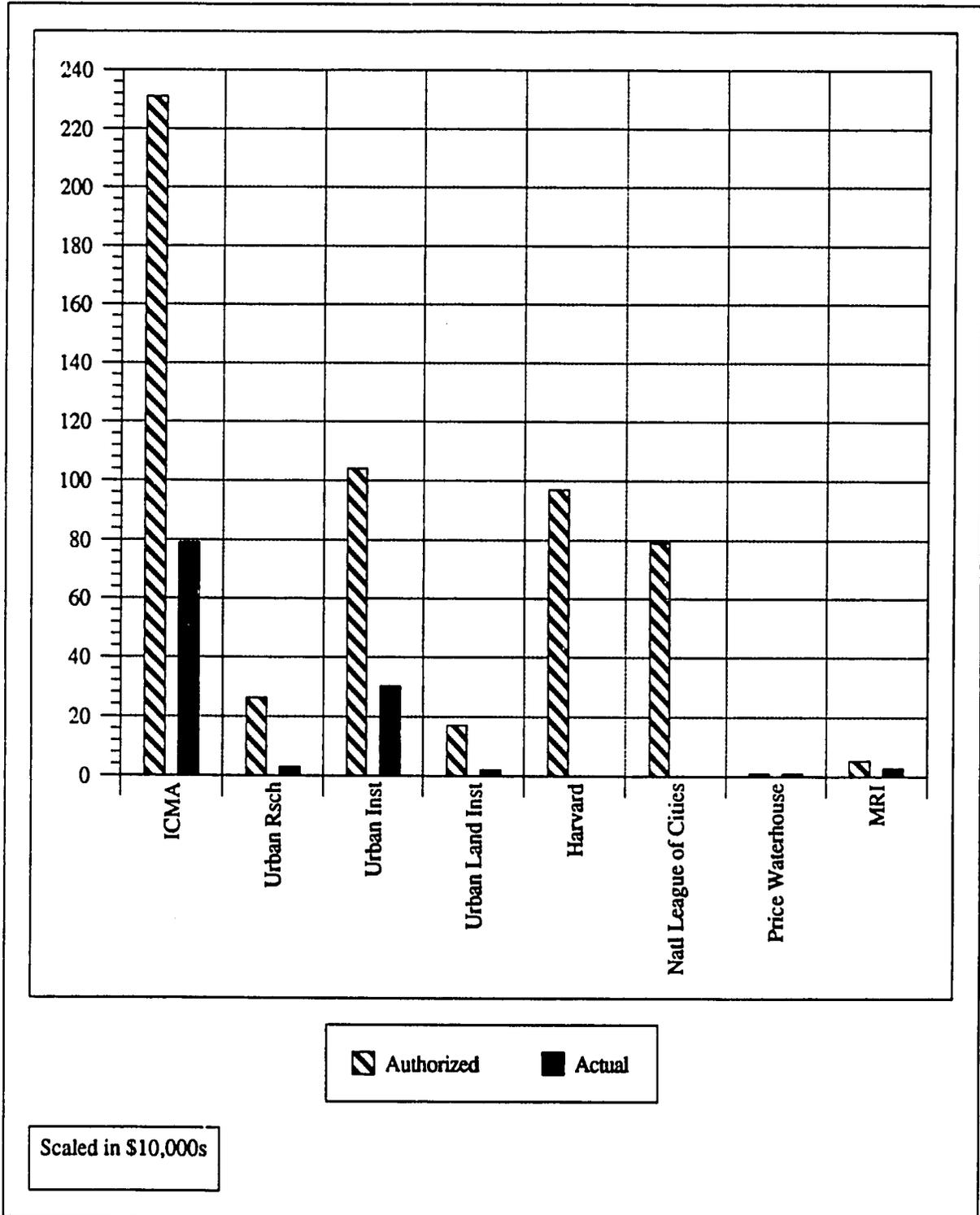
**Comparison of Actual and Authorized Expenditures**

<b>Organization</b>	<b>Authorized</b>	<b>Actual</b>	<b>% Expended</b>
ICMA	\$2,307,364	\$794,133	34.4
Urban Research	\$260,246	\$31,993	12.3
Urban Institute	\$1,041,012	\$298,597	28.7
Urban Land Institute	\$173,371	\$19,830	11.4
Harvard	\$97,382	\$0	0
Natl League of Cities	\$79,493	\$0	0
Price Waterhouse	\$10,000	\$10,000	100
MRI	\$51,960	\$27,119	52.2

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Figure 3

# Comparison of Actual and Authorized Expenditures



**Figure 4**

# Actual Expenditures by Country

<b>Country</b>	<b>Expenditures</b>
Bulgaria	\$47,750
Czech/Slovak Republics	\$252,972
Hungary	\$127,964
Poland	\$396,159
<u>Non-Country Specific</u>	<u>\$356,823</u>
<b>Total</b>	<b>\$1,181,668</b>

