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FINAL REPORT

**MUNICIPAL DEVELOPMENT AND
MANAGEMENT PROJECT**

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Prepared for:

**The Office of Environment and Urban Programs
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I. Executive Summary

On September 27, 1989, the International City/County Management Association (ICMA) received a five year contract, which included two option years, from the USAID Office of Environment and Urban Programs¹. The purpose of this contract was to provide ongoing urban management assistance to local government officials in the developing world and emerging democracies. The Municipal Development and Management (MDM) project was used primarily to access the practical expertise of U.S. local government professionals for adaptation to a wide range of municipal management concerns overseas. During the contract period, the MDM project served as a conduit for technical assistance and training on six continents, a successful 2 year municipal development program in Honduras, the creation of a Talent Bank of more than 2,000 candidates for overseas work, a quarterly international newsletter and expanded work in Central and Eastern Europe and the New Independent States.

The principal activities of the MDM project were in 5 key areas: urban environmental management; democracy building; housing and land management; municipal finance and budgeting; and urban management. In each area, ICMA promoted the professionalization of local government in general and improved capacity for service delivery in specific cases. Highlights of the project include:

- The Honduras Municipal Development Program which established a model for municipal management assistance and association building in the region;
- The establishment of Twinning programs between overseas cities and their U.S. counterparts, including an ambitious wastewater twinning project with Tetouan, Morocco that involved the purchase of equipment and extensive technical assistance;

1) At the time of contract award, the USAID program office was called Office of Housing and Urban Programs. In 1994, the name was changed to Office of Environment and Urban Programs.

- Continued support of FEMICA, a regional association representing national municipal associations in Central America;
- Full privatization of solid waste services in Botswana; and
- The development of numerous training courses, seminars and study tours on topics ranging from municipal association management to the privatization of solid waste services.

ICMA also contributed to improved environmental management practices throughout Latin America and Africa; increased awareness by local government officials of the need for community and business participation; and enhanced the budgeting and revenue generating capacity for cities in several countries.

II. Background and Overview

In response to the increasing burdens and responsibilities of urban centers in the developing world, the USAID Office of Environment and Urban Programs (EUP) issued a contract titled the Municipal Development and Management project. On September 27, 1989, ICMA was awarded the five year Cost-reimbursement contract, which included two option years, at a budgeted funding ceiling of over \$15,000,000. Total expenditures under the contract came to just over \$9.6 million.

The Municipal Development and Management (MDM) contract proved to be unique in two respects.

At the program level, the contract provided EUP with full access to local government practitioners throughout the United States. Local government professionals have addressed many of the same issues faced by cities in the developing world, including the delivery of municipal services with limited resources, and speak the common language of shared experience with respect to project implementation, intergovernmental relations and a host of other municipal concerns. The MDM project increased the availability of this resource and created a useful tool for providing technical assistance to local governments overseas.

At the funding level, the MDM contract guaranteed a core level of funding to support ICMA program management staff. The contract also set aside funds for the USAID Washington, DC office and missions to submit Requests for Services for smaller, discrete projects. For larger projects, USAID missions and offices bought in to the contract through formal amendments to the MDM contract.

Of the \$9.6 million expended under the contract, about \$6 million was allocated for Buy Ins; \$700,000 for Requests for Services; and the remaining \$2.8 million for core expenses. A more detailed account of MDM contract activity is provided in Section IV.

Upon award of the contract, Michael Murphy was hired as MDM project manager and served in this capacity for the duration of the program. Irene Ramos served as contract administrator and helped manage several projects, including ICMA's field offices in Honduras. Steve McCoy-Thompson served as technical coordinator and was in charge of recruitment, project management on numerous projects and a quarterly international newsletter. Beth Kellar, Deputy Executive Director at ICMA, provided limited management assistance on the program. As work expanded under the MDM project, ICMA increased staff capacity in key functional areas, such as in urban environmental management with the hiring of Frank Ohnesorgen who also managed projects in Latin America. Each of these staff served through the end of the contract period.

III. Objectives of Contract

A principal goal of the MDM project was to promote the strengthening of local government in the developing world and the emerging democracies. To accomplish this, ICMA worked toward several objectives, including:

- The transfer of successful municipal management practices in the U.S. to cities in diverse environments overseas;
- The development of materials, publications and general information on local government for use and adaptation by foreign government officials;
- The creation of a cadre of experienced local government professionals and international development consultants for work overseas;
- The strengthening of national municipal associations as important components of the democratization process and vehicles of increased citizen participation;
- The establishment of long-term working relations between U.S. local government officials and their overseas counterparts; and
- Where possible, the instillation of a strong sense of professionalism and ethics at the local government level.

IV. Review of Contract Activities

During the five year term of the contract, ICMA received 36 funded Buy Ins and 59 funded Requests for Services. Buy Ins accounted for more than \$6 million of obligated funds in the program and ranged from \$45,000 to a high of almost \$2 million for the long term Honduran Municipal Development Project. They also covered a wide array of municipal-related activities, including public works, housing, municipal and infrastructure finance, economic development and urban management. Requests for Service accounted for approximately \$700,000 in obligated funds and were generally financed in the \$15 to \$20,000 range. The RFSs also covered a similarly wide array of activities.

Regional Distribution

Program activity had a broad regional focus as well. The chart below indicates that the majority of program activities occurred in Latin America, of which almost \$2 million was funded by a single Buy In for the Honduran Municipal Development Project. This project is described in detail in Section V. ICMA made a concerted effort to access its own Hispanic Network of local practitioners and this resource significantly strengthened assistance to this region.

A second area of significant activity was Africa, particularly North Africa. One of the more successful projects proved to be a Twinning program developed between Raleigh, North Carolina and Tetouan, Morocco which succeeded despite the language barrier. Again, this project is detailed in Section V. As the contract developed, ICMA improved its capacity to identify French speaking consultants for particular assignments. In addition, ICMA managed several projects in southern Africa and, by the end of the contract period, was beginning technical assistance work in South Africa.

Finally, the MDM project served as an entree for ICMA activities in other regions of the world. MDM-funded projects in Central & Eastern Europe (CEE) and the New Independent States (NIS) provided both a fast-track vehicle for assistance to the region and a means to develop larger municipal development programs in these areas. With the subsequent award of CEE- and NIS-specific contracts to ICMA, the MDM contract was no longer used for work in these regions.

Region	# Buy Ins	\$ Amount (approx.)	# RFSs	\$ Amount (approx.)	Notes
Latin America	11	\$3.4 million	14	\$140,000	Includes activity under Buy In 6*
Caribbean	4	\$150,000	4	\$ 24,000	Includes activity under Buy In 6
Africa	13	\$1.1 million	13	\$170,000	
Asia	1	\$ 30,000	5	\$ 25,000	
CEE	3	\$655,000	5	\$100,000	
NIS	1	\$205,000	1	\$ 42,000	
Global	3	\$470,000	17	\$200,000	Includes activity under Buy In 6
Total	36	\$6 million	59	\$700,000	

* Buy In No. 6 was an umbrella amendment to the MDM contract which supported a variety of projects concerning environmental management and the privatization of environmental services.

Use of Local Practitioners

The inclusion of local government practitioners on technical assistance assignments was an important component of the MDM project design. ICMA actively recruited local and regional government managers, staff and elected officials for inclusion in a computerized Talent Bank. The Talent Bank now includes information on more than 2,000 candidates for overseas work. Of these, more than 1,400 have at least 10 years relevant experience in urban management and development in the U.S. and/or overseas. They possess a range of experience from municipal finance to environmental management and include local government officials, international consultants, academics, attorneys and others interested in overseas work. The chart below provides further details.

Candidates for Overseas Assignment				
# of Candidates	# w/ Direct Local Gov't. Experience	French Proficiency*	Spanish Proficiency*	Other Language Proficiency*
2332	656	389	384	728
Senior Candidates for Overseas Assignment (includes data on candidates w/ at least 10 years relevant experience)				
# of Senior Candidates	# w/ Direct Local Gov't. Experience	French Proficiency*	Spanish Proficiency*	Other Language Proficiency*
1449	497	203	227	476

* A limited number of candidates speak both French and Spanish, and occasionally another language as well, which means there is some duplication in these figures.

In responding to USAID requests for overseas projects, ICMA generally proposed a practitioner/consultant mix as an effective means for providing technical assistance. Where possible, ICMA teamed local government professionals with experienced international consultants as the best means for combining hands-on, peer-oriented assistance in the broader context of both USAID's and the host country's needs. This strategy proved successful in terms of responding to the full range of USAID's objectives in the field as well as in identifying participants for international conferences, seminars and workshops. The following chart summarizes this approach as it pertained to the MDM contract, as well as to the totality of ICMA's international development activities since the beginning of our relationship with the Office of Environment and Urban Programs.

MDM-related site visits(1)	Consultants and Staff on MDM Assignments	Local Government Practitioners on MDM Assignments(2)
171	61	33
Total Assignments funded by USAID	Consultants and Staff on USAID Assignments	Local Government Practitioners on USAID assignments(2)
334	150	73

1) For purposes of this chart, a site visit represents the number of trips to the field per person. For example, a Buy In that requires a three person team to work in a particular country would mean three site visits.

2) Please note that these figures do not reflect study tours or U.S. based seminars coordinated by ICMA which involved extensive use of local government practitioners.

V. Specific Program Achievements

During the five years of the Municipal Development and Management contract, ICMA has worked with the Office of Environment and Urban Programs to focus on key areas of urban assistance. These areas include:

- urban environmental management;
- democracy building (of which municipal association building is a key element);
- housing and land management;
- municipal finance and budgeting; and
- urban management.

In each area, either as a direct product of the MDM program or as an outgrowth of the program through other contracts, ICMA provided practical management and policy assistance at the national, regional and local government levels. Appendix A provides a complete listing of Buy In and RFS activity under the contract.

The following section also highlights the Honduras Municipal Development Project. As the program involved elements from each of these key areas of assistance, particularly environmental management, democracy building and municipal finance, a special section has been incorporated into the text.

Urban Environmental Management

Technical assistance projects in urban environment represent the largest share of contracted activities in the MDM program. Almost 30% were in the urban environmental management arena. Of the 59 funded Requests for Services received, 20 were related to the environment. The corresponding figure for funded Buy Ins is 10 out of 36. This figure does not include the long-term project in Honduras, which contained a large environmental component, or a number of separate environmental projects that were funded under one 'umbrella' Buy In.

In dollar amounts, the percentage is lower, but still significant. Of the \$6 million programmed for Buy Ins to the MDM program, approximately 22% was allocated for environmental assistance (again, this figure does not include money spent for environmental assistance under the Honduras program). A roughly equivalent percentage was programmed for Requests for Services: about 23% out of a total \$700,000 allocated.

Urban environmental projects under the MDM project took several forms depending on the needs and requests of the host country and relevant USAID office. These included: direct technical assistance; twinning; study tours and on-the-job training; seminars and conferences; and research and writing.

Technical Assistance

A central feature of urban environmental technical assistance under the contract has been the privatization of municipal services. USAID views privatization as a means to introduce the cost-efficiencies of business into local government operations and the privatization of environmental services has served as a test case for this strategy.

Under the contract, the Office of Environment and Urban Programs and ICMA promoted a phased approach by first funding feasibility studies in several countries and then, where local officials and USAID officials requested further assistance, facilitating further work. One success story in this area has been the privatization of solid waste services in Botswana. Following a comprehensive feasibility analysis, the City of Gaborone, Botswana elected to privatize both solid waste collection and treatment services. ICMA consultants worked closely with the city to draft tender documents, identify private vendors and develop selection criteria to choose the private firm. A local Botswana firm was selected for collection and the city is currently planning to privatize landfill operations. The project marks one of the first successful attempts by USAID to privatize solid waste operations anywhere in the world.

ICMA facilitated similar privatization efforts in Swaziland, Honduras, Ecuador and Costa Rica. In these cases, the results were largely successful although actual privatization has not yet occurred. In Swaziland, for example, ICMA consultants recommended against privatization at the time, but did draft national legislation to improve solid waste services. The cities of Tegucigalpa, Honduras and Guayaquil, Ecuador elected to delay privatization, but did respond to a significant number of ICMA recommendations that have led to cost savings in solid waste collection. ICMA also facilitated solid waste and wastewater management assistance in Morocco which led to a major Twinning program (see below for details) and landfill management TA in Tunisia that received the support of the President of Tunisia. Finally, in Jamaica, ICMA coordinated assistance on a solid waste master plan for the Montego Bay area.

For every project, ICMA identified U.S. experts with direct hands-on experience in the field to conduct the assignments and their practical recommendations were well received. In each case, save the project in Costa Rica which was terminated due to lack of USAID Mission funding, this technical assistance led

to management change by the local government. In Tegucigalpa, for example, city officials began immediate implementation of the consultant's recommendations, which included creating a self-financing enterprise fund, revising the fee structure for collection and landfilling, and developing an equipment maintenance program. While this work did not result in privatization, the ultimate goal of improved service delivery was achieved.

ICMA also received two Requests for Services that concerned environmental management on the U.S.-Mexican border. After an initial scoping mission, ICMA provided technical assistance on projects in Nuevo Laredo to develop one of the first wastewater pre-treatment plans in Mexico and in Naco to develop wastewater reuse for irrigation purposes. A third program in Tijuana has focused on providing staff training and a software program for project management.

Twinning

ICMA is an active promoter of the Twinning concept in which a host country municipality or agency is paired with a counterpart organization in the U.S. (or from another developed country). Departments within these organizations are then paired in a peer exchange relationship centered around a specific topic, such as solid waste collection. Under the MDM program, USAID funded three principal Twinning programs.

The most significant project has been the Raleigh, North Carolina-Tetouan, Morocco partnership. In this program, USAID/Morocco funded the purchase of wastewater treatment-related equipment from U.S. vendors for shipment to Tetouan. The City of Raleigh facilitated the selection of both the equipment and vendor and arranged for eventual shipment. In addition, USAID/Morocco arranged a Buy In to the MDM contract for \$300,000 to facilitate on-going TA by Raleigh staff to support the project.

Despite delays in implementation, the Twinning program achieved its goal of providing both equipment and ongoing technical assistance. The first round of sewer maintenance equipment was successfully shipped and ICMA has worked with USAID/Morocco and Raleigh to ensure the additional shipment of several flush truck units and wastewater laboratory equipment. Staff from Raleigh's award winning wastewater treatment plant provided direct assistance. This included several site visits by Raleigh technicians to Tetouan on a range of assignments including department organization, laboratory design, equipment maintenance and usage, and site selection for water analysis. The program also funded exchange visits between senior local officials from both Raleigh and Tetouan.

