



**Resource Cities Cooperative Agreement
Cooperative Agreement
LAG-A-00-99-0020-00
ICMA Project No. 4760**

USAID Quarterly Report III

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The Resource Cities Program
Contract No. LAG-A-00-99-00020-00
Project No. 4760: September 1999

I. Introduction

In May 1997, ICMA and USAID created the Resource Cities Program (RCP) to improve the quality of local governments and to strengthen democracy through international municipal partnerships. The RCP builds relationships that enable management practitioners from the United States and city officials from developing and transitional countries to share resources and technical expertise that will improve the lives of the urban residents. In May 2001, USAID awarded ICMA with a modification to the Resource Cities Program that increased the program duration from September 2001 until September 2004 and increased the USAID contribution from \$3,803,149 to \$13,029,374.

II. Major Accomplishments This Period

- Kathy Desmond, Consultant to TCG International, did an evaluation of the Resource Cities Program. (A copy of the evaluation is available from Alison Paijit at apaijit@usaid.gov). The review included a trip to Bulgaria, where 11 Resource Cities Partnerships have been sponsored. Bulgaria is also unique because the Mission and ICMA have developed a “sustainability phase” which includes modest funding for partnerships that wish to replicate their experience in other Bulgarian cities to continue after their initial time is completed. Among the findings were:
 - *Some reforms of innovations were dramatic departures from current practice in transitional countries and powerful models for change.*
 - *Concrete results include development of municipal strategic plans, new budgeting forecasting processes, citizen surveys, and citizen information centers; creation of centers for economic development, incubators and marketing profiles to attract investment; analysis of specific improvements to water supply, wastewater, and solid waste management, including improvements in landfill management.*
 - *Local officials on both sides of the partnership highlighted the program benefits to them and their staff. Typical of comments received from overseas partners was the one by the mayor of Tryana (Bulgaria): “The partnership changed the thinking of us all.”*
 - *Some partnerships engage private businesses and chambers of commerce to complement their work with municipal officials. The participation of US businesses can aid economic development efforts in overseas cities.*
- ICMA’s Deborah Kimble did a diagnostic of Hue, Vietnam, and the City was selected for participation in the Resource Cities Program. (For a copy of the Hue diagnostic, contact Melissa Speed at mspeed@icma.org). Honolulu Hawaii quickly agreed to partner with Hue.
- The City of New Amsterdam in Guyana has agreed to participate in the Resource Cities Program. The Guyana Mission was awarded a **Making Cities Work** Matching Grant to assist in the revitalization of New Amsterdam, Guyana’s second largest city. The Mission seeks to heighten the economic opportunities for the urban and rural poor and

revitalize municipal and town governments. The RC partnership will enlist the technical expertise of Huntsville, Texas to fulfill the grant objectives.

- The American Public Works Association, representing over 27,000 members, has agreed in principle to cooperate as a resource in ICMA's International Programs, with special emphasis in the Resource Cities Program. APWA brings civil engineers and other technical experts who are responsible for America's roads, sewers, drinking water, storm water, solid waste management, and other public facilities. By including them as partners, ICMA and USAID will have better access to these professionals, many of whom are anxious to lend themselves to the challenges faced by communities around the world.
- The annual ICMA conference was held in September in Salt Lake City. Among the International highlights were:
 - A delegation of four Serb mayors and administrators attended the conference for the first time. Their attendance was related to ICMA's close partnership with the Standing Conference of Towns and Municipalities of Yugoslavia. SIDA, the Swedish International Development Agency, ICMA, and the Minnesota City Managers Association funded the trip.
 - A Roundtable session at the Conference brought together US city managers participating in the Resource Cities Program to discuss, in part, how US cities can remain involved with their international partner after USAID funding for the project has ended. In the Bulgaria Resource Cities Program, (a spin-off of the core RC Program) two Mayors who have participated in the Resource Cities program in Bulgaria have been appointed to the cabinet in the coalition government of new Bulgarian Prime Minister Simeon Saks-Koburgotski. Most notably, Kostadin Paskalev, Mayor of Blagoevgrad, has been appointed Deputy Prime Minister. This is the first time in recent Bulgarian history that Mayors have been included in the National government. While not a focus of the Program, Mayors that possess an intricate understanding of local government gained from the Resource Cities Program become participants in the national-level government bodes well for true decentralization in the country.
- Doug Watson, Ph.D. City Manager of Auburn Alabama, was recognized by receiving ICMA's Orin F. Nolting International Award. Dr. Watson was recognized for the extraordinary efforts by himself and the entire City of Auburn staff in the Resource Cities Partnership with Blagoevgrad, Bulgaria. Dr. Watson and Auburn truly epitomize the extraordinary resources that are available when local communities in the US are engaged in the Resource Cities Program.