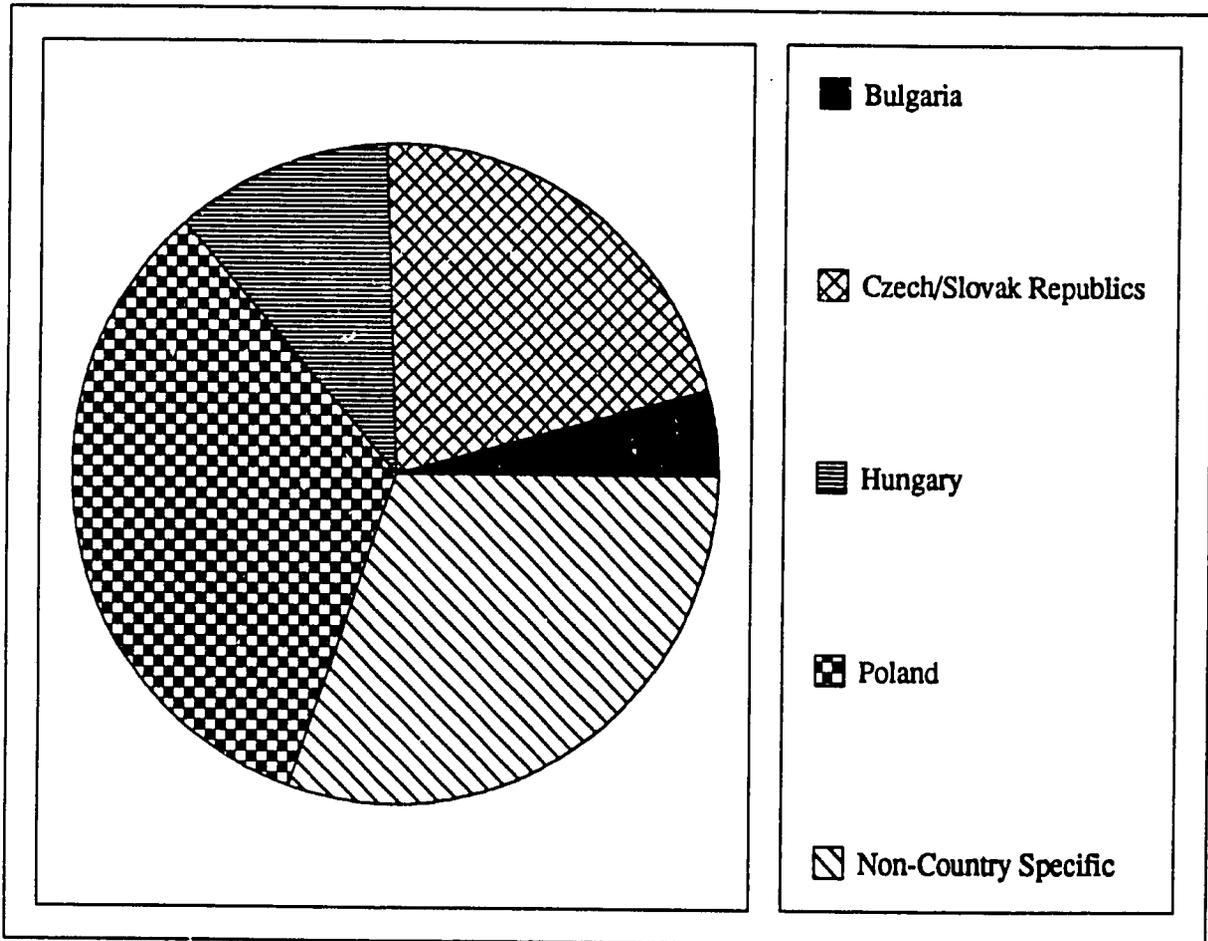
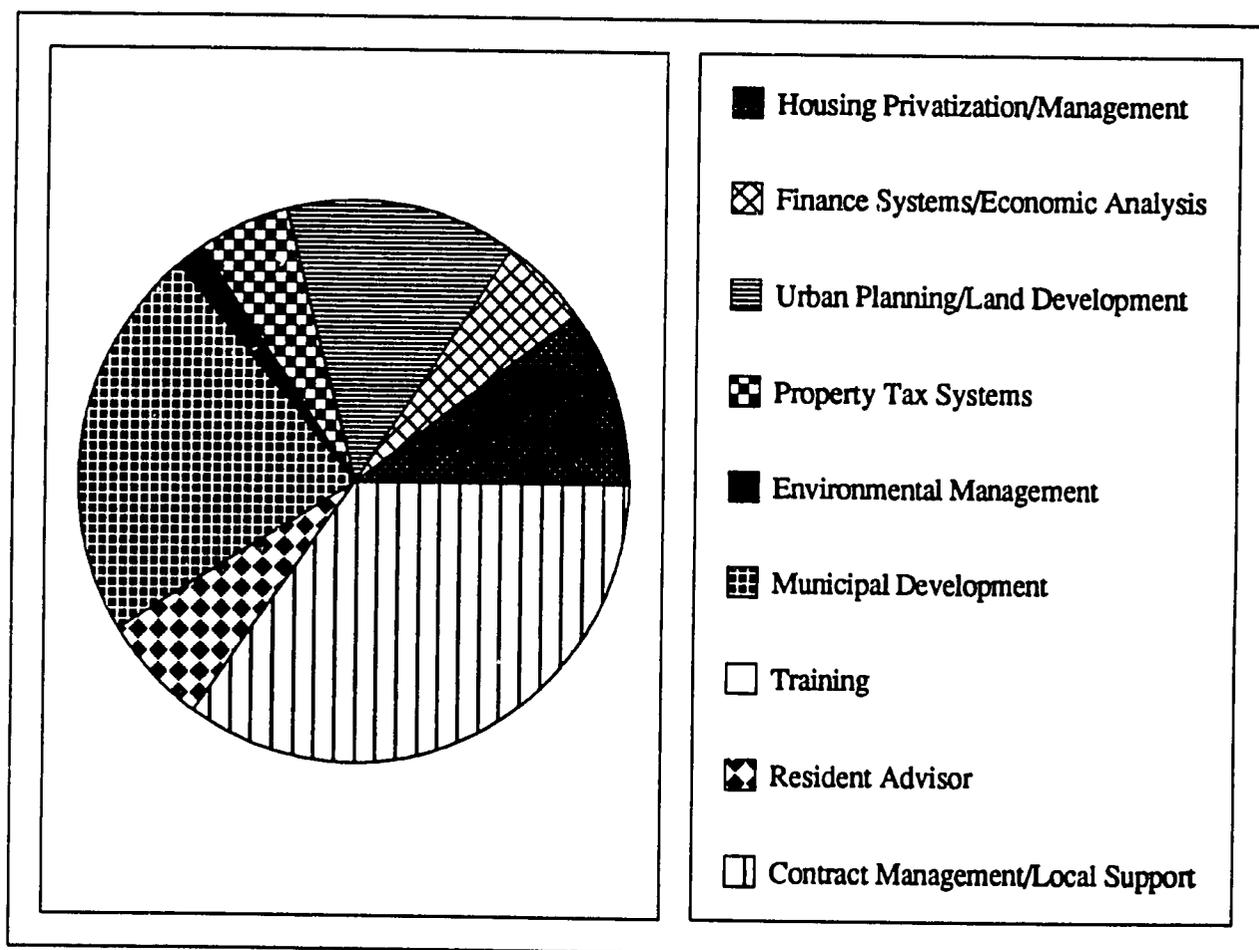


Figure 5

# Actual Expenditures by Program Area

Program Area	Expenditures
Housing Privatization/Management	\$120,673
Finance Systems/Economic Analysis	\$63,021
Urban Planning/Land Development	\$160,238
Property Tax Systems	\$63,838
Environmental Management	\$19,431
Municipal Development	\$268,301
Training	\$3
Resident Advisor	\$75,215
<u>Contract Management/Local Support</u>	<u>\$410,948</u>
<b>Total</b>	<b>\$1,181,668</b>



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ICMA  
LOCAL GOVERNMENT AND HOUSING PRIVATIZATION  
USAID CONTRACT No. EUR-0034000-C-2034-00  
USAID PROJECT No. 180-0034

**SUMMARY OF REQUESTS FOR SERVICES**  
(5/1/92- 4/30/93)

**ICMA Role**

As the prime contractor, ICMA is involved in all work completed under the contract in terms of administration and oversight of all RFSs, including technical, contractual and budgetary issues. However, when ICMA staff and/or consultants are directly involved in carrying out the work called for in a particular RFS, ICMA is listed as "contractor" under that RFS.

Descriptions are based on original RFSs from USAID.

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**RFS 01 (5/15/92-5/1/94) Project Management and Administration in Eastern Europe**

Contractor: ICMA

Status: On-going  
Budget:

This RFS provides for ICMA management and administration of the Local Government and Housing Privatization contract for Central and Eastern Europe. The goal of the project is to strengthen local government's capacity to promote private housing development through the following means: (1) developing new policies and training programs in the areas of municipal finance, city management and urban land use in order to improve efficiency of private housing delivery; (2) helping define the role of local government in providing urban services and housing; (3) designing plans for privatizing state-owned rental stock and its management; and (4) building local and national institutions to foster decentralized provision of urban services.

**RFS 02 (6/22/92-8/31/92) Development of Local Housing Strategies in Bulgaria**

Subcontractor: Urban Institute (UI)

Status: Completed

Budget: \$43,239

The purpose of this RFS is to assist several municipalities in Bulgaria to better understand and address current housing problems through the development and implementation of a local housing strategy. Activities include compiling and analyzing basic data to understand the dimensions of the housing situation including housing supply and the size and characteristics of various housing sub-markets, exploration of options for municipal policy and action, better understanding of the relationship of the municipality to private housing development, housing asset management, and consideration of a housing allowance program.

**RFS 03 (6/15/92-9/30/92) Privatization/Management of Government-Owned Housing: Initial Seminars (Czechoslovakia)**

Subcontractor: Urban Institute (UI)

Status: Completed

Budget: \$41,013

Under this RFS, earlier activities in the privatization/management of government-owned housing sphere in Czechoslovakia will be continued and hands-on guidance will be provided to staff in Prague Districts 2 and 6 in their design of management support systems for housing privatization and management functions. Other tasks include preparation of meetings for a roundtable discussion of Handbooks prepared by OKM Associates; preparation of a brief case study report on strategies developed in Prague 6 to privatize and manage their social housing stock and on examining and assessing the Prague 2 experience with privatizing housing management; gathering of information on privatization experience in Prague 3; and the conducting of two seminars on "lessons learned" from each case study for District officials, other municipal officials, the Association of Towns and Cities and other interested groups.

**RFS 04 (6/15/92-9/30/92) Privatization/Management of Government-Owned Housing: Initial Seminars (Czechoslovakia)**

Subcontractor: Urban Research Institute (URI)

Status: Completed

Budget: \$33,839

The purpose of this RFS is to provide for the assistance of local expertise in Czechoslovakia to help complete the products called for under RFS 03.

