Cities Alliance
Cities Without Slums

Submission of Proposals: Application Form

*Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages**.*

DATE: December 11, 2009 – Revised April 8, 2010- Rec'd 13 April 2010

1. TITLE of PROPOSAL:
Strengthening Urban Local Governments in Uganda to Achieve the Goals of the TSUPU project.

2. PROPOSAL SUBMITTED BY[1]:
    Name and Title: John Behangaana, Secretary General UAUU and David Grossman,   Director International Division, ICMA
Organization: UAAU/ICMA Partnership
Address: ICMA: 777 North Capital Street NE, Suite 500, Washington, DC 20002-4201
Telephone/Fax/E-mail: phone: 202-289-4262/202-962-3500/dgrossman@icma.org

Address UAAU: City Hall 1st floor room A. 118 P.O. Box, 23092 Kampala, Uganda
Telephone/Fax/E-mail: 256-772-553-474/0772-553474/ behangaana@yahoo.co.uk

Contact person for questions on the application:
Name and Title: Tim Honey, ICMA African Local Government Advisor
Organization: ICMA
Address: 233 Bradley Street Portland, Maine 04103
Telephone/Fax/E-mail: 301-461-8174/207-899-1151/timhoney@aol.com

3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:

Name and Title: Jessica Tulodo, Director Urban Office
Organization: USAID
Address: USAID EGAT/PR/UP, Rm. 3.8-131;1300 Pennsylvania Avenue, NW Washington, DC 20523
Telephone/Fax/E-mail: 202-712-5624/202-216-3174/jtuodo@usaid.gov

4. RECIPIENT ORGANISATION: – *organization that will receive and execute the grant:*
Task Manager Name & Title: David Grossman, Director International Division, ICMA
Organization: ICMA
Address: 777 North Capital Street NE, Suite 500, Washington, DC 20002-4201
Contact Person/Title: Tim Honey, ICMA African Local Government Advisor
Telephone/Fax/E-mail: 301-461-8174/207-899-1151/timhoney@aol.com
Task Manager Name & Title:
Organization:

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[1] *Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see Cities Alliance Charter, Section D.14).*

5. OTHER IMPLEMENTING PARTIES (if any):
Task Manager Name & Title: John Behangaana, Secretary General
    Organization: UAAU
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    Contact Person/Title: John Behangaana, Secretary General
    Organization: UAAU
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Task Manager Name & Title: George Matovu, Executive Director
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    Address: 7th Floor, Hurudza House 14-16 Nelson Mandela Avenue Harare, Zimbabwe
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INFORMATION ON PROPOSED PROJECT:

6.   Type of project *(check one)*:
    City Development Strategy__   Slum Upgrading__   Both X

7.   Geographic scope of project *(specify)*:
    City: 5 Pilot Cities
    Country: Uganda
    Global/Regional/Multi-country: First country in a five country global slum-upgrading program between Cities
Alliance and the Gates Foundation - Land, Services and Citizenship for the Urban Poor.

8.   Expected duration: 12 months

BUDGET SUMMARY:

9.   Amount of total budget requested from Cities Alliance funding: US Dollars: $**229,500**

10. Co-financing amount of total budget, including local partners: US Dollars: $90,000

11. Total project budget cost: US Dollars: **$319,500**

DESCRIPTION OF PROPOSED PROJECT:

The Urban Authorities Association of Uganda (UAAU) and the International City Management Association (ICMA) have entered into a formal partnership (UAAU/ICMA Partnership) to assist the Government of Uganda to successfully implement The Transforming Settlements of the Urban Poor in Uganda – The TSUPU program. This partnership focuses upon the urban management needs of local governments to achieve the specific objectives identified in the TSUPU program. Through this partnership, UAAU will increase its organizational capacity as a national municipal association, and the UAAU/ICMA partnership will assist in providing urban management technical assistance and training to the five pilot municipalities. This assistance will also enhance the capacity of the pilot municipalities to engage with their communities

12. **Background**

In meeting the objectives of the TSUPU program there are high expectations being placed upon the performance of the five pilot municipalities..   As presently constituted, the pilots will have significantly difficulty in meeting these expectations. UAAU, in collaboration with its international partner (ICMA), will provide training, technical assistance and management support to the 5 pilot municipalities. The UAAU/ICMA partnership has called upon the Municipal Development Partnership of Eastern and Southern Africa to be an implementing partner.