The second Twinning program has been a series of exchanges by selected Thai municipalities and counterparts in the U.S. on a range of solid waste and wastewater issues. ICMA's role in this program was more limited. In this instance, ICMA identified appropriate U.S. cities and utilities for partnership in Thailand. Over the course of approximately one year, ICMA identified and/or facilitated 6 Twinning relationships with cities, counties and utility districts throughout the U.S.

Third, the U.S.-Mexican border program (mentioned above) is fundamentally a Twinning program. At the core of the project is the pairing of Mexican border cities with U.S. counterparts to develop long-term relations that should facilitate sustained environmental development. The program has been generally well-received by the Mexican and U.S. authorities involved.

In addition, ICMA received several inquiries from USAID Missions to help develop Twinning programs in Zimbabwe, Jamaica and elsewhere.

Study Tours and On-the-Job Training

ICMA designed 5 environmental-related study tours and 3 on-the-job training exercises. The study tours were created for delegations from Thailand, Tunisia, Morocco, India and Algeria. Each of these centered on solid waste and wastewater issues. ICMA also designed on-the-job training programs for public works officials from Morocco (wastewater), Costa Rica (solid waste) and Jamaica (wastewater).

In each case, ICMA carefully selected U.S. host cities, counterpart agencies and utilities and interested private sector firms to participate in the programs. Selection was based on the U.S. agency's experience, capacity for handling foreign visitors and commitment to the program's goals. ICMA also drew heavily on the resources and connection of its own Environmental Department for advice and assistance. The comments from all the overseas participants were positive and several indicated that the projects had significantly altered their perspective on environmental management.

Seminars and Conferences

The primary theme of ICMA's environmental-based seminars and conferences was privatization. One seminar in Washington, D.C. focused on the privatization of solid waste services in developing countries and brought together leading experts from the public and private sector as well as several leading international consultants. ICMA published the proceedings of the seminar, titled *Privatizing Solid Waste Management Services in Developing Countries*,

which required a second run of 1,000 copies to meet demand.

Another seminar, also on the privatization of solid waste services, was held in Morocco. This seminar included senior representatives from government and business from throughout Morocco, the U.S. and other countries. The meeting was a milestone in the privatization of government services in Morocco. A number of the panel's final recommendations were proposed in national legislation governing solid waste services in Morocco. Seminar proceedings were published in English and in French.

In addition, ICMA received Requests for Services to identify and send U.S. experts to speak at international conferences on environmental management issues. ICMA provided speakers from the Department of Solid Waste at the City of San Jose, CA for a conference in Turkey; an environmental planner for a separate conference in Turkey; and several speakers with environmental backgrounds to participate in seminars in Latin America.

Finally, ICMA hosted foreign delegations concerned with urban environmental management. At no charge to the contract, ICMA staff met with foreign officials to discuss model municipal programs and/or recommended local jurisdictions for site visits.

Research and Writing

ICMA performed intermittent research and writing assignments for EUP. In addition to the seminar proceedings on solid waste privatization, ICMA edited and published *The Role of the City in Environmental Management* by David Foster.

ICMA was also requested to compile several compendiums. These included: a compendium of solid waste collection and landfill equipment sold in the U.S.; a review of short- and long-term urban environmental management courses in the U.S.; and a compendium of articles on model urban environmental programs around the country. In addition, ICMA staff researched and wrote an assessment of the state of urban environment in the developing world as well as numerous related articles for the *Cities International* newsletter.

Democracy Building

Over the course of the MDM program, democracy building projects assumed more importance. While not a significant component in dollar amount, contract activities helped to create a foundation for future work in the democratization field.

As an outgrowth of ICMA's association development work in Honduras (see the special section on Honduras for details), the Office of EUP requested assistance with association training and development and provided ongoing support for a regional association in Central America. The training program consisted of bringing 30 senior officials affiliated with national municipal associations in Honduras, El Salvador, Guatemala, Costa Rica and Nicaragua to the U.S. for two weeks of intensive training. The group received training in association management at ICMA and then traveled to Arizona for workshops with the Arizona League of Cities and Towns in planning, budgeting, member relations and lobbying the national government. The program was successful and helped lead to the creation of the International Municipal Management Institute, an ongoing joint training program with Arizona State University (see below for details).

ICMA also provided extensive support to FEMICA (the Federation of Municipal Associations in Central America). Four separate Buy Ins to the MDM contract provided support for association management training; the creation of a talent bank of urban consultants in Central America; technical assistance on water management, education and other issues; and seminars and conferences on association management, solid waste management and political decentralization.

Project-funded assistance to municipal associations has increased ICMA's overall capacity to support municipal association building. For example, ICMA received a separate grant from USAID to strengthen national municipal associations in Poland, the Czech Republic and Slovakia. Further, ICMA established a formal relationship with a municipal association in Colombia and has developed informal ties to numerous associations around the world. Our association development experience has also been instrumental in ICMA's initial work in South Africa. ICMA is working closely with the Institute of Town Clerks in South Africa to reform its programs and to open its memberships to non-whites.

The Office of Environment and Urban Programs and ICMA also worked to build effective citizen participation into several projects, including municipal management assistance in Swaziland and the U.S.-Mexico border project. In Swaziland, ICMA sent former city manager Larry Rice to work in the capital for six weeks on a range of municipal management and development issues, not least of which was citizen participation. USAID has already requested follow-on assistance in Swaziland. In the U.S.-Mexico border project, ICMA is involved in an ongoing effort to involve the community in setting environmental priorities. Finally, ICMA coordinated a study of urban democratic institutions in the Maghreb region of North Africa.

It is anticipated that with USAID's continued emphasis on democratization, the volume of such work will increase in the future.

Highlight: the Honduras Municipal Development Project

ICMA managed an important two year municipal development program in Honduras which established two field offices and delivered an array of technical assistance programs as part of a broad effort to sustain and strengthen local government reform in Honduras. Due to the comprehensive nature of the program, the following special section is devoted to the Honduran Municipal Development Project.

Background

In 1990, the Government of Honduras ratified the Municipal Reform Law which granted municipalities the right to raise revenues, plan and administer local services, and hold free and independent elections. USAID responded to this historic opportunity by working with ICMA to design a strategy for the Municipal Development Project (MDP).

At the end of 1990, USAID awarded a \$1.99 million Buy In to ICMA to establish 2 offices, in Tegucigalpa and San Pedro Sula, that would be staffed by 3 U.S. professionals with direct local government experience and 8 Honduran professionals. Working with USAID, ICMA staff developed a selection process to assess the needs of key cities as well as the political will of senior local officials. A group of 4 cities, each of which had rapid population growth and relatively depressed economies, was selected. As the project progressed, a second tier of 10 cities was added; with a final tier of 8 cities added by the end of the program.

Program Activities

ICMA's Honduran-based staff provided assistance in three key sectors: environmental management; municipal finance and revenue generation; and democracy building, which included an emphasis on strengthening the country's existing national municipal association.

One of the principal tasks of the program was to work with local officials to devise and implement practical solutions to their environmental needs. ICMA

supported improvements in solid waste management and collection, increased local control over water services and the hiring of qualified engineers by the cities to improve the planning and execution of public works projects. One of the most significant achievements in this arena was the creation of the Sula Valley Metropolitan Authority (ZMVS). During the course of the MDP, the ZMVS grew from 4 to 9 cities and received essential support from local mayors and councils. The ZMVS has primarily addressed environmental concerns, including regional management of solid waste collection and disposal, and is planning to cooperate on region-wide wastewater, drinking water and transportation issues. In its short history, ZMVS has already become a model for regional cooperation in the country.

The inadequacies of current municipal finance and budgeting practices have become important issues in Honduras as cities assume greater fiscal and administrative responsibilities. In response, the MDP staff worked to improve local budget and accounting procedures; implemented intensive training programs; and developed manuals for accounting, purchasing and internal auditing. As a result, all 14 target cities which had severely deficient accounting systems achieved standardized budgets for the first time. In addition, 11 of these cities put new accounting systems into operation, and 9 cities installed computerized systems -- these were partially financed by the cities themselves which indicated a political commitment to the program.

ICMA also worked with 4 target cities to improve tax administration and collection procedures. As a result of the tax and collection work each of the target cities increased tax revenues by more than 25 percent for the period 1991-1993, and 2 cities had increases of more than 50 percent.

Finally, recognizing that institution building is fundamental to a sustainable and decentralized democracy, ICMA worked at the local and national level to strengthen Honduras' recent local government reforms. At the national level, ICMA collaborated extensively with the Association of Honduran Municipalities (AMHON) to transform this weak 30-year old institution into a strong, viable national organization. With the assistance of MDP staff, AMHON set clear goals, hired a dynamic executive director and staff, held substantive national conferences that attracted 96 percent of Honduras' mayors and quintupled annual revenues from member municipalities. AMHON has become an advocate for Honduran cities at the national level and continues to play a role in ensuring that the provisions of Honduras' landmark 1990 Municipal Law are implemented. AMHON is now the 'voice' of the municipal sector in Honduras and is recognized as a model for other Latin American countries.

At the local level, ICMA worked with the mayors and senior officials of selected Honduran municipalities to encourage community participation. One target city, Choloma, held its first public town meeting in almost 150 years. Several others were encouraged to produce public municipal budgets. At ICMA urging, a number of cities also enhanced the role of their city administrators as a means to professionalize municipal management and further institutionalize the improvements gained under the MDP program. All of the target cities followed Choloma's lead in holding regular town meetings.

ICMA also made strides in institutionalizing the progress made under the MDP. An important part of ensuring that this work will be carried into the future was the creation of the Foundation for Municipal Development (FUNDEMUN). At the conclusion of the MDP, local Honduran staff who had worked full-time with the project transferred to FUNDEMUN along with MDP equipment and vehicles. With continued support from USAID through 1996, FUNDEMUN is expected to become self-sufficient by 1997.

Housing and Land Management

Housing-related assignments constituted another significant share of the work performed under the MDM contract. There were 10 housing-related Buy Ins to the contract totalling more than \$1.2 million, or 19 percent of the dollar amount allocated for Buy Ins. ICMA received 8 Requests for Services for more than \$64,000. This constituted 7 percent of the dollar amount programmed for RFSs. Many of these projects were for discrete USAID Mission-directed assignments, such as Housing Guaranty (HG) assessments, or other programs such as the funding of conferences and conference participants focused on housing.

Eliecer Fernandez, a member of ICMA's staff, conducted evaluations of the EUP's HG program. These projects included: an evaluation of financial institutions participating in the HG program (primarily in Latin America, the Caribbean and Northern Africa); preparation of the financial sections of selected PIDs and PPs; and evaluations of the use of the HG program in the financing of particular projects, such as municipal infrastructure programs.

ICMA also funded, coordinated and/or provided speakers for two large shelter-related conferences in Morocco, as well as a shelter program review in Morocco

by ICMA consultant Mona Serageldin. In addition, ICMA conducted a limited number of research assignments related to housing, such as the preparation of a compendium on housing privatization programs in the U.S. and England.

Finally, the MDM program provided an important entree for housing and land management work in the emerging democracies. As USAID searched for appropriate funding vehicles for projects in Central and Eastern Europe (CEE) and the Newly Independent States (NIS), the Office of Environment and Urban Programs was able to use the MDM contract to fund several programs. In 1991, one Buy In of more than \$500,000 funded the development of a comprehensive training program in Poland on communal housing management; land appraisal; land use management; and revenue generation for housing and related infrastructure. A smaller Buy In funded an assessment of urban planning and housing development procedures in Hungary. In 1992, ICMA received another Buy In of more than \$200,000 to provide immediate technical assistance in Armenia and Kazakhstan to help develop a market oriented housing sector.

In each case, the activities under these Buy Ins were continued under subsequent contracts from EUP which were designed specifically for work in CEE and the southern tier of the NIS. These contracts are now major avenues for support for local government- and housing-related assistance in these regions.

Municipal Finance and Budgeting

Cities must be able to manage their financial resources if they are to achieve some level of autonomy and proficiency in delivering local services. As part of the MDM program, ICMA provided municipal finance and budgeting assistance to several localities, primarily in Latin America.

The Honduran Municipal Development Project served as a conduit for much of this work. ICMA also provided assistance to improve local government revenue collection and assess the use of municipal bonds to finance infrastructure. The studies helped lay the foundation for EUP's overall approach to municipal bond development and financing. ICMA also engaged in selected research in urban finance, as exemplified by a paper on municipal financing of urban infrastructure developed and written by ICMA consultant David Grossman for presentation at a United Nations conference on infrastructure finance.

Urban Management

ICMA provided support on a range of urban management assistance projects. In Central America, ICMA staff worked with USAID/El Salvador to develop a comprehensive municipal program based in part on ICMA's work in Honduras. The resulting report outlined assistance to selected cities in the area of municipal finance and revenue generation, public service delivery, municipal management and municipal association development. ICMA also provided urban management assistance in Honduras, Chile and Costa Rica.

In Africa, an ICMA consultant provided six weeks of on-site assistance to the Mbabane City Council and to the Ministry of Housing and Urban Development of Swaziland. The program centered on the reorganization of city departments and public services; improved financial management and ways to increase local revenues; and local governance issues, including techniques to enhance citizen participation. The consultant, a former city manager, provided concrete recommendations in each of these areas and was requested by both Mbabane and the neighboring city of Manzini for additional work. ICMA also conducted a final evaluation for a municipal development support program in Cote d'Ivoire. Finally, ICMA provided urban management assistance in Morocco that supplemented USAID's environmental management, twinning and housing programs.

ICMA responded to information requests from USAID on a variety of urban management topics. One principle vehicle for responding to these requests was a pool of funds established under the MDM contract for the purchase of ICMA publications. USAID reserved \$7,500 to fund these purchases and during the course of the contract ICMA received requests from USAID Missions around the world for ICMA publications on a range of issues.

Other Work

As part of its broad mandate to improve municipal management capacity, ICMA responded to a variety of other requests for assistance. In Jamaica, for example, ICMA conducted a study of the feasibility of installing toll roads to generate revenue (the consultant ultimately concluded that the toll road system as envisioned was not feasible). ICMA also identified speakers for a conference on managing capital cities, funded interns for limited assignments in Ecuador, and developed urban indicators to monitor economic development.

In addition, ICMA performed numerous tasks which, while not funded by the MDM contract, are both a direct outgrowth of the contract and contributed to the objectives of the program. A sample listing by country is provided below as an indication of the breadth of this work.