**RFS 05 (7/1/92-12/31/92) Coordination and Logistical Support (Czechoslovakia)**

Subcontractor: Urban Research Institute (URI)

Status: Completed

Budget: \$43,383

The purpose of RFS 05 is to provide local experts to assist AID staff in preparing work programs and project design concepts for activities in Czechoslovakia; to review and provide substantive input to scopes of work for assistance to the host country; to make arrangements for the visits of all short-term consultants; to hold in-country coordination meetings and end-of-mission meetings with all teams before departure; to review and comment on products produced by consultants; and to prepare regular progress reports on all activities under the contract in Czechoslovakia.

**RFS 06 (6/15/92-9/15/92) Strategic Management of Land Development (Czechoslovakia)**

Subcontractor: Urban Institute (UI)

Status: Completed

Budget: \$44,123

Under this RFS, guidance and advice on financial analysis in strategic land development will be presented to the Prague Chief Architect's Office and Prague District 6. This includes preparing a design for a series of workshops for Mayors and appropriate staff and other local officials on this topic with reference to approaches to preventing abuse, community involvement, and analytic and other capacities local government staff need to implement an effective, market-oriented land management strategy.

**RFS 07 (7/1/92-9/30/92) Strategic Management of Land Development (Czechoslovakia)**

Subcontractor: Urban Institute (UI)

Status: Completed

Budget: \$10,632

The purpose of this RFS is to provide for the assistance of local expertise in Prague, Czechoslovakia, to help complete the products called for under RFS 06.



plans and programs; identifying priority areas which should constitute the core of the technical assistance program; providing recommendations for a comprehensive technical assistance program in local government and how this assistance would best be delivered. Phase II entails developing a strategy and action plan for delivering the technical assistance program that takes into account the capacity at the local level.

**RFS 11 (9/7/92-10/2/92) Environmental Management TDY in Poland and Hungary**

Contractor: ICMA

Status: Completed

Budget: \$18,156

Under RFS 11, the contractor will prepare an implementation work plan for an AID/ENR-funded project and will consult on project coordination with the EBRD (European Bank of Reconstruction and Development) staff. This includes travel to Poland and Hungary to conduct a field visit and London to consult on coordination with the EBRD staff.

**RFS 12 (9/20/92-12/15/92) Municipal Management Assistance for Poland**

Contractor: ICMA

Status: Completed

Budget: \$195,825

The purpose of RFS 12 is to develop an assistance strategy and identify priority areas for the Municipal Development Assistance Program in Poland. The work will be focused on six cities, and will involve reviewing donor assistance programs; reviewing the current enabling framework for local governments to assume a greater role in managing and financing development plans and programs, and based on this, identifying priority areas which should constitute the core of the technical assistance plan. The report will provide recommendations for a comprehensive technical assistance program in local government and how this assistance could best be delivered.

**RFS 13 (8/15/92-10/15/92) Municipal Services Seminar (CSFR)**

Contractor: ICMA

Status: Completed

Budget: \$10,797

The purpose of RFS 13 is to coordinate with Price Waterhouse in providing per diem expenses for the participants of the seminar, "Technical Services in the Market Transition", on August 28th and 29th, 1992 in Prague and September 1st, 1992, in Bratislava.

**RFS 14 (9/28/92-5/31/93) Development of a Housing Management System in CSFR**

Subcontractor: Urban Institute (UI)

Status: In Progress

Budget: \$95,832

The purpose of work completed under RFS 14 will assist municipal governments by providing a needed structure for gathering information on buildings, units and tenants; by producing the reports needed by the housing managers to administer the housing on a daily basis; and by supplying the owners with the information needed to monitor the quality of the housing management and by planning for capital investment in the stock. This RFS refines the specifications for a Housing Management System developed under RFS 03, and seeks to engage Czech programmers in creating the specified software, and to introduce the system to a test site in Prague. Once fully tested, it will be used to develop training programs in housing management for CSFR.

**RFS 15 (9/14/92-5/31/93) Resident Housing Economist - Program Development (Hungary)**

Subcontractor: Urban Institute (UI)

Status: In Progress

Budget: \$110,349

The services of a housing economist will be provided approximately half-time in Hungary to assist in the development and implementation of housing program activities, which will include providing backstop support for field teams on Housing Guaranty (HG) and City of Budapest programs; monitoring legislative and policy developments in Hungary's housing sector; overseeing, under AID's supervision, on-going technical assistance project activities; and keeping RHUDO/Warsaw and EUR/DR/H informed of developments.

**RFS 16 (11/19/92-1/31/93) Liberec - Housing Privatization Strategy (Czech Republic)**Subcontractors: Urban Institute (UI),  
Urban Research Institute (URI)

Status: Completed

Budget: \$18,727

UI and URI will analyze Liberec's housing stock and will advise on strategies for privatization, as per the Mayor's requests. This would include developing initial information on the communal housing stock; suggesting options for a privatization strategy; and defining additional needs for more complete analysis and developing an appropriate action plan based on the results and the reactions of City staff.

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**RFS 23 (3/1/93-3/1/95) Long Term Municipal Advisor for Krakow (Poland)**

Contractor: ICMA

Status: In Progress

Budget: \$658,770

ICMA will provide a long-term advisor for two years to assist the City of Krakow, Poland, on institutionalizing the role of the city manager and reform of city management and improving overall management of housing, land infrastructure delivery and municipal finance.

**RFS 24 (1/28/93-5/15/93) Credit System Development and Municipal Revenue Assistance in the Czech Republic**

Subcontractors: Urban Institute (UI),  
Urban Research Institute (URI)

Status: In Progress

Budget: \$72,070

The purpose of RFS 24 is to assist in the areas of infrastructure provision, land development and management, housing privatization and management, and financing and financial management pertaining to urban physical development. The strategy for implementing this work entails the provision of direct technical assistance in these areas to selected cities, drawing lessons from these city experiences and other cases to provide conferences and training to broader groups of municipal officials, and working with financial sector leaders and Ministry officials to develop a market-oriented credit system to finance municipal investment. With this purpose, the contractor will develop a program description for a Housing Guaranty program. This program description will build on the principles incorporated in the concept paper submitted to the Office of Housing and will incorporate results of discussions with Czech authorities, Czech banking institutions, Czech municipal authorities and relevant USAID offices regarding the operating principles and institutional implementation of the credit system, after which it will be determined whether an HG loan is desirable. In addition, the strategy will entail preparing national guidelines for municipal finance.

**RFS 25 (1/28/93-5/15/93) Credit System Development and Municipal Revenue Assistance in Slovakia**

Subcontractors: Urban Institute (UI),  
Urban Research Institute (URI)

Status: In Progress

Budget: \$84,941

Under this RFS, assistance will be provided to Slovakia in the areas of infrastructure provision, land development and management, housing privatization and management, and financing and financial management pertaining to urban physical development. The strategy for implementing this work entails the provision of direct technical assistance in these areas to selected cities, drawing lessons from these city experiences and other cases to provide conferences and training

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wastewater facilities and inadequate capacity as well as inadequate treatment and disposal of growing volumes of liquid wastes by upstream activities are pressing environmental issues which the Mayor wants to address. The study will consider how to create more efficient and effective approaches to system maintenance and repair as well as initially needed capital improvements.

**RFS 29 (3/2/93-3/15/93) International Conference on Regional and Municipal Cooperation (Central and Eastern Europe)**

Contractor: ICMA

Status: Completed

Budget: \$3,403

One ICMA staff member will attend the Conference on Regional and Municipal Cooperation in Florence, Italy in order to make new contacts, discuss problems in depth, and to initiate new projects of cooperation. Participants in the Conference will evaluate and discuss existing programs of cooperation between local governments in Central and Eastern Europe and the Western world. Issues focused on will include cooperation in public services, environmental policy, economic and social policy and in citizen's participation in local democracy.