Urban Authorities Association of Uganda – UAAU: UAAU was formed in 1959 by the Municipalities of Kampala and Jinja; Masaka and Mbale Town councils (these are now municipalities). The Association has since developed to

include urban authorities of all categories. The mission of UAAU is to promote the development of strong, self-sustaining, democratic, and accountable urban local governments capable of delivering public services efficiently and effectively.

International City Management Association - ICMA: ICMA is the leading professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world. During the past year ICMA has launched a new initiative in East and Southern Africa focused upon urbanization, cities and the role that local governments must play in addressing issues of poverty alleviation and economic growth. ICMA has formed official partnerships with the municipal associations in East Africa, and has been engaged with UAAU on the development of this grant applicaton.

The Municipal Development Partnership - MDP for Eastern and Southern Africa: MDP was formed in 1991 with the mission of supporting the process of decentralization and strengthening the capacity of local governments throughout Eastern and Southern Africa. For nearly 20 years MDP has been a highly effective African institution implementing programs and providing training and technical assistance to local governments throughout the region. MDP is the principle regional partner for local governments focused upon professional urban management and the challenges of service delivery, urbanization, poverty reduction, local economic development, and municipal association capacity building.

Issues to be Addressed and Scope of Project:
The UAAU/ICMA partnership will be responsible for assisting the 5 pilot local governments in the TSUPU program to address the urban management components, and to provide local governments with a strong and effective voice in the development of national urban policies and programs. This assistance will empower local governments, and provide them with ownership for both the processes and the outcomes of the TSUPU program. Additionally, the municipalities will become much more effective in engaging with their own communities in the governance process.

The project will also improve the capacity of UAAU to be a more effective and sustainable municipal association representing the interests of urban local governments in Uganda. This capacity building work will take place throughout the project and will focus upon UAAU's core operations: Finance and Administration; Membership, Advocacy; Knowledge Sharing and Communications.

The goals of the TSUPU project are to impact at least 50,000 slum dweller households by improving their quality of life, and improving their access to municipal services. Additionally, through a new national urban policy and replication of lessons learned from the 5 pilot cities, a total of 200,000 slum dweller households will be impacted.

The Role of Urban Management in TSUPU:
Local governments play a critical role in meeting the objectives of the TSUPU program. Cities Alliance in their framework document for STSUPU states:

"It is at the municipality level where slum dwellers engage with government on a daily basis. There can be no meaningful impact on the lives of slum dwellers without the active involvement of municipal government. In effect the municipality is the key partner of the community in the pursuit of public community partnerships to resolve problems and unleash creative energy. The strength of the program will depend on the degree to which municipal government takes ownership of the process."

13. Objectives
The project has two primary objectives:
- **Objective one is to increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project.**
- **Objective two is to improve the capacity of UAAU to be a more effective and sustainable municipal association representing the interests of urban local governments in Uganda.**

14. Activities:

- Developing a "commitment of ownership" to the TSUPU project goals and the important role that local governments and their municipal association must play throughout the project.
- Assisting members of the Leadership Teams from the pilot municipalities and the UAAU to fully understand their roles and responsibilities in meeting the goals of the TSUPU project.
- Training on the "public service" philosophy that is the foundation upon which the TSUPU project rests.