III. Challenges/Remedial Actions Taken

Subsequent to the attacks of September 11, a number of planned Resource Cities exchanges were cancelled. The mood remains unsettled. Additionally, International cities have expressed some reluctance to travel to the US during this time. It is a unique challenge for the Resource Cities program when international travelers do not feel safe traveling to the US.

At the same time, we are pleased to report that two delegations of Indonesians (which included Muslims) participating in the Indonesian Resource Cities Program, overcame their reservations and traveled to Oregon the last 10 days of September. While there, they were

greeted warmly by their US partners, and encountered no difficulties. In this environment, the exchanges between US and international cities take on an additional level of importance.

One of the hurdles for international travelers coming to the US is the airport—especially for those participants who do not speak English. This was the most intimidating part of the journey for the Indonesians, who encountered some delays. In this, we might benefit from the advice of USAID Missions, to provide additional letters of invitation or other credentials to clear the way for participants traveling to the US as needed.

ICMA will continue to be sensitive to the needs of US and international participants. We are not pressuring anyone to travel who does not feel comfortable at this time—and we will need the indulgence of USAID Missions if some partnerships need to be extended beyond the anticipated final date.

IV. Projected Activities

- Resource Cities Director Jon Bormet will travel to Tirana, Albania the week of November 12 to prepare a diagnostic for the City of Tirana’s participation in the Resource Cities Program.
- New Amsterdam, Guyana will provide an interesting new twist to the Resource Cities Program. The Mission has clearly defined community-based economic development as the purpose of the Partnership. ICMA’s Jon Bormet, and Huntsville, Texas City Manager Bob Hart will go to New Amsterdam for an intensive week of interaction with all stakeholders in the community on December 3. At the end of the week, a meeting will be held with community leaders, and a work plan will be outlined between New Amsterdam and Huntsville. It is anticipated that this Partnership will include not only city employees but also all community resources, including the Chamber of Commerce, the Regional Economic Development Agency, citizens groups, and the Economics and International Business Department of Sam Houston State University.
- Administratively, ICMA hopes to have a new website launched for international programs by January 1. It is anticipated that reports, updates, and information about Resource Cities partnerships will be easily available on the site.

For More Information about the Resource Cities Program contact:

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Partnership: Urban Councils Association of Zimbabwe (UCAZ) – National Federation of Black Public Administrators

March 2001

Program Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Advocacy, Training, Research Methodologies/Information Dissemination & Financial Sustainability

Funding Source: RUDO/Pretoria

I. Introduction

To a greater extent, local governments in Zimbabwe are required to act as the front line to address issues of service delivery and economic development with ever-shrinking resources. To tackle these enormous challenges, it is imperative that they operate efficiently and effectively. Increasingly, they are turning to their national association, the Urban Councils Association of Zimbabwe, for training, information sharing and networking, and technical support. UCAZ, whose members include the 24 municipalities of Zimbabwe, serves as an umbrella local government association, representing the interests and needs of elected officials, town clerks, finance officers, public works directors, and other municipal officials.