- Jamaica -- ICMA staff designed and managed an Urban Revitalization Program and Study Tour for government and business officials from Jamaica. The tour led to an additional contract from RHUDO/Kingston to assess and make recommendations on the USAID's Kingston downtown redevelopment project.
- South Africa -- Following several MDM-funded site visits to South Africa by ICMA staff, ICMA joined with the National Forum for Black Public Administrators and the Congressional Black Caucus Foundation in submitting an unsolicited proposal for work on local government development and increased citizen participation. USAID/Pretoria awarded a grant to the consortium and work began in the summer of 1994.
- El Salvador -- The International Republican Institute requested that ICMA advise them on a community development program in the country, and ICMA staff participated with IRI on a related field mission.
- Czech Republic, Honduras & El Salvador -- Senior representatives from ICMA, the National League of Cities and local government participated in two separate Worldnet Television programs about local government which were produced by USIA.
- Thailand -- As part of a purchase order from USAID/Bangkok's Private Enterprise Office, ICMA designed and managed a study tour for delegates from the Industrial Estate Authority of Thailand. The tour met with U.S. government and business leaders and focused on industrial development zones and hazardous waste management. A second tour, funded by the Federation of Thai Industries, concentrated on wastewater treatment facilities.
- Bulgaria -- ICMA co-sponsored a two-week training workshop in Bulgaria with the Society of Local Authority Chief Executives (ICMA's counterpart in England). The workshop focused on local government management and the U.S. Ambassador to Bulgaria presented complimentary ICMA memberships to the 9 Bulgaria mayors in the program.
- Global -- ICMA met with more than 80 foreign delegations representing top national, regional and local government officials from all parts of the world. ICMA staff discussed local government structure, intergovernmental relations, environmental management and a host of other issues.

ICMA also became a reliable source for information on local government practices. In addition to the provision of ICMA publications and compendiums on local government practices, ICMA conducted research in response to specific USAID requests. These requests ranged from information on local government structure for Thailand to water conservation in Hungary. ICMA anticipates an increased level of demand for these activities in the future.

Finally, the *Cities International* newsletter served as an important source of information about international municipal development. *Cities International* (CI) is a quarterly international newsletter published in English, French and Spanish and includes articles on successful urban development programs, overviews of innovative municipal strategies, special sections on urban-related publications produced by USAID and ICMA, a calendar of relevant seminars and conferences and an occasional review of ICMA international development programs. Developed under the MDM contract, CI has a circulation of more than 2,000 copies and is sent to over 95 countries around the world. Featured topics included:

Housing Privatization; Environmental Management; Citizen Participation; Infrastructure Finance; Revenue Generation; Budgeting Practices; Regional Cooperation; Association Building; Economic Development; Solid Waste Management; and Effective Municipal Management.

VI. Conclusion

During the five years of the Municipal Development and Management Project, ICMA expanded its capacity to deliver assistance on a variety of urban programs. Initially, ICMA focused on establishing a database of municipal management practitioners and consultants, developing reliable reporting systems and in being responsive to EUP requests for assistance. As project operations expanded in breadth and scope, ICMA shifted its role to a more active, consultative position. To this end, ICMA advocated an approach based on practical and sustained assistance to local governments overseas. This approach promoted:

- increased involvement by local government practitioners;
- a sustained commitment to cities overseas via the careful use of resident advisors, field offices, local consultants and Twinning programs;

- programs to strengthen national municipal associations as a means to institutionalize local government professionalization and development; and
- practical, hands-on oriented training programs and study tours.

Each year, the Office of Environment and Urban Programs met with ICMA staff to evaluate performance on the contract and to suggest areas for improvement. A report was prepared on these meetings and formed the basis for ICMA's workplan for the next year. ICMA adapted to USAID priorities in urban development by adding staff and consultants with expertise in urban environmental management, municipal finance, citizen participation and housing as well as a broad effort to increase the number of consultants with language expertise. ICMA also attempted to improve its research capacity by developing an information base of materials and references on overseas municipal management practices and trends. Finally, as EUP focused attention on measurable results, ICMA worked to incorporate this emphasis in all its programs.

As detailed in the body of this report, the Municipal Development and Management Project met most of its objectives. In countries where the MDM contract was utilized, ICMA made progress in adapting selected U.S. municipal management practices overseas; creating a cadre of experienced local government professionals; working with national municipal associations and; in countries where ICMA established a long-term presence in the field, instilling a degree of professionalism in local governments. Finally, what should not be underestimated is that the Office of Environment and Urban Programs was able to utilize this contract to establish and develop the capacity of a U.S. professional association to deliver technical assistance overseas in a wide variety of settings, as well as to strengthen municipal governments and local democratic processes.

Appendix A:

List of Municipal Development and Management Project

Buy Ins and Requests for Service

(with budget allocations)

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
Buy-In	1	Central America	FINANCING MECHANISM EVALUATION	90,844.00	12/13/89	Municipal Finance/Accounting
Buy-In	2	Honduras	MUNICIPAL DEVELOPMENT PROJECT PLAN	38,210.00	1/26/90	Municipal Development
Buy-In	3	Indonesia	MUNICIPAL AND CORPORATE BONDS AND LOCAL CURRENCY HOUSING GUARANTIES	29,337.00	5/ 1/90	Municipal Finance/Accounting
Buy-In	4	East Caribbean	ENVIRONMENTAL MANAGEMENT	29,389.00	5/ 9/90	Urban Environment/Energy Management
Buy-In	5	Senegal & Togo	CAPITAL CITIES CONFERENCE: DAKAR / PUBLIC INFRASTRUCTURE CONFERENCE: LOME	25,994.00	5/24/90	Planning, Zoning, and Land Development
Buy-In	6	various countries	URBAN ENVIRONMENT PROJECT	504,706.00	5/29/90	Urban Environment/Energy Management
Buy-In	6.1	Costa Rica	SOLID WASTE MANAGMENT	Under Buy-In #6	5/18/90	Urban Environment/Energy Management
Buy-In	6.2	Honduras	POLICY SEMINAR	Under Buy-In #6	9/17/90	Planning, Zoning, and Land Development
Buy-In	6.3	Honduras	SOLID WASTE MANAGEMENT	Under Buy-In #6	10/19/90	Urban Environment/Energy Management

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
Buy-In	6.4	Ecuador	PRIVATIZATION OF SOLID WASTE SERVICES	Under Buy-In #6	11/8/90	Urban Environment/Energy Management
Buy-In	6.5	Haiti	HAITIAN SOLID WASTE STUDY	Under Buy-In #6	1/4/91	Urban Environment/Energy Management
Buy-In	6.6	USA	Contract Management Support	Under Buy-In #6	5/2/91	Urban Environment/Energy Management
Buy-In	6.7	Costa Rica	ON THE JOB TRAINING FOR COSTA RICAN OFFICIALS	Under Buy-In #6	5/20/91	Urban Environment/Energy Management
Buy-In	6.8	USA	CONTRACT MANAGEMENT SUPPORT	Under Buy-In #6	10/10/91	Urban Environment/Energy Management
Buy-In	6.9	USA	SEMINAR ON PRIVATIZATION OF SOLID WASTE MANAGEMENT	Under Buy-In #6	11/19/91	Urban Environment/Energy Management
Buy-In	7	Central America	MUNICIPAL POLICY SEMINAR	54,858.00	5/29/90	Planning, Zoning, and Land Development
Buy-In	8	Eastern Europe	TRAINING AND TECHNICAL NEEDS ASSESSMENT	46,859.00	6/ 5/90	Training
Buy-In	9	Poland	HOUSING ASSISTANCE	96,432.00	8/15/90	Neighborhood Housing/Economic Development

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**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
Buy-In	10	Honduras	MUNICIPAL DEVELOPMENT PROJECT	1,991,256.00	11/ 2/90	Municipal Development
Buy-In	11	Jamaica	URBAN ENVIRONMENTAL STUDY	21,000.00	11/90 verbal	Urban Environment/Energy Management
Buy-In	12	various countries	HOUSING GUARANTY FINANCING	142,444.00	Continuation	Neighborhood Housing/Economic Development
Buy-In	13	Cote d'Ivoire	REGIONAL TECHNICAL ASSISTANCE-Cancelled	0.00	2/18/91	Public Works
Buy-In	14	Botswana	PRIVATIZATION OF SOLID WASTE COLLECTION AND DISPOSAL SERVICE	248,339.00	6/17/91	Public Works
Buy-In	15	Jamaica	INNER KINGSTON PROJECT	25,856	7/22/91	Planning, Zoning, and Land Development
Buy-In	16	USA	URBAN ECONOMIC ANALYSIS	55,299	4/16/91	Municipal Finance/Accounting
Buy-In	17	Morocco	TECHNICAL ASSISTANCE TO FEC, MUN. AND ANHI	90,947.00	4/4/91	Neighborhood Housing/Economic Development
Buy-In	17 1	Morocco	INTEGRATED INFORMATION SYSTEMS	Under Buy-In #17	5/24/91	Computer/Management Systems

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**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
Buy-In	17.2	Morocco	PRIVATIZATION OF SOLID WASTE SERVICES	Under Buy-In #17	6/10/91	Public Works
Buy-In	17.3	Morocco	SEWAGE TREATMENT	Under Buy-In #17	8/6/91	Public Works
Buy-In	18	Morocco	LOW INCOME SHELTER WORKSHOPS	45,847.00	9/30/91	Neighborhood Housing/Economic Development
Buy-In	19	Hungary, Poland	PRIVATE HOUSING DEVELOPMENT	48,450.00	1/10/91	Neighborhood Housing/Economic Development
Buy-In	20	Poland	LOCAL GOVERNMENT TRAINING DEVELOPMENT PROGRAM	510,196.00	6/17/91	Neighborhood Housing/Economic Development
Buy-In	21	Costa Rica	SOLID WASTE MANAGEMENT	77,727.00	6/6/91	Public Works
Buy-In	22	Morocco	REVIEW OF USAID SHELTER ACTIVITIES	98,868.00	8/21/91	Neighborhood Housing/Economic Development
Buy-In	23	Morocco	SEMINAR ON PRIVATIZATION OF SOLID WASTE SERVICES	75,985.00	2/13/92	Public Works
Buy-In	24	various countries	Housing Evaluation (continuation of Buy-In # 1 & 12)			Neighborhood Housing/Economic Development

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
Buy-In	25	Armenia and Kazakstan	TECHNICAL ASSISTANCE FOR ARMENIA AND KAZAKHSTAN	206,069		Neighborhood Housing/Economic Development
Buy-In	26	Paraguay	WORKSHOPS ON MUNICIPAL DEVELOPMENT	91, 979	6/10/92	Municipal Development
Buy-In	27	Central America	ROCAP I	149,075	6/10/92	Municipal Development
Buy-In	28	Chile	ROCAP II	218,114	7/13/92	Municipal Development
Buy-In	29	Central America	ROCAP III	236,501	4/1/93	Municipal Development
Buy-In	30	Central America	ROCAP IV	172,735	8/27/93	Municipal Development
Buy-In	31	Morocco	RALEIGH/TETOUAN TWINNING	303, 359	3/26/93	Urban Environment/Energy Management
Buy-In	32	El Salvador	EL SALVADOR MUNICIPAL PROGRAM	52,383	3/12/93	Municipal Development
Buy-In	33	Jamaica	GREATER MONTEGO BAY INTEGRATED SOLID WASTE STUDY	60,047	10/1/93	Urban Environment/Energy Management

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
Buy-In	34	Swaziland	PRIVATIZATION OF SOLID WASTE SERVICES	30,915	10/26/93	Urban Environment/Energy Management
Buy-In	35	Swaziland	SWAZILAND (Larry Rice)	29,341	5/11/94	Urban Environment/Energy Management
Buy-In	36	Morocco	ANHI MOROCCO CONFERENCE	54,429	5/18/94	Neighborhood Housing/Economic Development
Buy-In	37	Ivory Coast	FINAL EVALUATION FOR MUNICIPAL DEVELOPMENT SUPPORT PROGRAM	84,052	7/12/94	Municipal Development
RFS	1	Honduras	MUNICIPAL LAW	868.00	10/25/89	Municipal Law
RFS	2	Latin America	MUNICIPAL FINANCE	17,544.00	10/30/89	Municipal Finance/Accounting
RFS	2a	Latin America	MUNICIPAL MANAGEMENT & FINANCE	17,544.00	10/30/90	Municipal Finance/Accounting
RFS	3	USA	ENVIRONMENTAL PROGRAMS	8,837.00	10/25/89	Urban Environment/Energy Management
RFS	4	Philippines	CANCELLED-MUNICIPAL BUDGET	0.00	11/1/89	Municipal Finance/Accounting

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	5	Tunisia	STUDY TOUR DESIGN	306.00	11/27/89	Municipal Development
RFS	6	Worldwide	URBAN LAND REFORM	13,316.00	2/1/90	Neighborhood Housing/Economic Development
RFS	7	USA	INTERN PROGRAM: POLICY & URBAN PROGRAMS	720.00	1/16/90	Contract Management and Local Support
RFS	8	Worldwide	URBAN MANAGEMENT AND THE ENVIRONMENT	8,660.00	1/30/90	Urban Environment/Energy Management
RFS	9	Kenya	ASSISTANCE IN DEVELOPMENT OF RHUDO TRAINING PROGRAMS	8,324.00	2/12/90	Training
RFS	10	Ecuador	MUNICIPAL DEVELOPMENT	5,141.00	2/1/90	Neighborhood Housing/Economic Development
RFS	11	India	INFORMATION REQUEST: SOLID WASTE MANAGEMENT TRAINING PROGRAM- (INDEFINITELY POSTPONED)	350.00	2/6/90	Urban Environment/Energy Management
RFS	12	Honduras	MUNICIPAL DEVELOPMENT PROJECT	18,996.00	3/15/90	Municipal Development
RFS	13	Jamaica	CARIBBEAN URBAN BASED ENVIRONMENTAL PROGRAM	7,298.00	3/20/90	Urban Environment/Energy Management

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	14	Worldwide	LOCAL CURRENCY AND HOUSING GUARENTEE AND MUNICIPAL BOND FINANCING	5,857.00	3/27/90	Municipal Finance/Accounting
RFS	15	Costa Rica	PRIVATE PROVISION SOCIAL SERVICES	6,916.00	5/7/90	Urban Environment/Energy Management
RFS	16	Morocco	MOROCCO MUNICIPAL SEWAGE ON THE JOB TRAINING	2,236.00	5/3/90	Public Works
RFS	17	USA	CONFERENCE SERVICES	1,430.00	4/23/90	Contract Management and Local Support
RFS	18	Poland	BACKGROUND TRAINING NEEDS	5,160.00	4/30/90	Training
RFS	19	Worldwide	URBAN COMMUNITY DEVELOPMENT	930.00	4/27/90	Neighborhood Housing/Economic Development
RFS	20	Tunisia	USA STUDY TOUR	930.00	6/4/90	Planning, Zoning, and Land Development
RFS	21	Kenya	LOCAL CURRENCY AND MUNICIPAL BOND GUARANTEE	14,182.00	6/15/90	Municipal Finance/Accounting
RFS	22	Poland	CANCELLED-EXPLORATORY DISCUSSIONS WITH GOVERNMENT OF POLAND		6/16/90	Municipal Development