- Assistance with conducting a self- assessment "gap analysis" in each of the 5 pilot municipalities focused upon identifying the organizational impediments that must be addressed in meeting the goals of the TSUPU project.
- Assistance with the finalization of an organizational "Gap Analysis" for each of the pilot municipalities.
- Assistance with the development of a Management Improvement Plan in each of the 5 pilots focused upon achieving the goals of the TSUPU project.
- Assisting the pilot municipalities with the development of their application for a Municipal Development Strategy (MDS)
- Assisting the pilot municipalities with creating an effective and sustainable Community Upgrading Fund.
- Development of the Municipal Leadership Institute in close coordination with UAAU, the Ministries, and Ugandan training institutions.
- Conducting the first training module of the Municipal Leadership Institute
- Assisting UAAU in conducting a self-assessment of the organizational gaps (Gap Analysis) that stand in the way of creating a sustainable municipal association focused upon membership, advocacy, knowledge sharing and financial/organizational sustainability.
- Assisting UAAU with the development and implementation of a UAAU Management Improvement Plan focused upon membership, advocacy, and knowledge sharing and financial/organizational sustainability.
- Assisting UAAU in developing an urban advocacy agenda focused upon implementing a Uganda National Urban Policy and Implementation Strategy.
- Implementation of the online Municipal Clerks "Mentoring Partnership" for the five town clerks from the pilot municipalities.

These activities are incorporated into the Financial Plan in Section 22. These activities will be performed under the direction of the ICMA/UAAU partnership, and include work assignments untaken with the assistance from ICMA, UAAU and MDP.

ICMA will have responsibility for monitoring all activities, and the UAAU/ICMA partnership will have responsibility for further defining the indicators for measuring the outcomes of each activity.

15. Deliverables
Deliverables related to the capacity building programs for the 5 pilots:
- Implementation of the Public Service Training for the Municipal Leadership Teams, the UAAU Leadership Team and the municipal employees actively engaged in meeting the TSUPU goals.
- Development of a Public Service Training Template that can be utilized by all local government in Uganda.
- Five Organizational and Systems "Gap Analysis" Reports, one from each pilot municipality.
- Five Municipal Improvement Plans, one from each pilot municipality.
- Five Municipal Training/Capacity Building Implementation Reports, one from each pilot municipality.
- An ICMA/UAAU Urban Management Summary Report detailing the "Lessons Learned" and "Innovations" that have taken place in the 5 pilot municipalities.
- An ICMA/UAAU Urban Management Scalability Report," with recommendations on how the urban management assistance provided under this project can be extended to the other municipalities and urban towns in Uganda.
- Assessment of the Town Clerk's online Mentoring Program.

Deliverables related to the capacity building of UAAU:
- Completion of the UAAU Organizational and Systems Gap Analysis.
- Development of the UAAU Management Improvement Plan.
- Development of an UAAU Advocacy Agenda regarding the implementation of a Uganda National Urban Policy.

The specific deliverables related to membership, advocacy, knowledge sharing and financial/organizational sustainability will emerge from the first year of the UAAU Management Improvement Plan. While this plan will be a multi-year plan, the implementation of the first year goals will become the specific deliverables. It is anticipated that achieving these goals will enable UAAU to administer future grants and contracts without the assistance of ICMA.

Deliverables related to the Municipal Leadership Institute:
- Development of a framework document for the Municipal Leadership Institute that will be formally endorsed by UAAU, the MLHUD and the MLG.
- Delivery of the first training module of the Municipal Leadership Institute.

16. Methodology and sequencing of activities

UAAU/ICMA Partnership will accomplish these objectives through the UAAU/ICMA Partnership Implementation Team that will consist of the following organizations:

- UAAU
- ICMA
- MDP

Background:

The UAAU/ICMA partnership was created independently of this grant proposal. In late 2008, ICMA developed a comprehensive urban strategy related to East and Southern Africa. A core component of this strategy is to enter into partnerships with municipal associations in East and Southern Africa. ICMA began its work in Uganda in early 2009 with a "listening tour" that resulted in ICMA and UAAU deciding to move forward with a partnership relationship. This partnership was consummated before the Cities Alliance grant was being seriously contemplated, and it will continue to evolve regardless of what happens with the funding for this application.

The ICMA/UAAU partnership contributed to the development of the TSUPU project by working closely with the Cities Alliance staff to emphasize and strengthen the urban management component of the project. ICMA and Cities Alliance then approached USAID and they were brought into discussions regarding the importance of the urban management components of the TSUPU project. In a joint meeting with Cities Alliance, ICMA, and USAID it was determined that ICMA would be an ideal organization to focus upon the urban management components of the TSUPU project because of its unique partnership with UAAU. ICMA is the premier urban management association in the United States, and has been involved in international development assistance to local governments and their municipal associations for over 20 years.