**RFS 30 (2/28/93-5/15/93) Trencin Land Development and Sanitation System Strategies (Slovakia)**

Subcontractors: Urban Institute (UI),  
Urban Land Institute (ULI)  
Urban Research Institute (URI)

Status: In Progress

Budget: \$41,984

This RFS will cover the first stage of a project that responds to requests from Trencin's Mayor to provide assistance to the city for development of land and the improvement and extension of the city's sanitation system. There is development potential on the right bank of the Vah River, which the Mayor would like to have assessed, as well as an imminent sewage problem. The Slovakian government now operates all wastewater collection and treatment operations in the region, but has plans to break up and privatize these operations later this year. The Mayor would like guidance on institutional forms that would best guard the city's interests over the long term.

**RFS 31 (2/15/93-2/15/95) Management and Administration - Urban Land Institute (Central and Eastern Europe)**

Subcontractor: Urban Land Institute (ULI)

Status: In Progress

Budget: \$140,818

This RFS provides for the management and administration of the Urban Land Institute's subcontract agreement under the Local Government and Housing Privatization contract.

**RFS 32 (3/12/93-5/31/93) Lublin Urban Upgrading - Bronowice Project (Poland)**

Contractor: ICMA

Status: In Progress

Budget: \$42,458

The purpose of RFS 32 is to assist the City of Lublin in developing a revitalization plan for the Bronowice area. The City of Lublin is proposing the breakup of large communal and cooperative housing estates into smaller groupings as a precursor to privatization, rehabilitation by owners, and housing and neighborhood upgrading with tenant participation to facilitate these goals. The revitalization plan will include rehabilitating the area and upgrading its infrastructure; providing decent living conditions for the elderly; promoting self-built and self-improved housing; promoting community maintenance of public spaces; and improving public security and changing the area's image.

**RFS 33 (3/26/93-6/15/93) Gdynia - Technical Assistance in Strategic Planning (Poland)**

Contractor: ICMA

Status: In Progress

Budget: \$31,623

The objective of this RFS is to assist the City of Gdynia in developing its strategic planning capacity. The consultants will assess the city's progress in strategic/economic development planning and will lend advice on the next steps the city should take. Part of the team's work will focus on reviewing the process by which economic development objectives, land planning objectives, and financial planning to support the spatial and economic development objectives are undertaken; making recommendations to strengthen this process; and working with the City Economic Development Unit to establish a process for defining a development strategy which can be integrated with its land planning processes.

**RFS 34 (3/29/93-5/31/93) Technical Assistance in Infrastructure Finance (Hungary)**

Subcontractors: Urban Institute (UI) Status: In Progress  
Metropolitan Research Institute (MRI) Budget: \$33,003

The purpose of RFS 34 is for the contractor to review the current situation of infrastructure investment options at the local level and visit a number of cities to review technical assistance needs in undertaking water and sewerage investments. In addition, the contractor will assess the priority areas for assistance in each city based on discussions with city management and municipal staff, and will develop a conceptual framework for examining infrastructure issues to include recommendations for assistance and a preliminary work plan. Areas to be considered include project preparation, institutional options for the public works companies, private sector investment, and financing strategies and investment options.

**RFS 35 (3/29/93-5/31/93) Housing Allowance Seminar for Local Governments (Hungary)**

Subcontractor: Urban Institute (UI) Status: In Progress  
Metropolitan Research Institute (MRI) Budget: \$25,587

Under RFS 35, the subcontractor will organize, publicize, and hold a seminar on housing allowances in late April or early May at the Ministry of Social Welfare. The seminar will focus on the practical issues of designing and implementing a housing allowance program, and will be open to all interested local governments.

**RFS 36 (3/29/93-5/15/93) Strategies for Housing Rehabilitation (Hungary)**

Subcontractor: Urban Institute (UI) Status: In Progress  
Metropolitan Research Institute (MRI) Budget: \$14,434

RFS 36 will gather information on the current rehabilitation efforts and/or strategies underway in the six districts that make up the inner city of Budapest. The information could be used to share successes among the districts, as well as to be used as a basis for a comprehensive strategy for the City. The contractor will interview officials in each of the six districts and will gather information on their efforts in rehabilitation. This information will include number and type of projects undertaken in the last three years and planned for the future, method of financing, district staff and other personnel involved.

**RFS 37 (3/24/93-4/15/93) Condominium Law and Local Government (Czech Republic)**

Subcontractor: Urban Institute (U.I.)

Status: In Progress

Budget: \$8,073

The purpose of RFS 37 is to respond to a request from the Ministry of the Economy to review and comment on their draft condominium law from the viewpoint of its effects on local governments.

**RFS 38 (4/1/93-4/1/94) Management and Administration - National League of Cities (Central and Eastern Europe)**

Subcontractor: National League of Cities (NLC)

Status: In Progress

Budget: \$79,493

This RFS provides for the management and administration of the National League of Cities' subcontract agreement under the Local Government and Housing Privatization contract.

**RFS 39 (4/19/93-8/31/93) Poznan Housing Management (Poland)**

Contractor: ICMA

Status: In Progress

Budget: \$70,454

The purpose of RFS 39 is to assist the City of Poznan in developing a strategy for privatizing and better managing the communal housing stock. This will entail reviewing the current organizational structure for the management and maintenance of communal housing; reviewing overall data on the financial condition of communal housing in Poznan; developing a work plan for the City and housing enterprise on privatizing any aspects of housing management and maintenance that the City is now prepared to undertake; and working with the City to develop an overall plan strengthening housing management and maintenance.

**RFS 40 (4/24/93-5/30/93) Strategic Planning Policies for Cities of Central and Eastern Europe (Poland)**

Contractor: ICMA

Status: In Progress

Budget: \$14,799

The objective of RFS 40 is to assist the City of Gdansk in preparing for the Conference on Strategic Planning scheduled for fall 1993 by developing case materials on relevant U.S. experiences. The cities of Eastern and Central Europe are facing adjustments that their

traditional methods of planning are ill-equipped to cope with; thus, they have greeted, with enthusiasm, exposure to concepts of strategic planning as a framework for decision-making. The City of Gdansk has taken the lead in organizing a group of European and US experts to assist it and other Polish cities in developing and implementing strategic planning as an appropriate means of guiding urban development in a market-based economy.

**RFS 41 (5/8/93-9/31/93) Development of a Municipal Credit Program (Poland)**

Contractor: ICMA

Status: In Progress

Budget:

The purpose of RFS 41 is to prepare a design proposal for the Municipal Credit Program which will be reviewed and decided upon by senior government officials. The key operational objectives of the MCP are to help gminas establish their credit record and develop their financial systems; to help Polish banks learn to appraise municipal risk; and to supplement other municipal investment financing resources including intergovernmental transfers with external sources, primarily from the World Bank. For the medium term, it may be possible for revenue-earning infrastructure services to be financed from user charges and prudent borrowing from commercial sources. Private investment may also become a source of capital for certain projects.

**RFS 42 (5/15/93-11/15/93) Hradec Kralove Water System Strategy (Czech Republic)**

Subcontractor: The Urban Institute  
Urban Research Institute

Status: In Progress

Budget:

The purpose of this RFS is to respond to requests from the Mayor of Hradec Kralove to provide assistance to the City in devising a strategy for the improvement and extension of its local water supply system. In stage one of the project, relevant data and planning documents will be reviewed; city staff will be interviewed and initial ideas about strategic options and plans for the next stages will be formed. In stage two, the local technical assistant and members of the working group will assemble data and perform analyses in accord with the guidelines provided by the advisor and agreed to by the Mayor's staff. In the final stage, the advisors will return, review the work of stage two, perform additional analysis and interviews as required, and prepare recommendations.

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**ICMA DELIVERABLES BY RFS NUMBER**

**RFS 02 (6/22/92-8/31/92): Development of Local Housing Strategies in Bulgaria**

Work Program: The Development of a Housing Strategy for the Cities of Blagoevgrad and Plovdiv (Bulgaria), June 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).