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	23	Ecuador	ICMA INTERNS IN ECUADOR	13,326.00	6/20/90	Contract Management and Local Support
RFS	23A	Barbados	ICMA INTERN IN BARBADOS	350.00	9/4/90	Contract Management and Local Support
RFS	24	Honduras	HONDURAS MUNICIPAL DEVELOPMENT PROGRAM	9,673.00	7/2/90	Municipal Development
RFS	25	Hungary	LOCAL GOVERNMENT STUDY TOUR	310.00	7/3/90	Neighborhood Housing/Economic Development
RFS	26	USA	URBAN ENVIRONMENTAL TRAINING	6,200.00	7/5/90	Urban Environment/Energy Management
RFS	27	Poland	POLAND PLANNING AND INFORMATION	33,848.00	7/30/90	Neighborhood Housing/Economic Development
RFS	28	Eastern Europe	TECHNICAL ASSISTANCE	41,520.00	8/6/90	Training
RFS	29	Togo	CANCELLED-LOME CONFERENCE: CASE STUDY PREP	0.00	9/10/90	Neighborhood Housing/Economic Development
RFS	30	Honduras	CANCELLED-HONDURAN NATIONAL ASSOCIATION OF MUNICIPALITIES CONFERENCE	not costed	11/16/90	Contract Management and Local Support

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	31	USA	URBAN ECONOMIC SUPPORT-DEVELOP URBAN INDICATORS	15,635.00	1/2/91	Neighborhood Housing/Economic Development
RFS	32	Worldwide	DOCUMENT ACQUISITION	7,500.00	2/20/91	Contract Management and Local Support
RFS	33	Worldwide	EXPERT REVIEW OF FIELD DOCUMENTS	4,412.00	2/22/91	Contract Management and Local Support
RFS	34	Thailand	THAILAND'S BMA DELEGATION	789.00	2/15/91	Urban Environment/Energy Management
RFS	35	Tunisia	TUNISIA HOUSING GUARANTEE PROGRAM SUPPORT	9,500.00	4/1/91	Neighborhood Housing/Economic Development
RFS	37a	Jamaica	ENVIRONMENTAL SUPPORT	9,175.00	5/6/91	Public Works
RFS	37	Jamaica	URBAN SHELTER AND INFRASTRUCTURE PROJECT	7,694.00	5/6/91	Urban Environment/Energy Management
RFS	38	Chile	MUNICIPAL DEVELOPMENT SEMINAR	7,205.00	5/5/91	Municipal Development
RFS	39	USA	PUBLIC/ PRIVATE PARTNERSHIPS FOR CAPITAL PROJECTS	62,366.00	6/20/91	Neighborhood Housing/Economic Development

**Project Activities for MDMP Phase I
Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	40	Worldwide	LOCAL CURRENCY MOBILIZATION	3,986.00	7/31/91	Municipal Finance/Accounting
RFS	41	Algeria	ALGERIA SITES AND SERVICES REVIEW	9,111.00	9/1/91	Urban Environment/Energy Management
RFS	42	Czechoslovakia	INTERNATIONAL CONFERENCE-PRAGUE	18,037.00	9/17/91	Association Management
RFS	43	Indonesia	INFORMATION ON U.S. CITIES WITH UNDERGROUND DUCT SYSTEMS	790.00	9/16/91	Urban Environment/Energy Management
RFS	44	Turkey	CANCELLED-CONCEPT PAPER FOR TURKISH HOUSING PROGRAM			Neighborhood Housing/Economic Development
RFS	45	USA	WASTEWATER AND SEWAGE TREATMENT	28,692.00	10/10/91	Public Works
RFS	46	Tunisia	TUNISIAN MUNICIPAL OFFICIAL STUDY TOUR	40,356.00	9/23/91	Contract Management and Local Support
RFS	47	Turkey	LOCAL INITIATIVES IN ENVIRONMENTAL MANAGEMENT SYMPOSIUM	6,937.00	10/15/91	Urban Environment/Energy Management
RFS	48	Panama	FINANCIAL ANALYST	17,312.00	12/2/91	Municipal Finance/Accounting

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**Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	49	Tunisia	MAGHREB URBAN DEMOCRATIC INSTITUTIONS INITIATIVES	17,726.00	2/1/92	Municipal Development
RFS	50	Morocco	IMPACTS OF URBANIZATION, MOROCCO	375.00	1/15/92	Urban Environment/Energy Management
RFS	51	USA	NATIONAL SURVEY OF U.S. CITIES INTERNATIONAL ACITIVITIES	21,616.00	3/2/92	Contract Management and Local Support
RFS	52	Armenia and Kazakhstan	COMMONWEALTH OF INDEPENDENT STATES HOUSING SERVICES	41,856.00	3/2/92	Neighborhood Housing/Economic Development
RFS	53	Central America	MUNICIPAL ASSOCIATIONS TRAINING PROGRAM	10,330.00	4/5/92	Training
RFS	54	Colombia	MUNICIPAL DEVELOPMENT-COLOMBIA	6,696.00	4/19/92	Municipal Development
RFS	55	USA	DEVELOP HOUSING STRATEGY/PROJECTS	5,597.00	5/14/92	Neighborhood Housing/Economic Development
RFS	56	Turkey	USAID- MUNICIPALITY OF ANKARA SEMINAR	11,299.00	9/1/92	Urban Environment/Energy Management
RFS	57	Thailand	FUNDING OF US CITIES FOR THAI "TWINNING"	5,302.00	5/15/93	Urban Environment/Energy Management

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**Buy-In and RFS Contracts
1989-1994**

Project Type	Project #	Country	Project Name	Budget	Start Date	Technical Area
RFS	58	Near East and North Africa	REGIONAL URBAN ENVIRONMENTAL ACTION PLAN		7/6/93	Urban Environment/Energy Management
RFS	59	Mexico/USA	US/MEXICO BORDER URBAN ENVIRONMENT PROJECT	26,653.00	8/16/93	Urban Environment/Energy Management
RFS	60	Turkey	THE URBAN ENVIRONMENT: INNOVATIVE MUNICIPAL INITIATIVES	24,767.00	9/15/93	Urban Environment/Energy Management
RFS	61	USA	MUNICIPAL INDICATOR DEVELOPMENT		11/10/93	Municipal Development
RFS	62	Mexico/USA	MUNICIPAL ENVIRONMENTAL SERVICES PROJECT	5,360.00	1/07/94	Urban Environment/Energy Management
RFS	63	USA	MUNICIPAL FINANCING OF URBAN INFRASTRUCTURE	6,622.00	4/2/94	Municipal Finance/Accounting
RFS	64	Thailand	ROLE OF THE CITY IN ENVIRONMENTAL MANAGEMENT	16,364.00	5/13/94	Urban Environment/Energy Management
RFS	65	Chile	CHILE CONSULTANT	201.00	6/2/94	Neighborhood Housing/Economic Development

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Appendix B:

List of Municipal Development and Management Project

Buy Ins and Requests for Service

(with project descriptions)

ICMA
INTERNATIONAL MUNICIPAL DEVELOPMENT
PROJECT
USAID CONTRACT NO. PDC-1008-C-00-0991-00

SUMMARY OF REQUESTS FOR SERVICES AND BUY-INS
1989-1994

BUY-IN 1 (12/13/89 -) FINANCING MECHANISM EVALUATION

COUNTRY: CENTRAL AMERICA

Housing Gurantee evaluation by a full time municipal finance advisor in PRE/H for programs in Panama, Bolivia, Venezuela, Honduras, Chile, Ecuador, and Nicaragua.

BUY-IN 2 (1/26/90 -) MUNICIPAL DEVELOPMENT PROJECT PLAN

COUNTRY: HONDURAS

Project Paper describing the basic information system for monitoring and evaluating the proposed Municipal Development program.

BUY-IN 3 (5/ 1/90 -) MUNICIPAL AND CORPORATE BONDS AND LOCAL CURRENCY HOUSING GUARANTIES

COUNTRY: INDONESIA

Study of the potential for the use of Municipal Bonds and local government currency guarantees.

BUY-IN 4 (5/ 9/90 -) ENVIRONMENTAL MANAGEMENT

COUNTRY: EAST CARIBBEAN

Land use and urban-based environmental management of coastal and natural resources.

BUY-IN 5 (5/24/90 -) CAPITAL CITIES CONFERENCE: DAKAR / PUBLIC INFRASTRUCTURE CONFERENCE: LOME

COUNTRY: SENEGAL & TOGO

CAPITAL CITIES CONFERENCE: DAKAR

Paper: "Management of Public Infrastructure and Services in National Capital Cities"

PUBLIC INFRASTRUCTURE CONFERENCE: LOME

Paper: "The Different Systems for Financing Infrastructure"

BUY-IN 6 (5/29/90 -) URBAN ENVIRONMENT PROJECT

COUNTRY: VARIOUS COUNTRIES

Provides technical assistance and training for solid waste projects in Botswana, Swaziland, Costa Rica, Ecuador, and Honduras and supports a full time urban environmentalist position in PRE/H.

BUY-IN 6.1 (5/18/90 -) SOLID WASTE MANAGMENT

COUNTRY: COSTA RICA

Technical design analyst worked to privatize solid waste collection and treatment in one or more regions now being serviced by local governments.

BUY-IN 6.2 (9/17/90 -) POLICY SEMINAR

COUNTRY: HONDURAS

Assistance in the technical and administrative/ logistical planning and management of the Policy Seminar: "The Municipality in the Development Process."

BUY-IN 6.3 (10/19/90 -) SOLID WASTE MANAGEMENT

COUNTRY: HONDURAS

Technical assistance to the city of Tegucigalpa for solid waste collection and treatment services.

BUY-IN 6.4 (11/8/90 -) PRIVATIZATION OF SOLID WASTE SERVICES

COUNTRY: ECUADOR

Appraisal report on the committee on Solid Waste and Waste Water Disposal of the City of Guayaquil's proposal to privatize solid waste services.

BUY-IN 6.5 (1/4/91 -) HAITIAN SOLID WASTE STUDY

COUNTRY: HAITI

Comments on the WASH field report # 319

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BUY-IN 6.6 (5/2/91 -)

CONTRACT MANAGEMENT SUPPORT

COUNTRY: USA

Researched APRE/H's reporting methods for water and sanitation projects for inclusion in USAID's annual report to Congress. Prepared for and conducted a TDY to Botswana, Swaziland, and Kenya in conjunction with the PPSS program.

BUY-IN 6.7 (5/20/91 -)

ON THE JOB TRAINING FOR COSTA RICAN OFFICIALS

COUNTRY: COSTA RICA

Identification of landfill sites in the U.S. for proposed on-the-job training of IFAM officials.

BUY-IN 6.8 (10/10/91 -)

CONTRACT MANAGEMENT SUPPORT

COUNTRY: USA

Major activities for a period from 7/1/91 through 9/30/91 were assisting the Asia Bureau on the US-Asia Environmental Alliance paper, preparing for the PPSS seminar, and producing a report on environmental concerns on the Setubal Peninsula, Portugal.

BUY-IN 6.9 (11/19/91 -)

SEMINAR ON PRIVATIZATION OF SOLID WASTE MANAGEMENT

COUNTRY: USA

Coordination of logistics for the seminar, presentation of a lessons learned paper on APRE/H's five case studies, and preparation of an end-of seminar, lessons learned report.

BUY-IN 7 (5/29/90 -)

MUNICIPAL POLICY SEMINAR

COUNTRY: CENTRAL AMERICA

Assisted USAID/Honduras in the technical, administrative, and logistical planning and management of this seminar, "The Municipality in the Development Process."

BUY-IN 8 (6/5/90 -)

**TRAINING AND TECHNICAL NEEDS
ASSESSMENT**

COUNTRY: EASTERN EUROPE

Training and Technical Needs Assessment of local governments in Poland, Hungary, and other Eastern European countries.

BUY-IN 9 (8/15/90 -)

HOUSING ASSISTANCE

COUNTRY: POLAND

Technical assistance in housing for local governments facing acute shortages.

BUY-IN 10 (11/2/90 -)

MUNICIPAL DEVELOPMENT PROJECT

COUNTRY: HONDURAS

Regional Offices that will provide technical assistance and training to 14 municipalities over a 7-year period.

BUY-IN 11 (11/90 VERBAL -)

URBAN ENVIRONMENTAL STUDY

COUNTRY: JAMAICA

Provision of three consultants to examine environmental issues and problems in urban places within the overall context of the Jamaican Government's strategy to promote growth and increase foreign exchange earnings.

BUY-IN 12 (CONTINUATION -)

HOUSING GUARANTY FINANCING

COUNTRY: VARIOUS COUNTRIES

Continuation of Buy-In #1 for a mechanism evaluation of the housing guaranty program in various countries throughout Latin America.

BUY-IN 13 (2/18/91 -)

**REGIONAL TECHNICAL
ASSISTANCE-CANCELLED**

COUNTRY: COTE D'IVOIRE

Proposal for a long-term technical advisor on carrying out the final evaluation of a low-cost method of disposing of solid waste in Abidjan.

BUY-IN 14 (6/17/91 -)

**PRIVATIZATION OF SOLID WASTE
COLLECTION AND DISPOSAL SERVICE**

COUNTRY: BOTSWANA

Proposal to the Gaborone City Council (GCC) regarding the improvement of solid waste collection and disposal for the city of Gaborone. Phase I of study completed 7/91. Phase II to begin after approved by the GCC.

BUY-IN 15 (7/22/91 -)

INNER KINGSTON PROJECT

COUNTRY: JAMAICA

Project design assistance for Phase II of the Inner Kingston Project, the revitalization of the downtown area.

BUY-IN 16 (4/16/91 -)

URBAN ECONOMIC ANALYSIS

COUNTRY: USA

Provided seven months of consultant services working on various urban economic issues for PRE/H.

BUY-IN 17 (4/4/91 -)

**TECHNICAL ASSISTANCE TO FEC, MUN, AND
ANHI**

COUNTRY: MOROCCO

ICMA placed three consultants on separate assignments to provide technical assistance to institutions that are implementing shelter and urban development programs.

BUY-IN 17.1 (5/24/91 -)

INTEGRATED INFORMATION SYSTEMS

COUNTRY: MOROCCO

Computer specialist carried out a MIS analysis and procurement plan for computer equipment for the National Housing Agency.

BUY-IN 17.2 (6/10/91 -)

PRIVATIZATION OF SOLID WASTE SERVICES

COUNTRY: MOROCCO

Solid waste management expert provided technical assistance to the municipality of Tetouan to assist the public works department to prepare a management analysis of its solid waste collection and landfill services.

BUY-IN 17.3 (8/6/91 -)

SEWAGE TREATMENT

COUNTRY: MOROCCO

Consultant provided recommendations for establishing a sewerage department in the City of Tetouan and initiated a twinning relationship between the consultant's city public works department and the city of Tetouan.