The ICMA/UAAU partnership worked closely with the Cities Alliance staff to submit an application under the Cities Alliance Guidelines for Submission of Proposals. ICMA/UAAU developed a specific approach to addressing two important objectives through this grant. Objective one is to increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project. Objective two is to improve the capacity of UAAU to be a more effective and sustainable municipal association representing the interests of urban local governments in Uganda. This second objective will provide UAAU with the capacity building tools to be able to administer other donor grants upon the completion of the project.

The ICMA/UAAU partnership is prepared to immediately commence implementation once the grant has been approved.

Grant Administration:

ICMA will be the grant administrator, and will hire consultants to undertake the activities outlined below. The hiring process will be done in consultation with UAAU and MDP. ICMA will follow the procedures set forward under the Procurement Plan outlined in Section 22 below.

Step 1:

Summary: Project Launch including formation of 5 Pilot Leadership Team and the UAAU Leadership, and a two day workshop in Kampala focused upon creating the foundational leadership for undertaking the specific activities of the grant.

Objective One: To increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project.

And

Objective Two: To improve the capacity of UAAU to be a more effective and sustainable municipal association representing the interests of urban local governments in Uganda.

Activities:

- Developing a "commitment of ownership" to the TSUPU project goals and the important role that local governments and their municipal association must play throughout the project.
- Assisting members of the Leadership Teams from the pilot municipalities and the UAAU to fully understand their roles and responsibilities in meeting the goals of the TSUPU project.
- Training on the "public service" philosophy that is the foundation upon which the TSUPU project rests.

Activity Details:
Municipal Leadership Teams will be formed within the five pilot municipalities. Each team will include the Mayor; Town Clerk; Project Coordinator; Planning Director and one other key urban manager. The Municipal Leadership Teams will be responsible for working in close partnership with the UAAU/ICMA partnership in implementing the urban management components of this grant.

Additionally, UAAU will form the UAAU Leadership Team consisting of the UAAU Secretary General, President, and 3 other UAAU staff/leaders. This team will be responsible for developing and implementing an Management Improvement Plan for UAAU focused upon improving the capacity of UAAU to be a more effective and sustainable municipal association.

The five Municipal Leadership Teams and the UAAU Leadership Team will meet in Kampala for a two day leadership workshop. This workshop will assist the leadership teams in preparing for the tasks they will perform under the project. These include:
- Developing a "sense of ownership" to the TSUPU project goals and the important role that local governments and their association must play throughout the project.
- Ensuring that members of the Leadership teams understand the TSUPU project objectives and methodology.
- Providing training on the "public service" philosophy that is the foundation upon which the TSUPU project rests.
- Each Leadership Team will complete an initial assessment of the gaps that exist in their organizational capacity to meet the goals of the TSUPU project. (pilot municipalities and UAAU)

Following this workshop the ICMA/UAAU partnership will meet with the Ministries, World Bank, Act Together and other TSUPU partners to review the outcomes from the Leadership Workshop, and to discuss the details of the UAAU/ICMA capacity building project to ensure overall project alignment and coordination.

Additionally, work will begin with the UAAU capacity building and sustainability aspects of the grant (Objective 2 above)

Step 2:
Summary: In each of the pilot municipalities 3 days of meetings/workshops will begin the process of assessing the "organizational gaps" that stand in the way of achieving the goals of the TSUPU project.

Objective One: To increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project.

Activities:
- Assistance with conducting a self- assessment "gap analysis" in each of the 5 pilot municipalities focused upon identifying the organizational impediments that must be addressed in meeting the goals of the TSUPU project.
- Assistance with the finalization of an organizational "Gap Analysis" for each of the pilot municipalities.
- Assistance with the development of a Management Improvement Plan in each of the 5 pilots focused upon achieving the goals of the TSUPU project.

Activity Detail:
From the "gap analysis" will emerge a Management Improvement Plan for each of the pilot municipalities? Additionally, the first of two "public service" training programs will be conducted for all municipal officials engaged in the project and work will continue with the UAAU capacity building and sustainability aspects of the grant (Objective 2 above). This work will be taking place through the UAAU/ICMA partnership, and will focus upon the activities identified in Step 5 below.