The key objectives of the MOU and action plan are:

- To assist UCAZ establish a “market-driven,” self-sustaining training institute;
- To assist UCAZ develop a “tool-kit” for advocacy and lobbying;
- To enhance UCAZ’s public policy research capabilities;
- To assist UCAZ develop a strategy to diversify and sustain the organization’s revenues.

II. Major Accomplishments This Period

While there were no exchanges, during the quarter, preparations for the official launch of UCAZ’s local government training program continued. An ad hoc committee of town clerks/city managers with a training background was established and tasked with developing a prospectus for the proposed program. The chairman of the ad hoc committee is Dr Morgan Chawawa, Town Clerk/City Manager of Mutare City Council and a former university lecturer who was instrumental in the setting up of the Zimbabwe Open University.

The partners had originally planned to launch the UCAZ training program in September, in conjunction with UCAZ’s annual meeting. However, due to other commitments on the part of both organizations, the exchange and pilot training initiative have been postponed until November or early next year.

III. Challenges/Remedial Actions Taken

In recent communications, UCAZ training director Francis Perkins indicated that the organization wishes to establish an Executive Leadership Institute and ‘virtual university’ modeled after the ICMA University. This is a far more ambitious undertaking than the original discussions and MOU between UCAZ, NFPBA, ICMA, and USAID/Harare had envisioned, which called for assisting UCAZ to develop pilot fee-based training workshops

for its members, with the goal of gradually expanding the program and having it serve as a source of revenues for other UCAZ initiatives. ICMA and NFBPA have voiced their concerns to UCAZ about establishing a formal institute at this stage, as it would require a considerably greater commitment of UCAZ and NFBPA resources than the two partners have available. NFBPA has suggested that rather than the establishment of a fully structured institute, UCAZ develop a training program guided by its members and the member group committees of UCAZ, which would be coordinated in partnership with one or more institutions of higher learning. NFBPA has forwarded Dr. Chawawa detailed information about the NFBPA Executive Leadership Institute, which follows this model.

IV. Projected Activities

NFBPA will provide technical guidance to the UCAZ staff and ad-hoc training committee to agree to the framework for UCAZ' training initiative and develop plans for the pilot workshops, which will be led by NFBPA Board members and John Saunders, NFBPA's Executive Director, in collaboration with UCAZ leaders. As noted above, the first training workshops are tentatively scheduled for November, but may be postponed until early 2002.

Partnership: Amman, Jordan – Des Moines, Iowa

February 2001

Program Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Waste Management

Funding Source: Jordan

I. Introduction

The Hashemite Kingdom of Jordan, like many of its Middle Eastern neighbors, faces major water shortages. The Government of Jordan has been working with the U.S. Agency for International Development (USAID) for a number of years to address its water resource management issues, which include the protection of its groundwater sources. As part of these efforts, USAID has funded a Resource Cities partnership between the Greater Amman Municipality (GAM), the General Corporation for Environmental Protection (GCEP), and the City of Des Moines, Iowa.

The overarching goal of the partnership is in the area of:

- Water Source Protection;
- Provide assistance to the GAM and GCEP in improving hazardous waste management practices to ensure that hazardous wastes do not contaminate Jordan's precious groundwater sources.

II. Major Accomplishments This Period

The first exchange visit to Jordan took place August 26th – 31st. The delegation included: Eric Anderson, City Manager; Bill Stowe, Director of Public Works; Tom Hadden III, Executive Director, Des Moines Metro Waste Authority; Beth Shonts, Business Development Manager, Des Moines Metro Waste Authority; Corinne Rothblum, ICMA Partnership Manager

The key objectives of the visit were:

- To provide the Des Moines delegation with a more thorough understanding of the hazardous waste (and related general solid waste management) issues facing GAM and GCEP, the institutional framework and relationships between GCEP, GAM, Ministries and other GOJ institutions (in particular the Army), and relevant private organizations.
- To identify specific issues where Des Moines believes it can lend technical support to GAM and GCEP.
- To develop a Memorandum of Understanding (MOU) and preliminary work plan that outline the objectives and desired outcomes of the partnership, and the actions that partners will undertake to achieve them.
- To develop a timeline for the implementation of the work plan and the partnership exchange visits.