BUY-IN 18 (9/30/91 -)

LOW INCOME SHELTER WORKSHOPS

COUNTRY: MOROCCO

Design of a series of workshops with the Moroccan National Housing Association for public and private professionals involved in shelter issues for the informal sector.

BUY-IN 19 (1/10/91 -)

PRIVATE HOUSING DEVELOPMENT

COUNTRY: HUNGARY, POLAND

Team of two consultants working with the local government of Keskemet to develop more efficient urban planning and housing development procedures to encourage private sector development.

BUY-IN 20 (6/17/91 -)

**LOCAL GOVERNMENT TRAINING
DEVELOPMENT PROGRAM**

COUNTRY: POLAND

Project to develop courses and training Polish trainers in four housing-related subject areas.

BUY-IN 21 (6/6/91 -)

SOLID WASTE MANAGEMENT

COUNTRY: COSTA RICA

Programmed to work with Texas A&M University to train several Costa Rican officials on solid waste management issues.

42

BUY-IN 22 (8/21/91 -) REVIEW OF USAID SHELTER ACTIVITIES

COUNTRY: MOROCCO

Ongoing work to provide several consultants and surveyors to conduct an evaluation of the impact of USAID's shelter sector activities in Morocco.

BUY-IN 23 (2/13/92 -) SEMINAR ON PRIVATIZATION OF SOLID WASTE SERVICES

COUNTRY: MOROCCO

Seminar in Rabat coordinated with Moroccan Ministry of Interior dealing with the implementation of privatized solid waste services.

BUY-IN 24 HOUSING EVALUATION (CONTINUATION OF BUY-IN # 1 & 12)

COUNTRY: VARIOUS COUNTRIES

BUY-IN 25 TECHNICAL ASSISTANCE FOR ARMENIA AND KAZAKHSTAN

COUNTRY: ARMENIA AND KAZAKSTAN

BUY-IN 26 (6/10/92 - 9/26/92) WORKSHOPS ON MUNICIPAL DEVELOPMENT

COUNTRY: PARAGUAY

Implementation of a series of seminar-workshops in Paraguay to support policy dialog on Municipal Development.

BUY-IN 27 (6/10/92 - 12/31/92) ROCAP I

COUNTRY: CENTRAL AMERICA

BUY-IN 28 (7/13/92 - 12/31/92) ROCAP II

COUNTRY: CHILE

Support of FEMICA and travel course.

BUY-IN 29 (4/1/93 - 12/31/93) ROCAP III

COUNTRY: CENTRAL AMERICA

The purpose of this project is to strengthen Central American municipal systems.

BUY-IN 30 (8/27/93 -) ROCAP IV

COUNTRY: CENTRAL AMERICA

The purpose of this project is to strengthen Central American municipal systems.

BUY-IN 31 (3/26/93 - 2/95) RALEIGH/TETOUAN TWINNING

COUNTRY: MOROCCO

Technical assistance and training by the City of Raleigh to the Municipality of Tetouan to improve the delivery of public services.

BUY-IN 32 (3/12/93 -) EL SALVADOR MUNICIPAL PROGRAM

COUNTRY: EL SALVADOR

BUY-IN 33 (10/1/93 -) GREATER MONTEGO BAY INTEGRATED SOLID WASTE STUDY

COUNTRY: JAMAICA

Provided technical assistance for a comprehensive study of the environmental management needs of Jamaica in conjunction with national and local government agencies.

BUY-IN 34 (10/26/93 -) PRIVATIZATION OF SOLID WASTE SERVICES

COUNTRY: SWAZILAND

National legislation for solid waste management in Swaziland. Study of feasibility of privatizing the solid waste system for the cities of Mbane and Manzini.

BUY-IN 35 (5/11/94 -) SWAZILAND (LARRY RICE)

COUNTRY: SWAZILAND

BUY-IN 36 (5/18/94 -)

ANHI MOROCCO CONFERENCE

COUNTRY: MOROCCO

BUY-IN 37 (7/12/94 - 9/26/94)

**FINAL EVALUATION FOR MUNICIPAL
DEVELOPMENT SUPPORT PROGRAM**

COUNTRY: IVORY COAST

RFS 1 (10/25/89 - 3/31/90) MUNICIPAL LAW

COUNTRY: HONDURAS

Proposed basic information system for monitoring and evaluating the Honduran municipal development project which seeks to strengthen local democracy in Honduras.

RFS 2 (10/30/89 - 1/31/91) MUNICIPAL FINANCE

COUNTRY: LATIN AMERICA

Counsultant paper which examines sources of funds available to local governments: central government, taxes, and local borrowing. Also analyzes these sources usefulness for recurring and capital expenditures at the municipal level.

RFS 2 (10/30/90 - 4/13/90) MUNICIPAL MANAGEMENT & FINANCE

COUNTRY: LATIN AMERICA

Analyze current and proposed AID strategies in Latin America relating to municipal development and finance.

Analysis should include an overview of the sources of funds available to the municipalities, particularly those in Central America. This will include the identification of resources and revenue-generating mechanisms commonly utilized by local governments in other parts of the world, with an assesment of their usefulness for countries in the region.

RFS 3 (10/25/89 - 11/30/89) ENVIRONMENTAL PROGRAMS

COUNTRY: USA

Proposal to alter AID's Office of Housing and Urban Programs investment quantity operations and other activities to include a concern for urban environmental matters, unrelated to delivery of shelter and infrastructure.

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RFS 4 (11/1/89 - 11/30/89) CANCELLED-MUNICIPAL BUDGET

COUNTRY: PHILIPPINES

RFS 5 (11/27/89 - 11/29/89) STUDY TOUR DESIGN

COUNTRY: TUNISIA

Identification of sites for three Tunisian local government officials planning to visit the U.S. Delegates interested in: municipal management, municipal and private provision of services, the role of cities in the economy, and the potential use of computers by local government.

RFS 6 (2/1/90 - 5/30/91) URBAN LAND REFORM

COUNTRY: WORLDWIDE

Consultant report on urban land reform activities suitable for the housing guaranty program, the nature of rural and urban land reform, the appropriateness of HG funding for this type of project, and the resources which AID possesses to design and implement the projects.

RFS 7 (1/16/90 - 1/26/90) INTERN PROGRAM: POLICY & URBAN PROGRAMS

COUNTRY: USA

Provision of intern to assist policy and urban programs division.

RFS 8 (1/30/90 - 2/29/90) URBAN MANAGEMENT AND THE ENVIRONMENT

COUNTRY: WORLDWIDE

Consultant report on the role and importance of urban management in addressing urban growth and environmental problems. This review is based on an analysis of why urban issues are important and specific case studies.

RFS 9 (2/12/90 - 3/5/90) ASSISTANCE IN DEVELOPMENT OF RHUDO TRAINING PROGRAMS

COUNTRY: KENYA

Consultant provided short-term support by developing critical elements of two regional RHUDO workshops.

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RFS 10 (2/1/90 - 2/12/90) MUNICIPAL DEVELOPMENT

COUNTRY: ECUADOR

Consultant assisted in identifying municipal-level infrastructure and related activities for potential support with housing guaranty programs

RFS 11 (2/6/90 - 2/14/90) INFORMATION REQUEST: SOLID WASTE MANAGEMENT TRAINING PROGRAM-(INDEFINITELY POSTPONED)

COUNTRY: INDIA

Identification of training programs for senior public health engineers and local administrators in solid waste managment.

RFS 12 (3/15/90 - 5/14/90) MUNICIPAL DEVELOPMENT PROJECT

COUNTRY: HONDURAS

Consultant review of RTI study on decentralization in Costa Rica, preparation of a concept paper proposing to deliver technical assistance and funding to the informal sector, and scopes of work for the new municipal development program.

RFS 13 (3/20/90 - 4/4/91) CARIBBEAN URBAN BASED ENVIRONMENTAL PROGRAM

COUNTRY: JAMAICA

Counultant report on development of an urban environmental strategy for Jamaica and suggestions regarding the design of the Montego Bay development plan.

RFS 14 (3/27/90 - 6/30/90) LOCAL CURRENCY AND HOUSING GUARENTEE AND MUNICIPAL BOND FINANCING

COUNTRY: WORLDWIDE

Consultant undertook a feasibility study of local currency bonds and other financial instruments issued in LDC capital markets for the purpose of raising long-term capital to finance essential public services, infratructure and housing.

RFS 15 (5/7/90 - 5/8/90) PRIVATE PROVISION SOCIAL SERVICES

COUNTRY: COSTA RICA

Consultant investigated the feasibility of private sector management, design, and siting of landfills in tropical climates.

RFS 16 (5/3/90 - 6/4/90) MOROCCO MUNICIPAL SEWAGE ON THE JOB TRAINING

COUNTRY: MOROCCO

On-the-Job Training for a Moroccan municipal wastewater department chief for the city of Tetouan. Visited Orlando, Dade County, and St. Petersburg, Florida over a period of three weeks.

RFS 17 (4/23/90 - 5/4/90) CONFERENCE SERVICES

COUNTRY: USA

Provision of logistical support for meetings relating to the Office of Housing and Urban Programs.

RFS 18 (4/30/90 - 5/25/90) BACKGROUND TRAINING NEEDS

COUNTRY: POLAND

ICMA report on "The Changing Role of Local Government in Eastern Europe" containing information on local governments in Poland and Hungary.

RFS 19 (4/27/90 - 5/4/90) URBAN COMMUNITY DEVELOPMENT

COUNTRY: WORLDWIDE

Report for proposed model cities tour which highlights effective housing programs throughout the United States, includes 10 cities representing successful public-private partnerships in affordable housing and 12 additional projects.

RFS 20 (6/4/90 - 6/7/90) USA STUDY TOUR

COUNTRY: TUNISIA

Report identifies land use planning as well as land development and management programs throughout the United States for a proposed study tour prepared in lieu of a proposed visit by government officials from Tunisia.

**RFS 21 (6/15/90 - 7/30/90) LOCAL CURRENCY AND MUNICIPAL BOND
GUARANTEE**

COUNTRY: KENYA

Consultant report on the "Development of Credit Markets in Kenya for Urban Infrastructure and Housing Finance." Evaluates the feasibility of immediate application of USAID guarantees to the current housing and infrastructure program.

**RFS 22 (6/16/90 - 7/20/90) CANCELLED-EXPLORATORY DISCUSSIONS
WITH GOVERNMENT OF POLAND**

COUNTRY: POLAND

RFS 23 (6/20/90 - 8/20/90) ICMA INTERNS IN ECUADOR

COUNTRY: ECUADOR

Program to send two ICMA interns to Ecuador. One intern to support the management of regional activities and the Latin American Training Center; the other intern to support the management of AID Ecuador HG program and urban strategy activities.

RFS 23 (9/4/90 - 9/7/90) ICMA INTERN IN BARBADOS

COUNTRY: BARBADOS

Intern hired to assist the RHUDO Director to Jamaica, William Gelman, and his Training Consultant Maureen Webber with the smooth operation of the Third Annual Conference on Shelter and the Environment to be held in Bridgetown, Barbados.

**RFS 24 (7/2/90 - 9/14/90) HONDURAS MUNICIPAL DEVELOPMENT
PROGRAM**

COUNTRY: HONDURAS

Interviewing and orienting in Miami perspective consultants to work on the Honduras Municipal Development Program.

RFS 19 (4/27/90 - 5/4/90) URBAN COMMUNITY DEVELOPMENT

COUNTRY: WORLDWIDE

Report for proposed model cities tour which highlights effective housing programs throughout the United States, includes 10 cities representing successful public-private partnerships in affordable housing and 12 additional projects.

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COUNTRY: TUNISIA

Report identifies land use planning as well as land development and management programs throughout the United States for a proposed study tour prepared in lieu of a proposed visit by government officials from Tunisia.

RFS 21 (6/15/90 - 7/30/90) LOCAL CURRENCY AND MUNICIPAL BOND GUARANTEE

COUNTRY: KENYA

Consultant report on the "Development of Credit Markets in Kenya for Urban Infrastructure and Housing Finance." Evaluates the feasibility of immediate application of USAID guarantees to the current housing and infrastructure program.

RFS 22 (6/16/90 - 7/20/90) CANCELLED-EXPLORATORY DISCUSSIONS WITH GOVERNMENT OF POLAND

COUNTRY: POLAND

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RFS 24 (7/2/90 - 9/14/90) HONDURAS MUNICIPAL DEVELOPMENT PROGRAM

COUNTRY: HONDURAS

Interviewing and orienting in Miami perspective consultants to work on the Honduras Municipal Development Program.

RFS 25 (7/3/90 - 7/9/90) LOCAL GOVERNMENT STUDY TOUR

COUNTRY: HUNGARY

Identification of six regions/ municipalities for 10 Hungarian members of Parliament for a proposed visit to the U.S. in August, 1990. The sites represented centers for sound municipal and financial management and strengths in other areas such as infrastructure.

RFS 26 (7/5/90 - 8/17/90) URBAN ENVIRONMENTAL TRAINING

COUNTRY: USA

Compilation of a complete list of Urban Environmental Training courses offered by institutions and universities throughout the United States. Consideration was given to short and long term training activities.

RFS 27 (7/30/90 - 2/1/91) POLAND PLANNING AND INFORMATION

COUNTRY: POLAND

Preparation and provision of background on Poland's municipal government structure and functions, land tenure and housing finance systems to support technical assistance planned for housing and municipal management.

RFS 28 (8/6/90 - 12/31/90) TECHNICAL ASSISTANCE

COUNTRY: EASTERN EUROPE

Local government training program for Poland coordinated with the Polish Foundation in support of Local Democracy. Also included is a program to provide assistance to national associations of mayors, local elected officials, and city administrators.

RFS 29 (9/10/90 - 10/10/90) CANCELLED-LOME CONFERENCE: CASE STUDY PREP

COUNTRY: TOGO

Case study on public-private partnerships in the provision of local infrastructure for the RHUDO/WCA Togo Conference "Managing Infrastructure for Local Economic Development."

RFS 30 (11/16/90 - 11/17/90) CANCELLED-HONDURAN NATIONAL ASSOCIATION OF MUNICIPALITIES CONFERENCE

COUNTRY: HONDURAS

RFS 31 (1/2/91 - 4/15/91) URBAN ECONOMIC SUPPORT-DEVELOP URBAN INDICATORS

COUNTRY: USA

Consultant worked with APRE/H to examine and refine urban indicators and extend ongoing efforts in analyzing private and public alternatives for financing urban infrastructure.