Step 3:
Summary:

In each of the pilot municipalities an additional 4 days of meetings/workshops will be held focused upon the priority needs emerging from each of the Management Improve Plans.

Objective One: To increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project.

Activities:
- Assistance with the development of a Management Improvement Plan in each of the 5 pilots focused upon achieving the goals of the TSUPU project.
- Assisting the pilot municipalities with the development of their application for a Municipal Development Strategy (MDS)
- Assisting the pilot municipalities with creating an effective and sustainable Community Upgrading Fund.

Activity Detail:
Three days will be devoted to training/technical assistance, and one day will be focused upon the second round of "public service" training for all municipal officials involved in the TSUPU project. New management systems will be addressed and alternative organizational/management approaches will be endorsed by the Municipal Leadership Team in each pilot.

Step 4:
Summary:
Towards the conclusion of the project a 2 day UAAU conference will be held that will include all the pilot municipalities, as well as other urban governments, to launch the new Municipal Leadership Institute, and to highlight the "lessons learned" from the TSUPU project.

Objective One: To increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project.

And

Objective Two: To improve the capacity of UAAU to be a more effective and sustainable municipal association representing the interests of urban local governments in Uganda.

Activities:
- Development of the Municipal Leadership Institute in close coordination with UAAU, the Ministries, and Ugandan training institutions.
- Conduct the first training module of the Municipal Leadership Institute

Activity Detail:
This conference will include a presentation of the new Municipal Leadership Institute that has been endorsed by the UAAU Leadership Team; Implementation of the 1st training module of the Municipal Leadership Institute for conference participants: Endorsement by conference participants of an UAAU urban advocacy agenda.

STEPS 5 AND 6 – ONGOING THROUGHOUT THE PROJECT:

Step 5:
Summary:
The ICMA/UAAU team will put in place a comprehensive program to improve the capacity, and ensure the sustainability of UAAU as an effective municipal association.

Objective Two: To improve the capacity of UAAU to be a more effective and sustainable municipal association representing the interests of urban local governments in Uganda.

Activities

- Assisting UAAU in conducting a self-assessment of the organizational gaps (Gap Analysis) that stand in the way of creating a sustainable municipal association focused upon membership, advocacy, knowledge sharing and financial/organizational sustainability.
- Assisting UAAU with the development and implementation of a UAAU Management Improvement Plan focused upon membership, advocacy, and knowledge sharing and financial/organizational sustainability.
- Assisting UAAU in developing an urban advocacy agenda focused upon implementing a Uganda National Urban Policy and Implementation Strategy.

Detailed Activities:
The UAAU capacity building program will focus upon: Finance and Administration; Membership, Advocacy; Knowledge Sharing and Communications. Emerging from this work UAAU will develop a Management Improvement Plan, identifying strategies for enhanced effectiveness and sustainability. UAAU capacity building will take place throughout the project, and the TSUPU activities will serve as a "learning laboratory" for UAAU. The Secretary General of UAAU will give a report at the concluding UAAU conference on the changes that have been made, and the plans to address the priority issues emerging from the Management Improvement Plan.

Step 6:
Summary:
During the course of the project an internet based "Mentoring Partnership" will take place between ICMA and the 5 town clerks in the pilot municipalities

Objective One: To increase the capacity of the 5 pilot municipalities by improving their urban management and planning systems to meet the goals of the TSUPU project.

Activities:
The implementation of the online Municipal Clerks "Mentoring Partnership" for the five town clerks from the pilot municipalities.

Activity Details:
The mentoring process will be designed to encourage an ongoing dialogue between the ICMA project consultants and the town clerks. It will allow for a free flow of information about both the challenges and opportunities of the town clerks as they seek to implement specific activities within their organizations. The platform for the mentoring will be both the workshops/technical assistance activities outlined in Steps 1-3 above, as well as the use online b-weekly communications between the town clerks and the ICMA project consultants.

Note: For a specific timeline see: Section 20: Project schedule and delivery targets.

16. Expected outcomes and related monitoring indicators and plans
The project outcomes will take place through the specific activities that are being incorporated into the ICMA/UAAU project. These activities are designed to meet the two project objectives identified in Section 13 above, and will be achieved through the methodology outlined in Section 16 above.