USAID/Jordan developed the agenda for the exchange visit in cooperation with the Royal Scientific Society (RSS) (RSS is a research and technical assistance institute that works

closely with the GOJ on environmental management and other issues, and serves as ICMA's local partner for the Des Moines-GAM-GCEP partnership, and provides administrative and technical support). The delegation had the opportunity to visit the landfill that services the northern region of Jordan and to meet with the President of the RSS to discuss environmental management issues in Jordan.

At the close of the visit, the partners signed a MOU, which identifies the key priority areas they will address:

1. To assist the GAM identify best practices and strategies to help ensure that the collection and disposal of domestic waste by municipalities does not contaminate groundwater sources.
2. To assist the GCEP in developing a strategy that helps ensure hazardous waste is collected and disposed of in a safe and effective way and does not contaminate ground water sources.
3. To assist the GCEP in developing a strategy that helps ensure liquid waste is collected and disposed of in a safe and effective way and does not contaminate ground water sources.
4. To identify and implement one or more pilot initiatives to achieve Objectives 1,2 and 3.
5. To identify training and capacity building needs to achieve Objectives 1, 2 and 3.

The partners also developed a preliminary work plan, which will be further developed and refined during the first exchange visit to Des Moines. This trip was originally scheduled to take place in mid-October. However, due to the events of September 11th, the trip has been postponed until November.

III. Challenges/Remedial Action Taken

N/A

IV. Projected Activities

The first exchange visit to Des Moines is scheduled to take place in November. The issues to be addressed during this visit, for both solid and hazardous waste, will include:

- Operation and maintenance practices and issues;
- Waste stream separation, industrial pre-treatment, solid waste sources;
- Regulatory overview and practices;
- Treatment and disposal technologies;
- Preliminary inventory of capacity/training needs

Site visits to other communities in the region may also be arranged to visit medical facilities and other private sector initiatives that dispose of hazardous waste.

Partnership: Cebu, Philippines – Fort Collins and Larimer County, Colorado

January 2001

Program Manager: Amanda Lonsdale alonsdale@icma.org

Focus Area: Waste Management

Funding Source: Urban GCC Team & USAEP

I. Introduction

The partnership between Cebu and Fort Collins/Larimer County focuses on solid waste management. Specifically, the work plan calls for:

- *Solid Waste Management*
 - Design of a framework for a 10-year, comprehensive solid waste management plan that will incorporate donor and private sector projected investment, and a pilot project for recycling and composting;
 - Improved Solid Waste Management;
 - Reduced volume of waste entering landfill;
 - Introduction of recycling and composting to at least one barangay.

II. Major Accomplishments This Period

- Based on the discussions during the third exchange (June), Cebu City has developed a policy outline for the program that will include participation of the private sector in the pilot and possible expansion. This policy is awaiting approval by the new mayor, Tomas Osmena.
- Upon the approval of the policy, Cebu City is prepared to enter into a MOU with the Ayala Foundation, the University of the Visayas, and other organizations located in the pilot Pari-An Barangay (located in the historic district of the City).

III. Challenges/Remedial Actions Taken

A new Mayor in Cebu City requires that the Partnership receive special attention during the next few months so that the Partnership may continue as planned,

IV. Projected Activities

The fourth exchange is scheduled to take place in late November in Colorado. This exchange will focus on demonstrating multi-stakeholder decision and policy-making process to the Cebu delegation, sketching out the design of the Solid Waste Management framework, and implementing the pilot recycling and composting project. It is anticipated that Mayor Osmena will have approved the policy outline by this time.