Trip Report and Work Summary (Bulgaria), June 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).

Feasibility Study: A Housing Allowance Program for the City of Blagoevgrad (Bulgaria), Draft, December 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).

**RFS 03 (6/15/92-9/30/92): Privatization/Management of Government-Owned Housing: Initial Seminars (Czechoslovakia)**

Memorandum on Progress and Assistance Provided in the Czech Republic, January 7, 1993 (G. Thomas Kingsley).

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Assistance in Urban Planning and Development: Report of Field Mission to Budapest, Hungary, September 25 to October 9, 1992 (David Dowall, Katharine Mark and Ivan Tosics).

**RFS 09 (9/01/92-10/02/92): Design of a Prototype Property Tax System for Poland**

Prototype Manual for an Ad Valorem Property Tax in Poland, December 7, 1992 (Joseph Eckert, Roy Kelly and Robert West).

**RFS 10 (9/01/92-1/05/93): Development of Strategy for Assistance to Local Governments in the Czech and Slovak Federated Republics (CSFR)**

Strategy and Work Program for the Local Government and Housing Privatization Contract: Czech and Slovak Republics, Draft, November 18, 1992 (G. Thomas Kingsley and George Peterson).

**RFS 11 (9/07/92-10/02/92): Environmental Management TDY in Poland and Hungary**

Report on Trip to Poland and Hungary, September 8-30, 1992 (Robert MacLeod).

**RFS 12 (9/20/92-1/31/93): Municipal Management Assistance for Poland**

Technical Assistance Strategy and Work Program for Poland in Local Government and Housing Privatization, Draft, February 1993 (Peter Feiden, David Jones, Jan Winters, Renata Frenzen and Mona Serageldin).

**RFS 13 (8/15/92-10/15/92): Municipal Services Seminar (CSFR)**

Municipal Services Seminar: Technical Services in the Market Transition (Czech Republic and Slovakia), March 1993 (Peggy Norgren).

**RFS 14 (9/28/92-5/31/93): Development of a Housing Management System in CSFR**

Memorandum on Housing Management Software Specifications (Czech Republic and Slovakia), January 7, 1993 (Peter Tatian).

Memorandum on Housing Management Software Contractor Selection (Czech Republic and Slovakia), January 7, 1993 (Peter Tatian).

Memorandum on Housing Management Software Progress (Czech Republic and Slovakia), January 8, 1993 (Peter Tatian).

**RFS 15 (9/14/92-3/14/93): Resident Housing Economist - Program Development (Hungary)**

December Program Status Report, Hungary, December 1993 (Katharine Mark).

January Program Status Report, Hungary, January 1993 (Katharine Mark).

February Program Status Report, Hungary, February 1993 (Katharine Mark).

March Program Status Report, Hungary, March 1993 (Katharine Mark).

April Program Status Report, Hungary, April 1993 (Katharine Mark).

Trip Report, Hungary, March 1993 [covers period from 9/92-2/93] (Katharine Mark).

**RFS 16 (11/19/92-1/31/93): Liberec - Housing Privatization Strategy (Czech Republic)**

Memorandum on Report on Liberec Housing Strategy Project Design (Czech Republic), January 7, 1993 (Peter Tatian and Jack Lowry).

**RFS 17 (12/03/92-2/28/93): Assistance in Urban Planning and Development in the City of Warsaw (Poland)**

Assistance in Urban Planning and Development in the City of Warsaw (Poland), February 1993 (David Dowall and Maris Mikelsons).

**RFS 18 (12/04/92-2/28/93): Assistance for the City of Budapest to Redevelop the Lagymanyos Industrial Area (Hungary)**

Assistance to the City of Budapest to Redevelop the Lagymanyos Industrial Area: Report of Field Mission to Budapest (Hungary), December 5-20, 1992, Draft (Michael Beyard and Alexis Victors).

**RFS 19 (1/1/93-5/15/93): Implementation of Housing Allowance Program: Technical Assistance to the City of Szolnok (Hungary)**

Status Report on Phase I of Technical Assistance to Szolnok, Hungary: Implementation of Housing Allowance Program, March 1993 (Chuck Hansen, Katharine Mark, Chuck Pilzer and Toni Baar).

**RFS 22 (1/25/93-3/30/93): Assessment of Local Government Training Resources and Training Needs for Housing and Community Development (Central and Eastern Europe)**

Assessment of Available Local Government Training Needs and Resources for Housing and Community Development: Bulgaria, Hungary, Poland, and the Czech and Slovak Republics, Draft, March 1993 (Gayle Berens).

**RFS 26 (2/2/93-7/31/93): Liberec Housing Privatization Strategy in the Czech Republic**

Memorandum: Progress Report on Liberec Assignment (Peter Tatian and Jack Lowry).

**RFS 27 (2/5/93-5/31/93): Access to Land for Private Development in the Bulgarian Towns of Blagoevgrad and Stara Zagora**

Field Report: Access to Land for Private Development, Bulgaria, Draft, April 1993 (Peter Feiden, Michael Conlon, Maya Koleva and Mityo Videlov).

Analysis of Credit Affordability and Capital Conservation for the Stara Zagora Investment Fund, Bulgaria, May 1993 (R. Marisol Ravicz).

**RFS 28 (2/15/93-6/30/93): Banska Bystrica Sanitation System Strategy (Slovakia)**

Memorandum: Banska Bystrica Trip Report, April 1993 (Paul Hendricks).

**RFS 29 (3/2/93-3/15/93): International Conference on Regional and Municipal Cooperation (Central and Eastern Europe)**

Report on the Third Annual International Conference, Florence, Italy, March 3-6, 1993 (Renata Frenzen).

**RFS 30 (2/28/93-5/15/93): Trencin Land Development and Sanitation System Strategies (Slovakia)**

Assistance to the City of Trencin: Report of Field Mission (Slovakia), Draft, April 1993 (Michael Beyard).

**RFS 32 (3/12/93-5/31/93): Lublin Urban Upgrading - Bronowice Project (Poland)**

Lublin Urban Upgrading - Bronowice Project (Poland), Draft, April 1993 (Robert Dubinsky and Ernest Leonardo).

**RFS 33 (3/26/93-6/15/93): Gdynia - Technical Assistance in Strategic Planning (Poland)**

Gdynia - Technical Assistance in Strategic/Economic Development Planning (Poland), Draft, May 1993 (Ursula Powidzki and George Karras).

Memorandum: Recommendations for Technical Assistance, May 1993 (Peter Feiden).

**RFS 37 (3/24/93-4/15/93) Condominium Law and Local Government (Czech Republic)**

Memorandum: Comments on Czech Condominium Law, April 1993 (G. Thomas Kingsley).

**ICMA DELIVERABLES BY COUNTRY**

**BULGARIA**

**RFS 02 (6/22/92-8/31/92): Development of Local Housing Strategies in Bulgaria**

Work Program: The Development of a Housing Strategy for the Cities of Blagoevgrad and Plovdiv (Bulgaria), June 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).

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**RFS 29 (3/2/93-3/15/93): International Conference on Regional and Municipal Cooperation (Central and Eastern Europe)**

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**CZECH REPUBLIC AND SLOVAKIA**

**RFS 03 (6/15/92-9/30/92): Privatization/Management of Government-Owned Housing: Initial Seminars (Czechoslovakia)**

Memorandum on Progress and Assistance Provided in the Czech Republic, January 7, 1993 (G. Thomas Kingsley).

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**HUNGARY**

**RFS 08 (9/7/92-9/30/92): Assistance in Urban Planning and Development in the City of Budapest (Hungary)**

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**POLAND**

**RFS 09 (9/01/92-10/02/92): Design of a Prototype Property Tax System for Poland**

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Report on Trip to Poland and Hungary, September 8-30, 1992 (Robert MacLeod).