RFS 32 (2/20/91 - 9/30/92) DOCUMENT ACQUISITION

COUNTRY: WORLDWIDE

Fund to pay for ICMA publications requested by AID missions, RHUDO offices, and/or others involved in AID related municipal development programs.(\$4,000.00 spent in 1991)

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RFS 33 (2/22/91 - 3/8/91) EXPERT REVIEW OF FIELD DOCUMENTS

COUNTRY: WORLDWIDE

Environmental expert provided critical reviews on several documents: National Resources Methodology, Scope of Work for Preparation of RHUDO/SA Urban Environmental Strategic Management Framework, and Thailand Tourism.

RFS 34 (2/15/91 - 3/21/91) THAILAND'S BMA DELEGATION

COUNTRY: THAILAND

Coordination of meetings for the Bangkok Municipal Administration officials who visited city officials in Honolulu, San Francisco, and Los Angeles to discuss the purchase of wastewater treatment technology.

RFS 35 (4/1/91 - 7/31/91) TUNISIA HOUSING GUARANTEE PROGRAM SUPPORT

COUNTRY: TUNISIA

Consultant provided project assistance to Regional Housing and Urban Development Office in Tunis. Produced report "Improvements on Sewer Systems in Thirty Cities."

RFS 37 (5/6/91 - 7/22/91) ENVIRONMENTAL SUPPORT

COUNTRY: JAMAICA

RFS 37 (5/6/91 - 5/17/91) URBAN SHELTER AND INFRASTRUCTURE PROJECT

COUNTRY: JAMAICA

Consultant reviewed the RHUDO and AID mission program and suggested measures that could be taken to be more environmentally sensitive.

RFS 38 (5/5/91 - 5/11/91) MUNICIPAL DEVELOPMENT SEMINAR

COUNTRY: CHILE

ICMA representative participated in the IULA and USAID "New Municipal Strategies to meet the Challenges of Local Development" symposium in Chile. Also met with USAID and RHUDO/SA staff to discuss municipal management in Chile.

RFS 39 (6/20/91 - 10/10/91) PUBLIC/ PRIVATE PARTNERSHIPS FOR CAPITAL PROJECTS

COUNTRY: USA

To assist the Office of Housing and Urban Programs identify U.S. urban experiences and circumstances which will be useful in developing strategies and materials that will support the use of public/private partnerships for planning, managing, and financing capital projects in urban centers in LDCs.

RFS 40 (7/31/91 - 8/20/91) LOCAL CURRENCY MOBILIZATION

COUNTRY: WORLDWIDE

Consultant prepared overview summary of 4 country studies and one Washington study on mobilization of local currency through use of AID Guarantees for the "Leading Issues in the Financing of Development" conference.

RFS 41 (9/1/91 - 9/15/91) ALGERIA SITES AND SERVICES REVIEW

COUNTRY: ALGERIA

Consultant report on the status quo of sites and services in Algeria and recommendations for establishing the sites and services concept as national policy including the mounting of a viable demonstration of the concept.

RFS 42 (9/17/91 - 9/30/91) INTERNATIONAL CONFERENCE-PRAGUE

COUNTRY: CZECHOSLOVAKIA

Two ICMA representatives met with the Czech and Slovak Union of Towns and Communities attempting to help strengthen their associations. They also participated in the Prague Conference for local government officials.

RFS 43 (9/16/91 - 9/23/91) INFORMATION ON U.S. CITIES WITH UNDERGROUND DUCT SYSTEMS

COUNTRY: INDONESIA

Consultant assisted USAID Jakarta in identifying U.S. cities with underground utility duct systems in preparation for a study tour for an Indonesian delegation.

RFS 49 (2/1/92 - 4/30/92) MAGHREB URBAN DEMOCRATIC INSTITUTIONS INITIATIVES

COUNTRY: TUNISIA

Provision of technical assistance to formulate strategy for long-term USAID support for the development of democratic institutions at the local level.

RFS 50 (1/15/92 - 1/17/92) IMPACTS OF URBANIZATION, MOROCCO

COUNTRY: MOROCCO

Provision of consultant services to review draft report "The Impacts of Urbanization on Natural Resources, Tetouan Morocco."

RFS 51 (3/2/92 - 7/20/92) NATIONAL SURVEY OF U.S. CITIES INTERNATIONAL ACTIVITIES

COUNTRY: USA

Survey focusing on identifying international relationships that already exist between local governments in the U.S. and abroad and will define these relationships in broad terms.

RFS 52 (3/2/92 - 4/2/92) COMMONWEALTH OF INDEPENDENT STATES HOUSING SERVICES

COUNTRY: ARMENIA AND KAZAKHSTAN

Assesment of cities in Armenia and Kazakhstan for the purpose of developing a housing technical assistance program.

RFS 53 (4/5/92 - 5/2/92) MUNICIPAL ASSOCIATIONS TRAINING PROGRAM

COUNTRY: CENTRAL AMERICA

Provided a consultant to meet with Regional Housing and Urban Development Office (RHUDO) staff in order to complete design phase of the Municipal Association Training Program.

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RFS 54 (4/19/92 - 4/24/92) MUNICIPAL DEVELOPMENT-COLOMBIA

COUNTRY: COLOMBIA

Provided a consultant to travel to Colombia to meet with Harry Jager, RHUDO/CA Representative, to work out the details of a course on Municipal Development which ICMA will run in Colombia, for 20 Central Americans.

RFS 55 (5/14/92 - 5/22/92) DEVELOP HOUSING STRATEGY/PROJECTS

COUNTRY: USA

Provided a consultant to assist in the preparation of housing strategies and the design of short-term technical assistance projects.

RFS 56 (9/1/92 - 9/15/92) USAID- MUNICIPALITY OF ANKARA SEMINAR

COUNTRY: TURKEY

Provided a consultant to present a paper and to participate at a joint USAID-Municipality of Ankara Workshop on Environmentally Sound Urban Development, which will take place in Ankara, Turkey.

**RFS 57 (5/15/93 - 4/30/94) FUNDING OF US CITIES FOR THAI
"TWINNING"**

COUNTRY: THAILAND

Work in conjunction with RHUDO/Bangkok to provide appropriate candidates for twinning projects focusing on environmental problems.

**RFS 58 (7/6/93 - 10/30/93) REGIONAL URBAN ENVIRONMENTAL ACTION
PLAN**

COUNTRY: NEAR EAST AND NORTH AFRICA

Provided technical assistance to RHUDO/NENA in developing the final Regional Urban Environmental Action Plan (RUEAP). The RUEAP is a multi-year action plan which can be operationally useful at both a regional and county specific level.

RFS 59 (8/16/93 - 9/1/93) US/MEXICO BORDER URBAN ENVIRONMENT PROJECT

COUNTRY: MEXICO/USA

Assistance to 3-5 mexican border cities in improved management of urban environmental services. Consultants will meet with local officials and produce a report of recommendations.

RFS 60 (9/15/93 - 11/07/93) THE URBAN ENVIRONMENT: INNOVATIVE MUNICIPAL INITIATIVES

COUNTRY: TURKEY

Provided consultant to participate in the seminar entitled " Effective Policies and Practices for Municipal Solid Waste Management" co-sponsored by RHUDO/NENA and the Ministry of the Environment of Turkey. The goal was to present management tools which are applicable in cities throughout the NENA region.

RFS 61 (11/10/93 - 11/10/93) MUNICIPAL INDICATOR DEVELOPMENT

COUNTRY: USA

To bring two municipal specialists to Washington D.C. to consult on the development of municipal indicators for the urban indicators project.

* The following RFS should be billed as transportation and not as level of effort.

RFS 62 (1/07/94 - 9/30/94) MUNICIPAL ENVIRONMENTAL SERVICES PROJECT

COUNTRY: MEXICO/USA

Provide The Office of Housing and Urban Programs with an environmental implementation plan and estimated budget for technical assistance to three border cities, Tijuana, Nogales and Nuevo Laredo.

RFS 63 (4/2/94 - 5/20/94) MUNICIPAL FINANCING OF URBAN INFRASTRUCTURE

COUNTRY: USA

Provided an expert in the area of Municipal Finance to write a paper on "Municipal Financing of Urban Infrastructure." The paper describes the problem of worldwide infrastructure needs and detail case studies that USAID has been involved in .

**RFS 64 (5/13/94 - 7/31/94) ROLE OF THE CITY IN ENVIRONMENTAL
MANAGEMENT**

COUNTRY: THAILAND

Edit format and possibly publish USAID paper on "The Role of the City in Environmental Management." Paper originally scheduled for presentation at USAID seminar.

RFS 65 (6/2/94 - 6/6/94) CHILE CONSULTANT

COUNTRY: CHILE

Consultant to spend one day at G/ENV/UP to debrief Director and Staff on the ANHI Conference in Morocco, May 24-27, 1994 and brief LAC Bureau and G/ENV/UP Director on status of Chile's \$40 million Housing Guaranty.

Appendix C:

Municipal Development and Management Project

Reports by Technical Area

ICMA DELIVERABLES BY TECHNICAL AREA

ASSOCIATION MANAGEMENT

Trip Report, October 1991 (Michael Murphy, Renata Frenzen) RFS # 42.

COMPUTER/MANAGEMENT SYSTEMS

Structured Systems Analysis and Integration Plan for ANHI, June 1990 (Steven Miles) Buy-In # 17.1.

CONTRACT MANAGEMENT AND LOCAL SUPPORT

Comments on Scope of Work for Preparation of the Urban Environment: A Strategic Framework for Ecuador, February 1991 (Blair Bower) RFS # 33.

Evaluation of U.S. Study Tour for Tunisian Delegation Organized by ICMA, November 1991 (Steve McCoy-Thompson) RFS # 46.

Technical Assistance for Housing Sector Reform for Kazakhstan, March 1992 (Mike Murphy, Norma Hickey) RFS # 51.

Technical Assistance for Housing Sector Reform for Armenia, March 1992 (Mike Murphy, Norma Hickey) RFS # 51.

MUNICIPAL DEVELOPMENT

Economic Feasibility of The Municipal Development Project, (Raymond L. Richman) Buy-In # 2.

Propuesta Conceptual: Segundo Seminario-Taller: Modernizacion Municipal en America Latina, February 1993 (Alfonso Palacios) Buy-In # 26.

Informe Final: Seminario-Taller: Modernizacion Municipal en America Latina, December 1992 (Mario Rosales) Buy-In # 26.

Informe de Evaluacion del Seminario, Modernizacion Municipal: Relaciones Intragubernamentales para la Modernizacion del Estado y el Fortalecimiento de los Gobiernos Locals, October 1993 (Alfonso Palacios) Buy-In # 26.

Memoria del Seminario/Taller Sobre el, Papel del Municipio en las Soluciones a los Problemas de Desechos Solidos, December 1992 (Jorge Alberto Rodriguez) Buy-In # 27.

Informe Final: Resultados de los Talleres sobre Obstaculos, Soluciones y Necesidades del Sector Municipal en el Istmo Centroamericano, August 1992 (Francisco Echegaray, Rita Soler Ossolinski) Buy-In # 28.

Inform Final: Resultados de la Segunda Asamblea Anual de Femica, August 1992` (Francisco Echegaray, Rita Soler Ossolinski)Buy-In # 28.

Inform Final: Visita-Estudio Sobre Descentralizacion y Sistema Municipal en Chile, 1993 (Tirza Rivera-Cira)Buy-In # 28.

Final Report : Meeting of Municipal Associations from the U.S. & Central America, June 1993 (Ann E. Bueche)Buy-In # 28.

La Decentralization de la Educacion en Nicaragua, November 1993 (Carlos Pinilla) Buy-In # 29.

Recommendations for Improving Municipal Capabilities in El Salvador, June 1992 (Mike Murphy, Frank Ohnesorgen, Pablo Salcido) Buy-In # 32.

Final Evaluation- Municipal Development Support Project, October 1994 (Peter Doan and Edward Robbins) Buy-In # 37.

Final Evaluation- Municipal Management Training Project, October 1994 (Peter Doan)Buy-In # 37.

Visit of Tunisian Local Government Officials: Potential Sites, January 1990 (Mike Murphy) RFS # 5.

Review of Policy Proposal for Costa Rica Municipal Development Project, May 1990 (Aaron Benjamin) RFS # 12.

Report on Local Economic Development Seminar Santiago, Chile, May 1991 (Frank Ohnesorgen) RFS # 38.

Decentralization and Governance in Tunisia, March 1992 (Richard Vengroff, Hatem Ben Salem) RFS # 49.

MUNICIPAL FINANCE/ACCOUNTING

Summary of Work, April 1990-November 1990, (Elicer Fernandez) Buy-In # 1.

Report on the Potensial for the Urbanization of Municipal Bonds in Indonesia and the Use of Local Currency Guarantees, (Donald Gardner) Buy-In # 3.

Summary of Urban Economic Support Activities for USAID, October 1991 (Caryl Ersenk) Buy-In # 16.

Economic Feasibility of the Municipal Development Project, April 1990 (Raymond I. Richman,) RFS # 2.

Souces of Municipal Finance, April 1990 (Jeanine Kleimo)RFS # 2.

The Development of Credit Markets in Kenya for Urban Infrastructure and Housing Finance, July 1990 (William Stringer) RFS # 21.

Analysis of four Local Currency Guaranty Studies, February 1992 (Daniel Coleman) RFS # 40.

Infrastructure Finance: A Key Tool for Sustainable Development, April 1994 (David Grossman) RFS # 63.

MUNICIPAL LAW

Final Report: Proposed Basic Information System for Monitoring and Evaluating the Municipal Development Program, March 1990 (Charles P. Boyce) RFS # 1.

NEIGHBORHOOD HOUSING/ECONOMIC DEVELOPMENT

Assessment of the Foundation in Support of Local Democracy (FSLD), April 1991 (Renata Frenzen) Buy-In # 9.

Recent Trends on Legislation Affecting the Housing Sector Reform in Poland, April 1990 (Renata Frenzen) Buy-In # 9.

Report on Technical Assistance to the City of Slupsk, Poland, November 1990 (G. Stevens Bernard, Robert W. Maffin) Buy-In # 9.

The Price of Land in Poland: A Real Estate Valuation Method for a New Market Economy, October 1990 (Daniel Calano, Daryl Lippincott, David Michonski) Buy-In # 9.

Organisation d'une Serie de Tables Rondes sur les Strategies d'Intervention dans les Tissus Urbains Clandestins, July 1991 (Mona Seragelden) Buy-In # 18.

Land and Development Controls in the Upgrading of Informal Housing: Summary of Round Tables in Rabat, November 1991 (Mona Seragelden) Buy-In # 18.

Phase I Progress Report: Technical Assistance to Local Self-Governments for Facilitating Private Housing Development, Kecskemet, Hungary, September 1991 (Adam Krivatsy, Walter Monasch) Buy-In # 19.

Phase II Progress Report: Technical Assistance to Local Self-Governments for Facilitating Private Housing Development, Kecskemet, Hungary, January 1992 (Adam Krivatsy, Walter Monasch) Buy-In # 19.

