

CityLinks Leader with Associates Cooperative Agreement

The Office of Urban Programs in the Bureau of Economic Growth, Agriculture, and Trade (EGAT/UP) is pleased to announce the availability of a new Leader with Associates cooperative agreement (LWA).

PURPOSE: The CityLinks LWA is a tool for delivering technical assistance to local governments on a range of municipal issues through peer-to-peer learning. CityLinks replaces the Resource Cities program, which provided similar services from 1999 to 2003.

APPROACH: The International City/County Management Association (ICMA) is the awardee and will facilitate partnerships to provide technical assistance to developing country cities through a peer-to-peer approach. Typically, a mission funded CityLinks partnership will be between a U.S. city or urban-related association and a developing or transitional country city or association; the partnership will identify and implement programmatic solutions to technical challenges at the municipal level. CityLinks partnerships can also take the form of south-south, east-east, 3-way city and clusters of cities partnerships in addition to the traditional U.S. with developing/transitional country city partnership. The host city can be a secondary, tertiary or capital city, so long as there is political will to undertake positive change.

ICMA is prepared to identify appropriate partners for the host city nominated by the Mission. ICMA will also manage the Leader and Associate cooperative agreements to ensure that the partnership's objectives, as identified by the participating cities, are achieved. ICMA, with their partner organizations, Sister Cities and American Public Health Association, have the volunteer capacity to provide technical assistance in the following inter-related and broadly defined areas: (1) built environment management, including garbage collection, landfills, access to water, water/wastewater facilities, recycling programs, land use and community facilities planning, etc.; (2) local economic development, including municipal finance, business incubators, tourism development, micro-finance programs, job creation, etc.; (3) municipal health services, including community-based health clinics, drug-use prevention campaigns, AIDS-related prevention and treatment campaigns, child and youth development programs, etc; and (4) financial and administrative management of the city government, including municipal budgeting and accounting as well as full or partial cost recovery through user fees, governance transparency, and active participatory processes.

VALUE ADDED: The programmatic advantages to the CityLinks LWA have been field-tested through its predecessor cooperative agreement, Resource Cities. The value added of technical assistance through the CityLinks LWA can include:

- ✓ development of long-term working partnerships between U.S. city officials and their overseas peers that extend beyond the formal partnership period;
- ✓ identification of trade linkages between the partner cities;
- ✓ substantial in-kind donations of equipment from the partner cities;
- ✓ creation of academic scholarship exchange programs at local universities for residents of the two cities,
- ✓ strengthened local municipal institutions that help disseminate the achievements and lessons learned of the partnership to neighboring towns and cities in the country; and
- ✓ greater awareness among U.S. stakeholders about USAID's development strategy in participating Missions..

WHAT IS A LWA: The CityLinks LWA cooperative agreement is designed to allow maximum flexibility to USAID Missions and Regional Bureaus to initiate, design and manage country-specific programs WITHOUT repeating the competitive process for the award. The caveat to designing an Associate award is that it must be consistent with the general program description of the Leader award. EGAT/UP's CTO for the Leader will determine, in consultation with the Mission, whether the program description of the Associate award is consistent with the Leader. Associate awards will define the award amount, the technical focus of the partnership, the expected results, performance indicators and data/information collection methodology.

The advantage to using the CityLinks LWA to procure technical assistance include:

- The LWA is easy to procure because NO ADDITIONAL COMPETITION is necessary. Since the Leader cooperative agreement has already been competed by EGAT/UP, Missions can initiate an Associate award with very little extra effort.
- The LWA is responsive to Mission needs by empowering Mission staff to design the program description of the Associate cooperative agreement.
- CTO responsibility for the Associate award remains in the field rather than in Washington as with typical cooperative agreements. Participating USAID Missions will designate CTO responsibility to one of their staff.
- The ceiling for Associate cooperative agreements is decided at the time of award, not by the Leader.
- The expiration date for Associate awards can be extended out to March 2013, which is 5-years beyond the expiration date of the Leader award. To have the Associate cooperative agreement extend beyond the Leader award, a no-cost justification will be required.
- EGAT/UP is available to provide support, advice, and feedback on proposed Associate award program descriptions based on EGAT/UP's experience with a similar program, Resource Cities. Based on these experiences, EGAT/UP can support Missions by sharing lessons learned and best practices from other countries and regions.
- The Leader, with resources from EGAT/UP, funds the documentation of the Associate award partnership, including a case study. The Leader also

supports increased awareness of the participating partnerships among U.S. and overseas constituents that may be interested in the partnership's results.

STEPS TO UTILIZE CityLinks LWA:

1. Mission notifies EGAT/UP CTO of the overall CityLinks LWA about the Mission's intention to initiate an Associate award. The EGAT/UP CTO is Alison Paijit, apaijit@usaid.gov.
2. Mission develops program description. EGAT/UP and ICMA will provide assistance, if requested, i.e., sample program descriptions and programmatic suggestions based on key lessons learned from previous partnerships.
3. ICMA will provide itemized budget based on the program description for review by Mission.
4. EGAT/UP's CTO will review program description and budget to ensure they are consistent with the intentions of the LWA and the commitments made by ICMA in the Leader proposal to the original RFA.
5. EGAT/UP will provide the sample Associate award for the Mission's contracting officer, which is a fill-in guide to assist in the procurement of the Associate award.
6. A CTO in the Mission is named for the Associate award, and the award is procured. Activities begin immediately.