Partnership: Haiphong, Vietnam-Seattle, Washington

July 2000

Program Manager: Deborah Kimble dkimble@icma.org

Focus Area: Economic Development & Environmental Management

Funding Source: USAEP, USAID, World Bank, Seattle

I. Introduction

The partnership between Haiphong, Vietnam and Seattle, Washington will promote Haiphong's tourism and business investment strategies, and assist the City to use information technology in internal city management applications; to provide technical assistance in neighborhood matching grant programs; and to offer assistance in calculation and assessment of business tax liabilities, tax policy, and assessment of proposed business plans. The World Bank will work through the Resource Cities partnership to alleviate poverty by identifying ways in which community resources and expertise may be mobilized to assist Haiphong to solve locally identified problems. A Memorandum of Understanding was signed on July 9, 2001.

II. Major Accomplishments This Period

The initial exchange was to take place in September. However, the exchange was delayed due to the events of September 11th.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The partnership between Haiphong and Seattle has grown more complex. The partnership will receive funding from USAEP, the World Bank and the greater Seattle community. Funding from the World Bank will be used to provide direct support to Haiphong. USAEP and Seattle funds will be leveraged in conjunction with the World Bank to allow for a more integrated partnership.

Partnership: Hue, Vietnam and Honolulu, Hawaii

August 2001

Program Manager: Amanda Lonsdale alonsdale@icma.org

Funding Source: RUDO/Jakarta & G/ENV/UP

I. Introduction

Through the Regional Urban Development Office for South East Asia and the United States Agency for International Development (USAID), the U.S. Government is helping to forge a long-term partnership between the cities of Hue, Vietnam and Honolulu, Hawaii. The partnership will build on the existing relationship between Hue and Honolulu, which was first started under the Sister Cities Program. The partnership will address environmental protection and disaster mitigation with emphasis in the following areas: Reforestation and the impact on flood control, protection of the diverse aqua environment, and the development of historic and ecological tourism industry.

II. Major Accomplishments This Period

- Deborah Kimble, ICMA Senior Municipal Advisor, completed the diagnostic for the City of Hue, Vietnam in August 2001. This diagnostic identified the major issues for the subsequent partnership as flood control and prevention, environmental management, and historic preservation.
- ICMA, USAID/Indonesia and USAID/Washington signed the Memorandum of Understanding for the Resource Cities Partnership in September 2001.
- During the same month, ICMA secured a commitment from the City of Honolulu, Hawaii to serve as Hue's partner.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Pending the passage of a Honolulu council resolution, ICMA plans to conduct the initial exchange in the fourth quarter 2001 or the first quarter 2002.

Partnership: Rayong, Thailand – Portland, Oregon

March 2000

Program Manager: Melissa Speed mspeed@icma.org

Focus Area: Financial Management & River Basin Restoration

Funding Source: USAEP

I. Introduction

Rayong and Portland's first meeting was in September, 2000, and the two cities developed a work plan that complements the city's goals and future objectives.

The work plan highlights the following areas for attention:

- Budget and Finance
 - Multi-year budget and financial planning model;
 - Financial policies that guide financial decisions;
 - Citizen participation and involvement in Rayong's budget process;
- River Basin Restoration
 - To return Khod Por, a site on the banks of the Rayong River, to the public for active use and ecological restoration and education;
 - To solicit public participation in the planning process.

II. Major Accomplishments This Period

No exchanges were held during this reporting period. However, the cities continue to exchange information, most notably budget information.

III. Challenges/Remedial Actions Taken

The October exchange in Portland was postponed because the City of Portland is facing a major strike by public employees in the city, and the Portland team is directly involved in negotiations on behalf of management.

IV. Projected Activities

The next exchange (Number 4 of 7) between the cities will be in January 2002. This exchange will work to develop financial policies to be built into the financial model. The Portland staff will begin the initial process of developing a financial model. The Development Planning staff will provide a detailed, annotated outline of the Development Plan requirements to the Rayong staff.