**RFS 12 (9/20/92-1/31/93): Municipal Management Assistance for Poland**

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**RFS 17 (12/03/92-2/28/93): Assistance in Urban Planning and Development in the City of Warsaw (Poland)**

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Lublin Urban Upgrading - Bronowice Project (Poland), Draft, April 1993 (Robert Dubinsky and Ernest Leonardo).

**RFS 33 (3/26/93-6/15/93): Gdynia - Technical Assistance in Strategic Planning (Poland)**

Gdynia - Technical Assistance in Strategic/Economic Development Planning (Poland),

Draft, May 1993 (Ursula Powidzki and George Karras).

Memorandum: Recommendations for Technical Assistance, May 1993 (Peter Feiden).

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## **ICMA DELIVERABLES BY TECHNICAL AREA**

### **HOUSING PRIVATIZATION/MANAGEMENT**

**Work Program: The Development of a Housing Strategy for the Cities of Blagoevgrad and Plovdiv (Bulgaria), June 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).**

**Trip Report and Work Summary (Bulgaria), June 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).**

**Feasibility Study: A Housing Allowance Program for the City of Blagoevgrad (Bulgaria), Draft, December 1992 (Maya Koleva, Katharine Mark, Michael Hoffman).**

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**Memorandum on Housing Privatization in Prague 6 (Czech Republic), January 7, 1993 (Peter Tatian).**

**Memorandum on Report on Liberec Housing Strategy Project Design (Czech Republic), January 7, 1993 (Peter Tatian and Jack Lowry).**

**Memorandum on Housing Management Software Specifications (Czech Republic and Slovakia), January 7, 1993 (Peter Tatian).**

**Memorandum on Housing Management Software Contractor Selection (Czech Republic and Slovakia), January 7, 1993 (Peter Tatian).**

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Status Report on Phase I of Technical Assistance to Szolnok, Hungary: Implementation of Housing Allowance Program, March 1993 (Chuck Hansen, Katharine Mark, Chuck Pilzer and Toni Baar).

Memorandum on Progress Report on Liberec Assignment (Czech Republic), April 20, 1993 (Peter Tatian and Jack Lowry).

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### FINANCIAL/ECONOMIC ANALYSIS

December Program Status Report (Hungary), December 1993 (Katharine Mark).

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Analysis of Credit Affordability and Capital Conservation for the Stara Zagora Investment Fund (Bulgaria), May 1993 (R. Marisol Ravicz).

Gdynia - Technical Assistance in Strategic/Economic Development Planning (Poland), Draft, May 1993 (Ursula Powidzki and George Karras).

Memorandum: Recommendations for Technical Assistance (Poland), May 1993 (Peter Feiden).

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## **URBAN PLANNING AND DEVELOPMENT**

**Assistance in Urban Planning and Development: Report of Field Mission to Budapest, Hungary, September 25 to October 9, 1992 (David Dowall, Katharine Mark and Ivan Tosics).**

**Assistance to the City of Budapest to Redevelop the Lagymanyos Industrial Area: Report of Field Mission to Budapest (Hungary), December 5-20, 1992, Draft (Michael Beyard and Alexis Victors).**

**Assistance in Urban Planning and Development in the City of Warsaw (Poland), February 1993 (David Dowall and Maris Mikelsons).**

**Field Report: Access to Land for Private Development (Bulgaria), Draft, April 1993 (Peter Feiden, Michael Conlon, Maya Koleva and Mityo Videlov).**

**Lublin Urban Upgrading - Bronowice Project (Poland), Draft, April 1993 (Robert Dubinsky and Ernest Leonardo).**

## **SANITATION SYSTEMS**

**Memorandum on Banska Bystrica Trip Report (Slovakia), April 1993 (Paul Hendricks).**

**Assistance to the City of Trencin: Report of Field Mission (Slovakia), Draft, April 1993 (Michael Beyard).**

## **TAX STRUCTURE**

**Prototype Manual for an Ad Valorem Property Tax in Poland, December 7, 1992 (Joseph Eckert, Roy Kelly and Robert West).**

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## **ENVIRONMENTAL MANAGEMENT**

Report on Trip to Poland and Hungary, September 8-30, 1992 (Robert MacLeod).

## **REGIONAL AND MUNICIPAL COOPERATION**

Report on the Third Annual International Conference, Florence, Italy, March 3-6, 1993 (Renata Frenzen).

## **MUNICIPAL DEVELOPMENT**

Strategy and Work Program for the Local Government and Housing Privatization Contract: Czech and Slovak Republics, Draft, November 18, 1992 (G. Thomas Kingsley and George Peterson).

Technical Assistance Strategy and Work Program for Poland in Local Government and Housing Privatization, Draft, February 1993 (Peter Feiden, David Jones, Jan Winters, Renata Frenzen and Mona Serageldin).

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- Dowall, David and Katharine Mark - *Assistance in Urban Planning and Development: Report of Field Mission to Budapest (Hungary)*, Washington, DC: ICMA, September 25 to October 9, 1992.
- Dowall, David and Maris Mikelsons - *Assistance in Urban Planning and Development in the City of Warsaw (Poland)*, Washington, DC: ICMA, February 1993.
- Dubinsky, Robert and Ernest Leonardo - *Lublin Urban Upgrading - Bronowice Project (Poland)*, Draft, Washington, DC: ICMA, April 1993.
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- Feiden, Peter, Michael Conlon, Maya Koleva and Mityo Videlov - *Field Report: Access to Land for Private Development (Bulgaria)*, Draft, Washington, DC: ICMA, 12 April 1993.
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- Kingsley, G. Thomas - *Memorandum: Comments on Czech Condominium Law*, Washington, DC: ICMA, April 1993.
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- Koleva, Maya, Katharine Mark, and Michael Hoffman - *Feasibility Study: A Housing Allowance Program for the City of Blagoevgrad* (Bulgaria), Draft, Washington, DC: ICMA, December 1992.
- MacLeod, Robert - *Report on Trip to Poland and Hungary*, Washington, DC: ICMA, September 8-30, 1992.
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- Mark, Katharine - *January Program Status Report* (Hungary), Washington, DC: ICMA, January 1993.
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February 1993.

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Ravicz, R. Marisol - *Analysis of Credit Affordability and Capital Conservation for the Stara Zagora Investment Fund* (Bulgaria), Washington, DC: ICMA, May 1993.

Sagalyn, Lynne - *Report on guidance given to Prague Chief Architect's Office and Prague 6 on financial analysis* (Czech Republic), Washington, DC: ICMA, July 22, 1992.

Tatian, Peter and David Grossman - *Strategy and Work Program for the Local Government and Housing Privatization Contract: Czech and Slovak Republics*, Draft, Washington, DC: ICMA, November 18, 1992.

Tatian, Peter - *Housing Privatization in Prague: Two Case Studies* (Czech Republic), Washington, DC: ICMA, January 1993.

Tatian, Peter - *Memorandum on Housing Privatization in Prague 6* (Czech Republic), Washington, DC: ICMA, January 7, 1993.

Tatian, Peter - *Memorandum on Housing Management Software Specifications* (Czech Republic and Slovakia), Washington, DC: ICMA, January 7, 1993.

Tatian, Peter - *Memorandum on Housing Management Software Contractor Selection* (Czech Republic and Slovakia), Washington, DC: ICMA, January 7, 1993.

Tatian, Peter and Jack Lowry - *Memorandum on Report on Liberec Housing Strategy Project Design* (Czech Republic), Washington, DC: ICMA, January 7, 1993.

Tatian, Peter. *Memorandum on Housing Management Software Progress* (Czech Republic and Slovakia), Washington, DC: ICMA, January 8, 1993.

Tatian, Peter and Jack Lowry - *Memorandum on Progress Report on Liberec Assignment* (Czech Republic), Washington, DC: ICMA, April 20, 1993.