17. Sources of investment to implement the CDS or slum upgrading program.
The TSUPU Framework document dated November, 2009 identifies the following sources of funding for implementation:
- Community Upgrading Funds to be created in each of the 5 pilot cities.
- The TSUPU program is designed to work in concert with a new investment strategy being jointly developed by the World Bank and the Government of Uganda. This new investment strategy will facilitate additional public and private sector funding to flow into the urban sector of Uganda. These funds will be targeted to the particular investment opportunities identified through the Municipal Development Strategies, with a special emphasis on slum-upgrading.

18. Partnerships
The UAAU/ICMA partnership has been outlined at the beginning of the application. This also involves the Municipal Development Partnership for Eastern and Southern Africa (MDP) as an implementing partner.

Additionally, the UAAU/ICMA partnership will be working closely with the following:

- The TSUPU Secretariat
- The National Ministries, including MLHUD and MLOG
- The five pilot municipalities
- SDI/Actogether Partnership
- Makerere Universities and other Institutes
- Energy Access for the Urban Poor (ESMAP)
- UAAU's membership

19. Government commitment and approval The Ministry of Land, Housing and Urban Affairs (MLHUD) has provided a letter of support for this application. Please see attached.

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IMPLEMENTATION AND FINANCING PLANS:

20. Implementation arrangements
The Implementation Plan has been detailed in the Item 14 above: Methodology and Sequencing of Activitie

21. Project schedule and delivery targets
This schedule identifies the four quarters in which the activities/deliverables will occur. It is anticipated that the project will begin May 1st.

Activities and Deliverables	1st	2nd	3rd	4th
UAAU/ICMA Project Planning.	X			
Forming and convening the Municipal Leadership Teams for each pilot.	X			
Forming and convening the UAAU Leadership Team.	X			
Developing a "sense of ownership" to the project goals through the leadership teams.	X			
Briefing members of the Leadership Teams about roles and responsibilities in meeting the goals of the TSUPUP project.	X			
Training on the "public service" philosophy.	X	X	X	X
Assistance with self- assessment "Gap Analysis" in each of the 5 pilots.	X	X		
Assistance with the development of a Management Improvement Plan for each pilot.	X	X		
Assistance with the development of a Municipal Development Strategy (MDS) application in each of the pilots.		X	X	
Public Service Training Template completed for use by other municipalities and urban towns in Uganda				X
An ICMA/UAAU Urban Management Summary Report detailing the "Lessons Learned" and "Innovations" that have taken place in the 5 pilot municipalities.				X
Development of the Municipal Leadership Institute Framework in close coordination with UAAU, Ministries, and training providers.			X	
Implementing the 1st training module of the Municipal				X

Leadership Institute.				
Implementation of the online Municipal Clerks "Mentoring Partnership" for the five town clerks from the pilots.	**X**	**X**	**X**	**X**
Assessment of the Town Clerk online Mentoring Program.				**X**
Assisting UAAU to conduct a self-assessment of its organizational gaps (Gap Analysis).	**X**	**X**	**X**	
Assisting UAAU with the development and implementation of an UAAU Management Improvement Plan to achieve organizational sustainability.	**X**	**X**	**X**	**X**
Assisting UAAU in developing an urban advocacy agenda focused upon a National Urban Policy for Uganda.	**X**	**X**	**X**	**X**