Partnership: Ulaanbaatar, Mongolia – Bakersfield, California

March 2001

Program Manager: Melissa Speed mspeed@icma.org

Focus Area: Budget & Finance

Funding Source: Mongolia

I. Introduction

In March 2001, the cities of Ulaanbaatar, Mongolia and Bakersfield, California signed a Memorandum of Understanding. The two cities will work together to improve the ability of Ulaanbaatar City to raise non-tax revenues and to enhance the budgetary and financial management systems of Ulaanbaatar in relation to the non-tax revenues.

The Work Plan defined the following partnership objectives:

- Revenue Generation and Finance Administration
 - Comparative analysis of fees charged in Ulaanbaatar and Bakersfield to identify potential revenue sources.
 - Identify fees to be charged.
 - Design of procedures for collection, accounting appeals and information dissemination.
 - Design an implementation plan that incorporates a participatory process for charging fees.
 - Identify uses for the new non-tax revenues and establish a budgetary control system.
 - Develop accounting procedures to trace revenues in conformance with international accounting standards.
 - Design and implement a plan to inform officials and citizens of the record and performance of the new revenues.
 - Study methods to set priorities for expenditures.

II. Major Accomplishments This Period

The third exchange took place in Ulaanbaatar, Mongolia from July 19th through the 27th. The delegation consisted of Alan Christensen, the Assistant City Manager; Nelson Smith, the Assistant Finance Director; and Jack Hardisty, the Development Services Director. Alan Christensen worked with the various departments to discuss the administrative implications when introducing new financial components. Nelson Smith provides technical expertise in financial management and provided a presentation on Ulaanbaatar's financial system to the Bakersfield team. Jack Hardisty as Director to Development Services is responsible for the justification and collection of fees for public services.

Accomplishments thus far:

- Ulaanbaatar staff conducted a department heads' review of proposed fees;
- Established political support in Ulaanbaatar for the adoption of fees;

- Bakersfield recommended proposed adoption of transient occupancy fees, land fees and infrastructure fees;
- Conducted studies in support of a hotel fee and a land fee;
- Proposed study to support a taxi fee.

III. Challenges/Remedial Actions Taken

The fourth exchange was scheduled to take place in late September but was delayed due to the events of September 11th.

IV. Projected Activities

The next exchange (#4) has been scheduled to take place in early November in Bakersfield, California. The exchange will focus on the system of fee collection, special fund accounting, finance administration, and budget controls.

Partnership: Almaty, Kazakhstan – Tucson, Arizona

October 2000

Project Manager: Daniela Kissova dkissova@icma.org

Focus Area: Solid Waste & Economic Development

Funding Source: Kazakhstan

I. Introduction

The Almaty-Tucson partnership started in October 2000. The work plan for this partnership includes the following program objectives:

Solid Waste Management

- Goal: Review and improve the solid waste management system of Almaty

Economic Development:

- Goal: Promote the development of small business in the City of Almaty through the sharing of information and collaboration in support of small business development.

II. Major Accomplishments This Period

No exchanges took place this quarter. However, Eric Dukenbaev, coordinator for the economic development component of the Almaty-Tucson work plan, attended the Conference and delivered a presentation on the benefits of the Tucson-Almaty partnership.

III. Challenges/Remedial Actions Taken

ICMA is concerned about the pace of this partnership (only two exchanges in the first year), and its' apparent lack of focus. There has been a re-organization within the city administration, which has led to a change in work plan responsibilities. Additionally, Eric Dukenbaev, who headed the City's economic development team, has been promoted to the republic level, leaving Almaty without his abilities.