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**ICMA FORTHCOMING DELIVERABLES**

**RFS 19 (1/1/93-6/30/93) Implementation of Housing Allowance Program: Technical Assistance to the City of Szolnok (Hungary)**

Documentation for Housing and Utility Allowances Software Package (Urban Institute, Metropolitan Research Institute)

Due: May 15, 1993

Phase II Final Report: Implementation of the Szolnok Housing Allowance Program and Measures of Results (Urban Institute, Metropolitan Research Institute)

Due: May 15, 1993

**RFS 21 (2/15/93-7/15/93) Gdansk Technical University Curriculum Development (Poland)**

Assessment of the architecture and planning curriculum of the Gdansk Technical University (Harvard University)

Due: July 15, 1993

Report outlining three courses developed in the areas of urban planning and design, architecture and real estate finance (Harvard University)

Due: July 15, 1993

**RFS 24 (1/28/93-5/15/93) Credit System Development and Municipal Revenue Assistance in the Czech Republic**

Credit System and Housing Guaranty Program Description (Urban Institute, Urban Research Institute)

Due: May 15, 1993

Initial Revenue Analysis Report and Assistance to Municipalities

Due: May 15, 1993

**RFS 25 (1/28/93-5/15/93) Credit System Development and Municipal Revenue Assistance in Slovakia**

Credit System and Housing Guaranty Program Description (Urban Institute, Urban Research Institute)

Due: May 15, 1993

Initial Revenue Analysis Report and Assistance to Municipalities (Urban Institute, Urban Research Institute)

Due: May 15, 1993

Concept Paper on the Decentralization of Responsibility for Water Supply and Sanitation Systems (Urban Institute, Urban Research Institute)

Due: May 15, 1993

**RFS 26 (2/2/93-7/31/93) Liberec Housing Privatization Strategy in the Czech Republic**

Model Revenue and Expense Statements for Ten Categories of Buildings (Urban Institute, Urban Research Institute)

Due: July 31, 1993

Analysis of Housing Privatization Policies (Urban Institute, Urban Research Institute)

Due: July 31, 1993

Assistance to the City of Liberec on Reorganizing its Housing Management (Urban Institute, Urban Research Institute)

Due: July 31, 1993

Design of Standard Procedures for Maintaining Housing Management Database (Urban Institute, Urban Research Institute)

Due: July 31, 1993

**RFS 27 (2/5/93-5/31/93) Access to Land for Private Development in the Bulgarian Towns of Blagoevgrad and Stara Zagora**

Memorandum: Report on Facilitating Private Development in Bulgaria (ICMA)

Due: May 31, 1993

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**RFS 28 (2/15/93-6/30/93) Banska Bystrica Sanitation System Strategy (Slovakia)**

Alternative Courses of Action for Systems Development and Operation of the Banska Bystrica Sanitation System (Urban Institute, Urban Research Institute)

Due: June 30, 1993

**RFS 34 (3/20/93-5/31/93) Technical Assistance in Infrastructure Finance (Hungary)**

Assessment of Infrastructure Investment Options and Recommendations for Technical Assistance (Urban Institute, Metropolitan Research Institute)

Due: May 31, 1993

**RFS 35 (3/29/93-5/31/93) Housing Allowance Seminar for Local Governments (Hungary)**

Report on Housing Allowance Seminar for Local Government (Urban Institute, Metropolitan Research Institute)

Due: May 31, 1993

**RFS 36 (3/29/93-5/31/93) Strategies for Housing Rehabilitation (Hungary)**

Strategy for Housing Rehabilitation in the City of Budapest (Urban Institute, Metropolitan Research Institute)

Due: May 31, 1993

**RFS 39 (4/19/93-8/31/93) Poznan Housing Management (Poland)**

Assessment of Communal Housing in Poznan and Strategies for Privatizing Management and Maintenance (ICMA)

Due: August 31, 1993

**RFS 40 (4/24/93-5/30/93) Strategic Planning Policies for Cities of Central and Eastern Europe (Poland)**

Trip Report on Outcome of Meeting (ICMA)

Due: May 30, 1993

Outline of U.S. Case Studies and Proposal for Scope of U.S. Participation in Strategic

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Planning Conference (ICMA)

Due: May 30, 1993

**RFS 41 (5/8/93-9/31/93) Development of a Municipal Credit Program (Poland)**

Design of a Municipal Credit Program for Poland to Finance Infrastructure Improvements

Due: September 30, 1993

**RFS 42 (5/15/93-11/15/93) Hradec Kralove Water System Strategy (Czech Republic)**

Stage I Trip Report

Due: End of Stage I (TBD)

Alternative Courses of Action for Systems Development and Operation of the Hradec Kralove Water System

Due: November 15, 1993

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# AUTHORIZED EXPENDITURES BY ORGANIZATION

May 1992 - May 1993

	<u>RFS #</u>	<u>DAYS</u>	<u>AMOUNT</u>
<b>ICMA</b>	RFS 1	1605	975,899
	RFS 9	188	96,625
	RFS 9C	18	30,839
	RFS 1	5	7,453
	RFS 11	25	16,816
	RFS 12	250	181,369
	RFS 23	730	610,142
	RFS 27	10	48,923
	RFS 28	40	38,271
	RFS 29	0	3,152
	RFS 32	46	39,325
	RFS 33	46	29,289
	RFS 39	68	65,253
	RFS 40	18	13,707
	G & A and other		150,301 <sup>1</sup>
	<b>Total</b>	<b>3,049</b>	<b>2,307,364</b>
<b>URBAN INSTITUTE</b>	RFS 2	65	40,047
	RFS 3	48	37,986
	RFS 6	39	40,866
	RFS 8	30	34,836
	RFS 10	90	116,085
	RFS 12	30	28,977
	RFS 14	96	88,758
	RFS 15	72	102,203
	RFS 16	14	11,584
	RFS 17	18	14,786
	RFS 19	65	34,868
	RFS 20	110	148,315
	RFS 24	40	53,375
	RFS 25	49	66,039
	RFS 26	136	119,569
	RFS 27	10	15,137
	RFS 28	21	31,386
	RFS 30	4	5,909
	RFS 34	15	19,932
	RFS 35	10	15,388
	RFS 36	3	7,789
	RFS 37	8	7,177
	<b>Total</b>	<b>973</b>	<b>1,041,012</b>
<b>URBAN RESEARCH</b>	RFS 4	86	31,341
	RFS 7	20	9,847
	RFS 10	30	22,723
	RFS 16	8	5,761
	RFS 20	240	122,753
	RFS 24	35	12,575
	RFS 25	35	11,732
	RFS 26	135	16,628
	RFS 28	53	12,745
	RFS 30	43	14,141
	<b>Total</b>	<b>685</b>	<b>260,246</b>

	<u>RFS #</u>	<u>DAYS</u>	<u>AMOUNT</u>
<b>METROPOLITAN RESEARCH INSTITUTE</b>	RFS 8	20	9,511
	RFS 18	15	6,339
	RFS 19	35	12,685
	RFS 34	20	10,135
	RFS 35	22	8,010
	RFS 36	20	5,280
	<b>Total</b>	<b>132</b>	<b>51,960</b>
<b>SUBTOTAL (UI, UR, MRI)</b>		<b>1790</b>	<b>1,353,218<sup>2</sup></b>
<b>URBAN LAND INSTITUTE</b>	RFS 8	30	22,960
	RFS 17	31	25,962
	RFS 18	35	34,769
	RFS 22	13	8,963
	RFS 30	17	18,335
	RFS 31	264	62,382
	<b>Total</b>	<b>390</b>	<b>173,371</b>
<b>HARVARD</b>	RFS 21	120	97,382
	<b>Total</b>	<b>120</b>	<b>97,382</b>
<b>NATIONAL LEAGUE OF CITIES</b>	RFS 38	176	79,493
	<b>Total</b>	<b>176</b>	<b>79,493</b>
<b>PRICE WATERHOUSE</b>	RFS 13	2	10,000
	<b>Total</b>	<b>2</b>	<b>10,000</b>
<b>Grand Total</b>		<b>5,527</b>	<b>4,020,828</b>

1.Total G&A and Direct Costs for all RFSs attributed to ICMA expenditures.