22. Financing plan

A. CITIES ALIANCE GRANT REQUEST

Components / Main Activities	Total (US$)	Type of Expenditure			
		Consulting Services (US$) – including travel	Training/ Capacity Building (US$) – Work-shops	Dissemination Costs (US$) – communications	Other (US$)
PROJECT ACTIVITIES					
Step One (see page 5)	**24,526**	**17,726**	**4,800**	**2,000**	
Step Two (see page 5)	**57,575**	**48,775**	**6,800**	**2,000**	
Step Three (see page 5)	**57,575**	**48,775**	**6,800**	**2,000**	
Step Four (see page 5)	**24,526**	**17,726**	**4,800**	**2,000**	
Step Five (see page 5)	**20,548**	**13,548**	**5,000**	**2,000**	
Step Six (see page 5)	**12,480**	**9,750**			
Sub-Total – Project Activities	*194,500*	*156,300*	*28,200*	*10,000*	
PROJECT ADMININISTRATION & SUPERVISION					
Independent Audit (1):	**5,000**				**5,000**
Supervision and Management Costs (2):	**30,000**				**30,000**
Sub-Total – Project Administration & Supervision	*35,000*				*35,000*
TOTAL A (Cities Alliance Grant Request)	**229,500**	**160,602**	**28,200**	**10,000**	**35,000**

23. CO-FINANCING

Co-financing Partner #1: ICMA project implementation. (In-kind)	10,000				10.000
Co-financing Partner #2: ICMA project set-up (In-kind)	20,000				20,000
Co-financing Partner #3: UAAU project implementation (In-kind)	10,000				10,000
Co-financing Partner #4 Pilot municipalities @ $5,000 each. (In-kind)	25,000				25,000
Co-financing Partner #4: MLHUD – Pilot Municipalities Assessment. (in-kind or cash depending upon issuance of an RFP by the Ministry)	25,000				25,000
TOTAL B (Co-Financing) (in-kind)	**$90,000**				**125,000**

24. TOTAL

TOTAL PROJECT BUDGET COST **(A + B)**	**$319,500**	**156,300**	**28,200**	**10,000**	**125,000**

See Guidelines for more information.
(1) An external audit is required upon completion or termination of project activities. Categorise this type of expenditure as "other."
(2) Incremental costs associated with the management of the project, up to a maximum of 15 percent of the Cities Alliance grant request. Categorize this type of expenditure as "other." Detailed cost break down required in Section 23 Costing Assumptions

25. **Costing assumptions** Provide details about the assumptions that were used to calculate the costs presented in the summary financing plan (22).

Consultants' Chart

Item	Unit (No./Days)	Rate	Total
International Consultant for Coordination and Implementation	88	$650	$57,200
ICMA/UAAU Partnership Consultants	89	$300	$26,700
East African Consultants for training and technical assistance	78	$400	$31.200
Total Consultants			115,100

ICMA Consultant Procurement Plan:

ICMA's procurement policy for consultants is in general alignment with the World Bank's Consultancy Guidelines. Section V of the Bank's guidelines address the selection process for hiring individual consultants. It states

World Bank Consultancy Guidelines: V. SELECTION OF INDIVIDUAL CONSULTANTS

5.1 Individual consultants are employed on assignments for which (a) teams of personnel are not required, (b) no additional outside(home office) professional support is required, and (c) the experience and qualifications of the individual are the paramount requirement.

5.2 Individual consultants are selected on the basis of their qualifications for the assignment. Advertisement is not required and consultants do not need to submit proposals. Consultants shall be selected through comparison of qualifications of at least three candidates among those who have expressed interest in the assignment or have been approached directly by the Borrower.

Individuals considered for comparison of qualifications shall meet the minimum relevant qualifications and those selected to be employed by the Borrower shall be the best qualified and shall be fully capable of carrying out the assignment. Capability is judged on the basis of academic background, experience, and, as appropriate, knowledge of the local conditions, such as local language, culture, administrative system, and government organization.

5.3 From time to time, permanent staff or associates of a consulting firm may be available as individual consultants. In such cases, the conflict of interest provisions described in these Guidelines shall apply to the parent firm.

For over 20 years ICMA has been following similar policies when it comes to hiring individual consultants for their international work. Typically, a pool of candidates is identified by ICMA, drawing upon the extensive network that ICMA maintains both within the United States and internationally. From this pool, and based upon qualifications and years of experience, a selection is made. Compensation rates are calculated using salary/consulting data, knowledge and years of experience. This calculation establishes the consultant's daily rate. These policies conform to USAID requirements and to other international donors that ICMA has worked with, including the World Bank.