What Can We Do for the Future of Kecskemet? An Urban Development Concept, November 1992 (Adam Krivatsy) Buy-In # 19.

Final Report: Technical Assistance to Local Self-Governments for Facilitating Private Housing Development, Kecskemet, Hungary, May 1992 (Adam Krivatsy, Walter Monasch) Buy-In # 19.

Evaluation Socio-Economique des programmes de Recasement et Restructuration de Bidonvilles et Clandestins, December 1991 (Francoise Navez-Bouchanine) Buy-In # 22.

Adoption of Condominium Law in Arenia: A Preliminary Review, June 1992 (Jerold S. Kayden) Buy-In # 25.

Providing an Appropriate Legal and Institutional Infrastructure for Land and Building Markets in Armenia: A Preliminary Checklist for Action., May 1992 (Jerold S. Kayden)Buy-In # 25.

Framework for Thinking About Housing Privatization Laws Before Parliment, May 1992 (Jerold S. Kayden)Buy-In # 25.

Report on Housing Privatization in Alma Ata, Kazakhstan and Related Issues, June 1992 (Engin Artemel)Buy-In # 25.

Republic of Armenia Overview of Identified Areas of Technical Assistance and Update on Privatization; Summary of Informational Meetings Regarding AID's Technical Assistance/Resident Advisor Program., July 1992 (Steve J. Anlian)Buy-In # 25.

Srategic Plan: Armenia, September 1992Buy-In # 25.

Republic of Armenia Progress Report City and District Organization, Structure and Functions Resident Advisor Program, July 14-July 24, 1992, July 1992 (Scott Johnson)Buy-In # 25.

Model Study Tour: Affordable Housing, May 1990 (Steve McCoy-Thompson, David Grossman) RFS # 19.

U.S. Municipal Study Tour for Hungarian Officials, July 1990 (Steve McCoy-Thompson) RFS # 25.

Recent Trends on Legislation Affecting the Housing Sector in Poland, May 1991 (Renata Frenzen) RFS # 27.

Le Systeme Communal Marocain, October 1990 (Jaques Gagnon) RFS # 29.

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Collection of Memos January-April 1991, (Sonia Hammam, Caryl Ersenkai) RFS # 31.

Overview of Urban Management and Policy Program, (Sonia Hammam)RFS # 31.

Country Analysis, Turkey: Potential Opportunities for the Housing Guarantee, (Sonia Hammam)RFS # 31.

Concepts and Strategies for Housing and Urban Development Programs in the Post War Middle East, March 1991 (Francois Vigier, Mona Serageldin)RFS # 31.

Summary of Principle Activities Urban Economist Support for the Office of Housing and Urban Programs, January-May 1991, May 1991 (Caryl Ersenkai)RFS # 31.

Composante "Amelioration de l'Assainissement dans 30 villes", July 1991 (Morched Chabbi) RFS # 35.

Identification de Projets Eligibles Aux Financements des Programmes 664-HG-004 C & 664-HG-004 D, August 1992 (Morched Chabbi)RFS # 35.

Etat d'Avancement & Impact du Projet 664-HG-004 B Amelioration de l'assainissement dans 30 villes: Rapport de Pre-evaluation Finale, January 1993 (Morched Chabbi)RFS # 35.

Reportage Photographique, July 1991 (Morched Chabbi)RFS # 35.

A Proposal for Publication of Solid Waste Management Technology and Services , November 1991 (Texas A&M University) RFS # 39.

Solid Waste Management Technology and Services, September 1991 (Public Works Training Division, Texas A&M University)RFS # 39.

Technical Assistance for Housing Sector Reform for Armenia, March 1992 (Mike Murphy, Norma Hickey) RFS # 52.

Technical Assistance for Housing Sector Reform for Kazakhstan, March 1992 (Mike Murphy, Norma Hickey)RFS # 52.

PLANNING, ZONING, AND LAND DEVELOPMENT

Management of Public Infrastructure and Services in National Capital Cities, (Ana Hardman) Buy-In # 5.

6-6

El Municipio en Su Desarrollo: Una Perspectiva Historica, September 1990 (Robert Menendez Palbras, Mario Pita) Buy-In # 7.

Democracia Participativa en el Nivel Local, September 1990 (Jose Arnoldo Aleman Lacayo)Buy-In # 7.

Democracia Participativa, September 1990 (Grace Montanez Davis)Buy-In # 7.

Desarrollo de la Tierra y la Movilizacion de Recursos, September 1990 (Municipalidad de San Pedro Sula)Buy-In # 7.

Recommendations for Phase II of the Inner Kingston Project, July 1991 (Steve Dragos, Bob Dubinsky, George Karras) Buy-In # 15.

Urban and Land Use Planning, June 1990 (Steve McCoy-Thompson) RFS # 20.

Land Development and Management, June 1990 (Steve McCoy-Thompson)RFS # 20.

PUBLIC WORKS

PPSS:Gaborone, Botwana: A proposal for the Improvement of Solid Waste Collection and Disposal for the City of Gaborone(Phase I), June 1991 (Jim Dohrman, Donald Manning, Brian Spielman) Buy-In # 14.

PPSS: Gaborone, Botwana: Landfill Operating Plan and Privatization tender Documents (Phase I), August 1993 (Jim Dohrman)Buy-In # 14.

PPSS: Gaborone, Botwana: Phase II Feasibility Report on Disposable Alternatives, June 1993 (Jim Dohrman)Buy-In # 14.

PPSS: Gaborone, Botwana: Phase II Implementation, March 1994 (Jim Dohrman)Buy-In # 14.

Private Provision of Collection Services Contract Management Training Workshop, October 1993 (Ted Siegler)Buy-In # 14.

Review of Tenders Private Provision of Refuse Collection, Gaborone South, October 1993 (Ted Siegler)Buy-In # 14.

6.1

Solid Waste Management Service Study, Tetouan, Morocco, June 1991 (Frank Ohnesorgen) Buy-In # 17.2.

PPSS City of Tetouan: Landfill Management Plan, October 1991 (Jim Dohrman) Buy-In # 17.2.

Review of Tetouan's Public Works Functions, July 1991 (Carl Simmons) Buy-In # 17.3.

Morocco/ Muncial Sewage Facility Request, January 1990 (Nancy Picard) RFS # 16.

A Proposal for Publication Preparation for Wastewater Management Technology and Privatization Document, November 1991 (Public Works Training Division, Texas A&M University) RFS # 45.

TRAINING

Project No. 1 Role of the City as a Generator of Private Sector Housing and Economic Development: A Training Program for Local Officials in Poland, Buy-In # 8.

Project No. 2 Technical Assistance to the City of Slupsk in Housing and Municipal Finance, Buy-In # 8.

Project No. 3 Technical Assistance to the City of Warsaw, District of Ochota, in Land Appraisal and Development, Buy-In # 8.

Housing Cooperatives in Poland, (Renata Frenzen) Buy-In # 8.

Proposed Local Government Activities in Poland and Hungary, July 1990 (Mike Murphy) Buy-In # 8.

The Changing Role of Local Government in Eastern Europe, June 5, 1990 (Nancy Picard, Ronni Collazo) RFS # 18.

Meetings in Poland on Technical Assistance Needs, September 1990 (Michael Murphy) RFS # 28.

Report on regional Training Center in Lodz, Poland, November 1990 (Michael Murphy)RFS # 28.

Collection of Papers from Meeting at Rutgers University, October 1990 (Michael Murphy)RFS # 28.

Program Overview, 1990 (Michael Murphy)RFS # 28.

Developing Leadership for Associations in Local Government in Central America and South America, July 1992 (Mark Kean) RFS # 53.

Design: Municipal Association Training Program, June 1993 (Steve McCoy-Thompson, Ann Bueche)RFS # 53.

URBAN ENVIRONMENT/ENERGY MANAGEMENT

Project Paper Design Management of Land and the Built Environment, (Steven Reeve) Buy-In # 4.

Solid Waste Study for Sinfra and Tissale, (Jean Tchiman Assemian, Mito Bessalel) Buy-In # 6.

Solid Waste Study of Private Provision of Solid Waste Management Services, Mbabane and Manzini, Swaziland, (Frank Ohnesorgen)Buy-In # 6.

Urbanization in Swaziland, October 1989 (David DeGroot)Buy-In # 6.

Solid Waste Management Study and Privatization of Services, Tunisia, April 1992 (Peter Koomen, Bernhard Mosnier de Rochechinart)Buy-In # 6.

Private Provision of Social Services: Waste Management Options, City of Tunis, Tunisia, September 1992 (Jim Dohrman)Buy-In # 6.

Privatizing Municipal Solid Waste Services in Asia, November 1991 (George Sanderlin)Buy-In # 6.

Private Provision of Social Services Program Description and Lesson Learned (Presented at the Miami Conference on the Caribbean), (Jim Dohrman)Buy-In # 6.

Private Solid Waste Management Project, November 1990 (Frank Ohnesorgen) Buy-In # 6.1.

Solid Waste Management Consultant Services for the Municipality of Telucigalpa, September 1990 (Frank Ohnesorgen) Buy-In # 6.3.

Appraisal Report on Committee's Proposal to Privatize Solid Waste Services, November 1990 (Frank Ohnesorgen) Buy-In # 6.4.

Comment on the Wash Field Report # 319, (Frank Ohnesorgen) Buy-In # 6.5.

Draft Report on the Environmental Consequences of Urban Expansion and Industrial Development on the Setubal Peninsula, July 1991 (Robert MacLeod, Alison Massa) Buy-In # 6.8.

Private Sector Participation in Municipal Solid Waste Services in Developing Countries, November 1991 (Sandra Cointreau-Levine) Buy-In # 6.9.

Urban Environmental Management Study of Jamaica, March 1991 (Yvonne Bell, Ivor Jackson, Patrick O'Callaghan) Buy-In # 11.

Urban Environmental Management Study of Jamaica, Team Member Report, February 1991 (Ivor Jackson) Buy-In # 11.

Greater Montego Bay Waste Management Study , April 1994 (Paul Carroll, Sandra Cointreau-Levine Robert Donovan, Keith Miller) Buy-In # 33.

Greater Montego Bay Waste Management Study USAID Study Team's Breifing Paper, December 1993 Buy-In # 33.

Negril Landfill Report, December 1993 (Robert Donovan) Buy-In # 33.

Integrated Solid Waste Management Plan for Montego Bay and Negril, Green Island, Final Report, October 1994 (Sandra Cointreau-Levine) Buy-In # 33.

Operating and Managing Municipal Solid Waste Landfills in Jamaica, Final Report, October 1994 (George Murray) Buy-In # 33.

Solid Waste Equipment Leasing Options, October 1994 (Robert Donovan) Buy-In # 33.

Private Provision of Social Services Solid Waste Management Mbabane and Manzini, Phase II Report, November 1993 (Jim Dohrman) Buy-In # 34.

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Action Memo to the Administrator, May 1990 (Fred Hansen) RFS # 3.

Urban Management in Developing Countries, April 1990 (Jaques Gagnon) RFS # 8.

Suggestions Regarding the Development of an Urban Environmental Management Strategy for Jamaica, April 1990 (Steven Reeve) RFS # 13.

Compendium of Urban Environmental Training Programs., August 1990 (Steve McCoy-Thompson) RFS # 26.

Sites and Services in Algeria, November 1991 (Piet Nankman) RFS # 41.

Information on U.S. Cities with Underground Duct Systems: Study Tour Proposal, September 1991 (Steve McCoy-Thompson) RFS # 43.

Comments on the Report: The Impact of Urbanization on the Natural Resources: Tetouan, Morocco, January 1992 (Matthew Auer) RFS # 50.

General Correspondence, February 23, 1993- October 1993, October 1993 (N/A) RFS # 57.

General Correspondance, October 1993-April 1994, April 1994 (N/A)RFS # 57.

Regional Urban Environmental Action Plan (RUEAP), September 1993 (Pierre de Rochefort) RFS # 58.

Performance Measurement for Solid Waste Management, October 1993 (Alan Wyatt, Kennedy Shaw) RFS # 60.

The Role of the City: Strategies in Environmental Management-DRAFT, June 1994 (David Foster) RFS # 64.

RFS 28 (8/6/90 - 12/31/90) TECHNICAL ASSISTANCE

COUNTRY: EASTERN EUROPE

Local government training program for Poland coordinated with the Polish Foundation in support of Local Democracy. Also included is a program to provide assistance to national associations of mayors, local elected officials, and city administrators.

RFS 29 (9/10/90 - 10/10/90) CANCELLED-LOME CONFERENCE: CASE STUDY PREP

COUNTRY: TOGO

Case study on public-private partnerships in the provision of local infrastructure for the RHUDO/WCA Togo Conference "Managing Infrastructure for Local Economic Development."

RFS 30 (11/16/90 - 11/17/90) CANCELLED-HONDURAN NATIONAL ASSOCIATION OF MUNICIPALITIES CONFERENCE

COUNTRY: HONDURAS

RFS 31 (1/2/91 - 4/15/91) URBAN ECONOMIC SUPPORT-DEVELOP URBAN INDICATORS

COUNTRY: USA

Consultant worked with APRE/H to examine and refine urban indicators and extend ongoing efforts in analyzing private and public alternatives for financing urban infrastructure.

RFS 32 (2/20/91 - 9/30/92) DOCUMENT ACQUISITION

COUNTRY: WORLDWIDE

Fund to pay for ICMA publications requested by AID missions, RHUDO offices, and/or others involved in AID related municipal development programs.(\$4,000.00 spent in 1991)

RFS 33 (2/22/91 - 3/8/91) EXPERT REVIEW OF FIELD DOCUMENTS

COUNTRY: WORLDWIDE

Environmental expert provided critical reviews on several documents: National Resources Methodology, Scope of Work for Preparation of RHUDO/SA Urban Environmental Strategic Management Framework, and Thailand Tourism.

RFS 34 (2/15/91 - 3/21/91) THAILAND'S BMA DELEGATION

COUNTRY: THAILAND

Coordination of meetings for the Bangkok Municipal Administration officials who visited city officials in Honolulu, San Francisco, and Los Angeles to discuss the purchase of wastewater treatment technology.

RFS 35 (4/1/91 - 7/31/91) TUNISIA HOUSING GUARANTEE PROGRAM SUPPORT

COUNTRY: TUNISIA

Consultant provided project assistance to Regional Housing and Urban Development Office in Tunis. Produced report "Improvements on Sewer Systems in Thirty Cities."

RFS 37 (5/6/91 - 7/22/91) ENVIRONMENTAL SUPPORT

COUNTRY: JAMAICA

RFS 37 (5/6/91 - 5/17/91) URBAN SHELTER AND INFRASTRUCTURE PROJECT

COUNTRY: JAMAICA

Consultant reviewed the RHUDO and AID mission program and suggested measures that could be taken to be more environmentally sensitive.