2.Work done by MRI and Urban Research is performed in support of work done by the Urban Institute. Expenditures by these two organizations should be considered in conjunction with Urban Institute spending.

# ACTUAL EXPENDITURES BY ORGANIZATION

May 1992 - May 1993

	<u>RFS #</u>	<u>DAYS</u>	<u>AMOUNT</u>
<b>ICMA</b>	RFS 1	584	326,913
	RFS 9	63	59,126
	RFS 10	0	77
	RFS 11	19	12,186
	RFS 12	208	138,719
	RFS 18	0	604
	RFS 19	0	43
	RFS 20	0	3
	RFS 21	0	3
	RFS 23	28	69,663
	RFS 27	4	32,109
	RFS 28	0	5,810
	RFS 29	0	3,572
	RFS 32	40	33,322
	RFS 33	18	8,457
	RFS 39	5	14,199
	RFS 40	0	2,100
	G & A		87,227 <sup>1</sup>
	<b>Total</b>	<b>969</b>	<b>794,133</b>
<b>URBAN INSTITUTE</b>	RFS 2	42	12,117
	RFS 3	20	26,339
	RFS 6	13	14,590
	RFS 8	32	20,848
	RFS 10	103	83,559
	RFS 12	24	22,735
	RFS 14	39	26,650
	RFS 15	67	34,470
	RFS 16	18	6,701
	RFS 17	19	12,499
	RFS 19	26	9,513
	RFS 20	47	28,576
	<b>Total</b>	<b>450</b>	<b>298,597</b>
<b>URBAN RESEARCH</b>	RFS 4	86	5,112
	RFS 5	59	21,550
	RFS 7	3	802
	RFS 10	30	3,406
	RFS 16	8	1,123
	<b>Total</b>	<b>186</b>	<b>31,993</b>
<b>METROPOLITAN RESEARCH INSTITUTE</b>	RFS 8	3	9,511
	RFS 18	9	2,195
	RFS 19	40	9,970
	RFS 34	13	5,443
	<b>Total</b>	<b>65</b>	<b>27,119</b>
<b>Subtotal (UI, UR, MRI)</b>		<b>701</b>	<b>357,709<sup>2</sup></b>

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	<u>RFS #</u>	<u>DAYS</u>	<u>AMOUNT</u>
<b>URBAN LAND INSTITUTE</b>	RFS 8	32	19,830
	<b>Total</b>	<b>32</b>	<b>19,830</b>
<b>HAKVARD</b>	RFS 21	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>
<b>NATIONAL LEAGUE OF CITIES</b>	RFS 38	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>
<b>PRICE WATERHOUSE</b>	RFS 13	2	10,000
	<b>Total</b>	<b>2</b>	<b>10,000</b>
	<b>Grand Total</b>	<b>1,704</b>	<b>1,181,672</b>

1.Total G&A costs for all RFSs attributed to ICMA expenditures.

2.Work done by MRI and Urban Research is performed in support of work done by the Urban Institute. Expenditures by these two organizations should be considered in conjunction with Urban Institute spending.

# ACTUAL EXPENDITURES BY COUNTRY

May 1992 - May 1993

	<u>RFS #</u>	<u>DAYS</u>	<u>AMOUNT</u>
<b>BULGARIA</b>	RFS 2	42	13,082
	RFS 27	4	34,668
	<b>Total</b>	<b>46</b>	<b>47,750</b>
<b>CSFR</b>	RFS 3	20	28,439
	RFS 4	86	5,519
	RFS 5	59	23,268
	RFS 6	13	15,753
	RFS 7	3	866
	RFS 10	133	93,979
	RFS 13	2	10,797
	RFS 14	39	28,774
	RFS 16	26	8,447
	RFS 20	47	30,857
	RFS 24	0	0
	RFS 25	0	0
	RFS 26	0	0
	RFS 28	0	6,273
	RFS 30	0	0
	RFS 37	0	0
	<b>Total</b>	<b>428</b>	<b>252,972</b>
<b>HUNGARY</b>	RFS 8	66	54,189
	RFS 11 (50%)	10	6,579
	RFS 15	67	37,217
	RFS 18	9	3,022
	RFS 19	66	21,081
	RFS 34	13	5,876
	RFS 35	0	0
	RFS 36	0	0
	<b>Total</b>	<b>231</b>	<b>127,964</b>
<b>POLAND</b>	RFS 9	63	63,838
	RFS 11 (50%)	9	6,579
	RFS 12	232	174,322
	RFS 17	19	13,496
	RFS 21	0	3
	RFS 23	28	75,215
	RFS 32	40	35,977
	RFS 33	18	9,131
	RFS 39	5	15,331
	RFS 40	0	2,267
	<b>Total</b>	<b>414</b>	<b>396,159</b>
<b>NON COUNTRY-SPECIFIC EXPENDITURES</b>	RFS 1	584	352,967
	RFS 22	0	0
	RFS 29	0	3,856
	RFS 31	0	0
	RFS 38	0	0
	<b>Total</b>	<b>584</b>	<b>356,823</b>
	<b>Grand Total</b>	<b>1,703</b>	<b>1,181,668</b>

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# ACTUAL EXPENDITURES BY PROGRAM AREA

May 1992 - May 1993

	<u>RFS #</u>	<u>Days</u>	<u>Amount</u>
HOUSING PRIVATIZATION/ MANAGEMENT	RFS 2	42	13,082
	RFS 3	20	28,439
	RFS 4	86	5,519
	RFS 14	39	28,774
	RFS 16	26	8,447
	RFS 19	66	21,081
	RFS 26	0	0
	RFS 35	0	0
	RFS 36	0	0
	RFS 37	0	0
	RFS 39	5	15,331
<b>Total</b>	<b>284</b>	<b>120,673</b>	
FINANCE SYSTEMS DEVELOPMENT AND ECONOMIC ANALYSIS	RFS 13	2	10,797
	RFS 15	67	37,217
	RFS 24	0	0
	RFS 25	0	0
	RFS 33	18	9,131
	RFS 34	13	5,876
	<b>Total</b>	<b>100</b>	<b>63,021</b>
URBAN PLANNING/ LAND DEVELOPMENT	RFS 6	13	15,753
	RFS 7	3	866
	RFS 8	66	54,189
	RFS 17	19	13,496
	RFS 18	9	3,022
	RFS 27	4	34,668
	RFS 32	40	35,977
	RFS 40	0	2,267
	<b>Total</b>	<b>154</b>	<b>160,238</b>
DEVELOPMENT OF PROPERTY TAX SYSTEMS	RFS 9	63	63,838
	<b>Total</b>	<b>63</b>	<b>63,838</b>
ENVIRONMENTAL MANAGEMENT	RFS 11	19	13,158
	RFS 28	0	6,273
	RFS 30	0	0
<b>Total</b>	<b>19</b>	<b>19,431</b>	
MUNICIPAL DEVELOPMENT	RFS 10	133	93,979
	RFS 12	232	174,322
	<b>Total</b>	<b>365</b>	<b>268,301</b>

	<u>RFS #</u>	<u>DAYS</u>	<u>AMOUNT</u>
<b>CONTRACT MANAGEMENT/ LOCAL SUPPORT</b>	RFS 1	584	352,967
	RFS 5	59	23,268
	RFS 20	47	30,857
	RFS 29	0	3,856
	RFS 31	0	0
	RFS 38	0	0
	<b>Total</b>	<b>690</b>	<b>410,948</b>
<b>TRAINING</b>	RFS 21	0	3
	RFS 22	0	0
	<b>Total</b>	<b>0</b>	<b>3</b>
<b>RESIDENT ADVISOR</b>	RFS 23	28	75,215
	<b>Total</b>	<b>28</b>	<b>75,215</b>
	<b>Grand Total</b>	<b>1,703</b>	<b>1,181,668</b>