In terms of this specific grant, the international consultant, Mr. Tim Honey, has been working for ICMA over 20 years, both as a full time employee when he was Chief of Party in Hungary in 1997/98 and as a part time consultant. Most recently, Mr. Honey was retained by ICMA as a consultant to develop a comprehensive ICMA strategy focused upon Africa. From this initial work in 2008, it was decided to continue to hire Mr. Honey for an "African Listening Trip" in early in 2009 with the intention of formulating partnerships with national municipal associations in East and Southern Africa. Mr. Honey then returned to Africa in September of 2009 to formalize these partnerships, and to begin the process of identifying funding opportunities that could be jointly pursued.

Mr. Honey will be serving as the ICMA international consultant. He will coordinate with the other ICMA consultants to ensure implementation of the objectives, activities, and deliverables as described in the application. From ICMA's pool of international consultants, Mr. Honey is the most qualified individual within ICMA's extensive pool of local government/municipal association consultants who is qualified for this assignment.

	Travel Chart				
Item	**Unit (No./Days)**	**Rate**	**Uganda travel**	**Airfare**	**Total Travel**
ICMA	60	135	$8100	4 trips @ 2500 = $10,000	$18,100
UAAU	96	135	12,960		$12,960
MDP	48	135	$6480	4 trips@915.50 = 3,662	10,140

Total Travel	156		$27,540	$13,660	$41,200

Workshops and Meetings' Chart

Item	Workshops	#	Total
Step One (see page 4)	Leadership Teams Kampala	2 days	$ 4,800
Step Two (see page 5)	Pilot Communities	3 days X 5 =15	$ 6,800
Step Three (see page 5)	Pilot Communities	4 days X 5 =15	$ 6,800
Step Four (see page 5)	UAAU Conference Kampala	2 days	$ 4,800
Step Five (see page 4)	UAAU Leadership Team	5 one day workshops	$ 5,000
Step Six (see page 4)			
Total Workshops			$28,200

Communications' Chart

Item	Communication Tools		Total
UAAU/ICMA Partnership	Internet, phone, publications, printed materials, deliverables, etc.		$10,000
Total Communications			$ 10,000

Administration/Supervision Cost Chart

Item	Administrative Cost		Total
Audit	Audit		5,000
ICMA Grant Management	ICMA will be the grant administrator, and will comply with all administrative requirements and reporting.		30,000
Total Ad/Supervisory Cost			35,000

26. Expected currency of expenditures
Into what currency (or currencies) do you expect the grant funding (provided in U.S. dollars) to be converted?
US dollars
What exchange rate assumptions have you used? **All figures in the application are in US dollars.**

25. Co-financing arrangements

Co-financing Source	Description of Co-Financing
Co-financing Partner #1: ICMA (In-kind)	$10,000 Consulting services related to 5 pilot cities and UAAU capacity building.
Co-financing Partner #2: ICMA project set-up (In-kind)	$20,000 These funds were spent when ICMA mapped out an urban management strategy with its partner organization UAAU focused upon the TSUPU project goals.
Co-financing Partner #3: UAAU In-Kind	$10,000 UAAU staff time that will be spent on various aspects of the TSUPU project.
Co-financing partner #4 Pilot communities $5,000 each In-Kind	$25,000 Pilot city staff time that will be spent on various aspects of the TSUPU project contained in this application.
Co-financing Partner #5: MLHUD – Pilot Municipalities Assessment. (in-kind or cash depending upon issuance of an RFP by the Ministry)	$25,000 An RFP will be issued by the MLHUD to help fund the capacity assessments for each of the five pilot municipalities. UAAU will be responding to this RFP. However, if another organization is selected by the MLHUD it will need to coordinate the capacity assessment with the UAAU/ICMA partnership and the objectives of this grant proposal.

Is all co-financing confirmed/committed? **Items #1-4 are confirmed and item #5 is pending.**

26. Additional Financial Management Information from Recipient
   a.) Is the recipient a registered organization under the countries/cities legal requirement? - **YES**
   b.) Can the recipient provide proof of registration and years of operation? - **YES**
   c.) Does the recipient have prior experience managing other Donor funds and provide documentation to support this? - **YES**
   d.) Does the recipient have or can open a bank account?- **YES**
   e.) Is the recipient audited annually? - **YES**
   f.) Do you produce periodic financial reports for monitoring and evaluation? - **YES**