RFS 38 (5/5/91 - 5/11/91) MUNICIPAL DEVELOPMENT SEMINAR

COUNTRY: CHILE

ICMA representative participated in the IULA and USAID "New Municipal Strategies to meet the Challenges of Local Development" symposium in Chile. Also met with USAID and RHUDO/SA staff to discuss municipal management in Chile.

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RFS 39 (6/20/91 - 10/10/91) PUBLIC/ PRIVATE PARTNERSHIPS FOR CAPITAL PROJECTS

COUNTRY: USA

To assist the Office of Housing and Urban Programs identify U.S. urban experiences and circumstances which will be useful in developing strategies and materials that will support the use of public/private partnerships for planning, managing, and financing capital projects in urban centers in LDCs.

RFS 40 (7/31/91 - 8/20/91) LOCAL CURRENCY MOBILIZATION

COUNTRY: WORLDWIDE

Consultant prepared overview summary of 4 country studies and one Washington study on mobilization of local currency through use of AID Guarantees for the "Leading Issues in the Financing of Development" conference.

RFS 41 (9/1/91 - 9/15/91) ALGERIA SITES AND SERVICES REVIEW

COUNTRY: ALGERIA

Consultant report on the status quo of sites and services in Algeria and recommendations for establishing the sites and services concept as national policy including the mounting of a viable demonstration of the concept.

RFS 42 (9/17/91 - 9/30/91) INTERNATIONAL CONFERENCE-PRAGUE

COUNTRY: CZECHOSLOVAKIA

Two ICMA representatives met with the Czech and Slovak Union of Towns and Communities attempting to help strengthen their associations. They also participated in the Prague Conference for local government officials.

RFS 43 (9/16/91 - 9/23/91) INFORMATION ON U.S. CITIES WITH UNDERGROUND DUCT SYSTEMS

COUNTRY: INDONESIA

Consultant assisted USAID Jakarta in identifying U.S. cities with underground utility duct systems in preparation for a study tour for an Indonesian delegation.

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RFS 44 **CANCELLED-CONCEPT PAPER FOR TURKISH HOUSING PROGRAM**

COUNTRY: TURKEY

RFS 45 (10/10/91 - 11/30/91) WASTEWATER AND SEWAGE TREATMENT

COUNTRY: USA

Texas A&M prepared informational packet on Wastewater Management Technology and Privatization based on research on US cities with that work with private contractors.

RFS 46 (9/23/91 - 12/31/91) TUNISIAN MUNICIPAL OFFICIAL STUDY TOUR

COUNTRY: TUNISIA

ICMA coordinated and evaluated a study tour for four Tunisian officials who traveled to the U.S. meeting with local government officials in Washington, Phoenix, Atlanta, Miami, and Raleigh/Durham.

RFS 47 (10/15/91 - 11/15/91) LOCAL INITIATIVES IN ENVIRONMENTAL MANAGEMENT SYMPOSIUM

COUNTRY: TURKEY

Consultant participated in the "Local Issues in Environmental Management" symposium in Istanbul discussing the role of local authorities with respect to environmental protection and the pollution resulting from oil spillage. Consultant traveled to Istanbul to participate in an International Union of Local Authorities-Eastern Mediterranean and Middle East Symposium and also meet with several officials to discuss environmental concerns.

RFS 48 (12/2/91 - 1/31/92) FINANCIAL ANALYST

COUNTRY: PANAMA

Provision of consultant for analysis of a Housing Guaranty Portofolio.

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RFS 49 (2/1/92 - 4/30/92) MAGHREB URBAN DEMOCRATIC INSTITUTIONS INITIATIVES

COUNTRY: TUNISIA

Provision of technical assistance to formulate strategy for long-term USAID support for the development of democratic institutions at the local level.

RFS 50 (1/15/92 - 1/17/92) IMPACTS OF URBANIZATION, MOROCCO

COUNTRY: MOROCCO

Provision of consultant services to review draft report "The Impacts of Urbanization on Natural Resources, Tetouan Morocco."

RFS 51 (3/2/92 - 7/20/92) NATIONAL SURVEY OF U.S. CITIES INTERNATIONAL ACITIVITIES

COUNTRY: USA

Survey focusing on identifying international relationships that already exist between local governments in the U.S. and abroad and will define these relationships in broad terms.

RFS 52 (3/2/92 - 4/2/92) COMMONWEALTH OF INDEPENDENT STATES HOUSING SERVICES

COUNTRY: ARMENIA AND KAZAKHSTAN

Assesment of cities in Armenia and Kazakhstan for the purpose of developing a housing technical assistance program.

RFS 53 (4/5/92 - 5/2/92) MUNICIPAL ASSOCIATIONS TRAINING PROGRAM

COUNTRY: CENTRAL AMERICA

Provided a consultant to meet with Regional Housing and Urban Development Office (RHUDO) staff in order to complete design phase of the Municipal Association Training Program.

RFS 54 (4/19/92 - 4/24/92) MUNICIPAL DEVELOPMENT-COLOMBIA

COUNTRY: COLOMBIA

Provided a consultant to travel to Colombia to meet with Harry Jager, RHUDO/CA Representative, to work out the details of a course on Municipal Development which ICMA will run in Colombia, for 20 Central Americans.

RFS 55 (5/14/92 - 5/22/92) DEVELOP HOUSING STRATEGY/PROJECTS

COUNTRY: USA

Provided a consultant to assist in the preparation of housing strategies and the design of short-term technical assistance projects.

RFS 56 (9/1/92 - 9/15/92) USAID- MUNICIPALITY OF ANKARA SEMINAR

COUNTRY: TURKEY

Provided a consultant to present a paper and to participate at a joint USAID-Municipality of Ankara Workshop on Environmentally Sound Urban Development, which will take place in Ankara, Turkey.

RFS 57 (5/15/93 - 4/30/94) FUNDING OF US CITIES FOR THAI "TWINNING"

COUNTRY: THAILAND

Work in conjunction with RHUDO/Bangkok to provide appropriate candidates for twinning projects focusing on environmental problems.

RFS 58 (7/6/93 - 10/30/93) REGIONAL URBAN ENVIRONMENTAL ACTION PLAN

COUNTRY: NEAR EAST AND NORTH AFRICA

Provided technical assistance to RHUDO/NENA in developing the final Regional Urban Environmental Action Plan (RUEAP). The RUEAP is a multi-year action plan which can be operationally useful at both a regional and county specific level.

RFS 59 (8/16/93 - 9/1/93) US/MEXICO BORDER URBAN ENVIRONMENT PROJECT

COUNTRY: MEXICO/USA

Assistance to 3-5 mexican border cities in improved management of urban environmental services. Consultants will meet with local officials and produce a report of recommendations.

RFS 60 (9/15/93 - 11/07/93) THE URBAN ENVIRONMENT: INNOVATIVE MUNICIPAL INITIATIVES

COUNTRY: TURKEY

Provided consultant to participate in the seminar entitled " Effective Policies and Practices for Municipal Solid Waste Management" co-sponsored by RHUDO/NENA and the Ministry of the Environment of Turkey. The goal was to present management tools which are applicable in cities throughout the NENA region.

RFS 61 (11/10/93 - 11/10/93) MUNICIPAL INDICATOR DEVELOPMENT

COUNTRY: USA

To bring two municipal specialists to Washington D.C. to consult on the development of municipal indicators for the urban indicators project.

* The following RFS should be billed as transportation and not as level of effort.

RFS 62 (1/07/94 - 9/30/94) MUNICIPAL ENVIRONMENTAL SERVICES PROJECT

COUNTRY: MEXICO/USA

Provide The Office of Housing and Urban Programs with an environmental implementation plan and estimated budget for technical assistance to three border cities, Tijuana, Nogales and Nuevo Laredo.

RFS 63 (4/2/94 - 5/20/94) MUNICIPAL FINANCING OF URBAN INFRASTRUCTURE

COUNTRY: USA

Provided an expert in the area of Municipal Finance to write a paper on "Municipal Financing of Urban Infrastrucure." The paper describes the problem of worldwide infrastrucure needs and detail case studies that USAID has been involved in .

**RFS 64 (5/13/94 - 7/31/94) ROLE OF THE CITY IN ENVIRONMENTAL
MANAGEMENT**

COUNTRY: THAILAND

Edit format and possibly publish USAID paper on "The Role of the City in Environmental Management." Paper originally scheduled for presentation at USAID seminar.

RFS 65 (6/2/94 - 6/6/94) CHILE CONSULTANT

COUNTRY: CHILE

Consultant to spend one day at G/ENV/UP to debrief Director and Staff on the ANHI Conference in Morocco, May 24-27, 1994 and brief LAC Bureau and G/ENV/UP Director on status of Chile's \$40 million Housing Guaranty.

Appendix C:

Municipal Development and Management Project

Reports by Technical Area

ICMA DELIVERABLES BY TECHNICAL AREA

ASSOCIATION MANAGEMENT

Trip Report, October 1991 (Michael Murphy, Renata Frenzen) RFS # 42.

COMPUTER/MANAGEMENT SYSTEMS

Structured Systems Analysis and Integration Plan for ANHI, June 1990 (Steven Miles) Buy-In # 17.1.

CONTRACT MANAGEMENT AND LOCAL SUPPORT

Comments on Scope of Work for Preparation of the Urban Environment: A Strategic Framework for Ecuador, February 1991 (Blair Bower) RFS # 33.

Evaluation of U.S. Study Tour for Tunisian Delegation Organized by ICMA, November 1991 (Steve McCoy-Thompson) RFS # 46.

Technical Assistance for Housing Sector Reform for Kazakhstan, March 1992 (Mike Murphy, Norma Hickey) RFS # 51.

Technical Assistance for Housing Sector Reform for Armenia, March 1992 (Mike Murphy, Norma Hickey)RFS # 51.

MUNICIPAL DEVELOPMENT

Economic Feasibility of The Municipal Development Project, (Raymond L. Richman) Buy-In # 2.

Propuesta Conceptual: Segundo Seminario-Taller: Modernizacion Municipal en America Latina, February 1993 (Alfonso Palacios) Buy-In # 26.

Informe Final: Seminario-Taller: Modernizacion Municipal en America Latina, December 1992 (Mario Rosales)Buy-In # 26.

Informe de Evaluacion del Seminario, Modernizacion Municipal: Relaciones Intragubernamentales para la Modernizacion del Estado y el Fortalecimiento de los Gobiernos Locals, October 1993 (Alfonso Palacios)Buy-In # 26.

Memoria del Seminario/Taller Sobre el, Papel del Municipio en las Soluciones a los Problemas de Desechos Solidos, December 1992 (Jorge Alberto Rodriguez) Buy-In # 27.

Informe Final: Resultados de los Talleres sobre Obstaculos, Soluciones y Necesidades del Sector Municipal en el Istmo Centroamericano, August 1992 (Francisco Echegaray, Rita Soler Ossolinski) Buy-In # 28.

Inform Final: Resultados de la Segunda Asamblea Anual de Femica, August 1992' (Francisco Echegaray, Rita Soler Ossolinski)Buy-In # 28.

Inform Final: Visita-Estudio Sobre Descentralizacion y Sistema Municipal en Chile, 1993 (Tirza Rivera-Cira)Buy-In # 28.

Final Report : Meeting of Municipal Associations from the U.S. & Central America, June 1993 (Ann E. Bueche)Buy-In # 28.

La Decentralization de la Educacion en Nicaragua, November 1993 (Carlos Pinilla) Buy-In # 29.

Recommendations for Improving Municipal Capabilities in El Salvador, June 1992 (Mike Murphy, Frank Ohnesorgen, Pablo Salcido) Buy-In # 32.

Final Evaluation- Municipal Development Support Project, October 1994 (Peter Doan and Edward Robbins) Buy-In # 37.

Final Evaluation- Municipal Management Training Project, October 1994 (Peter Doan)Buy-In # 37.

Visit of Tunisian Local Government Officials: Potential Sites, January 1990 (Mike Murphy) RFS # 5.

Review of Policy Proposal for Costa Rica Municipal Development Project, May 1990 (Aaron Benjamin) RFS # 12.

Report on Local Economic Development Seminar Santiago, Chile, May 1991 (Frank Ohnesorgen) RFS # 38.

Decentralization and Governance in Tunisia, March 1992 (Richard Vengroff, Hatem Ben Salem) RFS # 49.

MUNICIPAL FINANCE/ACCOUNTING

Summary of Work, April 1990-November 1990, (Eliecer Fernandez) Buy-In # 1.

Report on the Potential for the Urbanization of Municipal Bonds in Indonesia and the Use of Local Currency Guarantees, (Donald Gardner) Buy-In # 3.

Summary of Urban Economic Support Activities for USAID, October 1991 (Caryl Ersenk) Buy-In # 16.

Economic Feasibility of the Municipal Development Project, April 1990 (Raymond L. Richman,) RFS # 2.

Sources of Municipal Finance, April 1990 (Jeanine Kleimo) RFS # 2.

The Development of Credit Markets in Kenya for Urban Infrastructure and Housing Finance, July 1990 (William Stringer) RFS # 21.

Analysis of four Local Currency Guaranty Studies, February 1992 (Daniel Coleman) RFS # 40.

Infrastructure Finance: A Key Tool for Sustainable Development, April 1994 (David Grossman) RFS # 63.

MUNICIPAL LAW

Final Report: Proposed Basic Information System for Monitoring and Evaluating the Municipal Development Program, March 1990 (Charles P. Boyce) RFS # 1.

NEIGHBORHOOD HOUSING/ECONOMIC DEVELOPMENT

Assessment of the Foundation in Support of Local Democracy (FSLD), April 1991 (Renata Frenzen) Buy-In # 9.

Recent Trends on Legislation Affecting the Housing Sector Reform in Poland, April 1990 (Renata Frenzen) Buy-In # 9.

Report on Technical Assistance to the City of Slupsk, Poland, November 1990 (G. Stevens Bernard, Robert W. Maffin) Buy-In # 9.

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Adoption of Condominium Law in Armenia: A Preliminary Review, June 1992 (Jerold S. Kayden) Buy-In # 25.

Providing an Appropriate Legal and Institutional Infrastructure for Land and Building Markets in Armenia: A Preliminary Checklist for Action., May 1992 (Jerold S. Kayden) Buy-In # 25.

Framework for Thinking About Housing Privatization Laws Before Parliament, May 1992 (Jerold S. Kayden) Buy-In # 25.

Report on Housing Privatization in Alma Ata, Kazakhstan and Related Issues, June 1992 (Engin Artemel) Buy-In # 25.

Republic of Armenia Overview of Identified Areas of Technical Assistance and Update on Privatization; Summary of Informational Meetings Regarding AID's Technical Assistance/Resident Advisor Program., July 1992 (Steve J. Anlian) Buy-In # 25.

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