To focus the partnership, ICMA has done the following:

- On September 11, Daniela Kissova, ICMA Partnership Manager and Mark Hannafin, ICMA/Kazakhstan Director met with Kairat Bukenov, Deputy Akim (Mayor) of Almaty to discuss program results and next steps. The ICMA - City administration meeting allowed for greater clarity for the City of Almaty and set clear milestones for the future.
- On October 9, a team from ICMA/Kazakhstan and Sharon Hekman of the Arizona-Kazakhstan Partnership Foundation, met with Almaty's Economic Committee to outline further steps in the partnership.

IV. Projected Activities

A fourth exchange trip from Tucson to Almaty is planned for December with experts from Tucson's Solid Waste Management Department. ICMA will closely monitor these activities and ensure that the partnership is on track.

Partnership: Kragujevac, Serbia – Pitesti, Romania – Springfield, Ohio

July 2000

Program Manager: Melissa Speed mspeed@icma.org

Focus Area: Public Service Delivery, Economic Development & Municipal Management

Funding Source: Serbia

I. Introduction

The Springfield-Kragujevac-Pitesti partnership commenced in July 2000. The work plan includes the following program objectives for both Kragujevac and Pitesti:

- City Management
 - To evaluate the delivery of basic public services and make recommendations to improve, support, and streamline service delivery.
 - To examine organizational culture and determine ways to assist City officials and staff to develop a strategic plan.
- Economic Development
 - To evaluate current markets, resources, and economic development opportunities and recommend strategies to enhance economic development programs.

II. Major Accomplishments This Period

The August trip focused on economic development a priority for the two cities. The Springfield delegation consisted of Mayor Warren Copeland, Tom Franzen the Economic Development Administrator, and Jeff Ankrom a Professor of Economics at Wittenberg University. The delegation evaluated the current economic situation in both cities using a SWOT analysis and explored opportunities for the development of an Urban Studies program that included a framework to facilitate exchanges between the Universities.

Economic Development

- In Pitesti, the delegations discussed necessary infrastructure improvements, the city's tax base, housing availability, and marketing efforts.
- In Pitesti, the Springfield delegation presented information on economic development planning to Romanian local officials that focused on a SWOT analysis of the city's resources and an assessment of the local economy. A plan was discussed to create a partnership between the Pitesti University and local businesses that would be based on continuing education curriculum to improve the job search process.
- A team from Pitesti joined the US delegation in Kragujevac where the three teams continued discussions on the development of an Urban Studies task force and developing an exchange program between the University of Wittenberg and the university of Kragujevac.
- In Kragujevac, the three delegations visited the Zastava car factory that was recently restructured and 15,000 employees laid off. Those employees who lost their jobs have received a severance package, however, the City of Kragujevac hopes to start a loan

program to encourage small business initiatives that target some 4,000 people who are without jobs. Springfield plans to provide information from their Small Business Development Center.

- In addition, the US delegation held a SWOT analysis workshop at the University of Kragujevac for municipal officials. The delegations discussed the possibility of forming a Kragujevac Urban Studies Task Force to assist the city with urban analysis. Wittenberg University agreed to discuss possible funding for exchange programs for Serbian and Romanian students. Lastly, the Wittenberg University representative was asked to submit two Wittenberg economists to serve as editors for a new Serbian journal, *Economic Horizons*.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The fifth exchange trip (to Springfield) is scheduled for spring of 2002.

Partnership: Naryn, Kyrgyzstan - Great Falls, Montana

November 1999

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Water/Wastewater Management & Solid Waste Management

Funding Source: Kyrgyzstan

I. Introduction

The Naryn Kyrgyzstan and Great Falls Montana partnership began in November 1999. The budgeted Resource Cities phase of the partnership ended on September 18, 2001, with approximately 50 local government practitioners from Kyrgyzstan and neighboring Kazakhstan attending the Best Practices conference in Almaty, where the lessons learned by the partnership were disseminated to the region.

The work plan included the following program objectives:

- Water/Wastewater Management
 - Goal: Develop a comprehensive water and wastewater management plan for the City of Naryn that will guide the City's short and long-term decisions.
- Solid-Waste Management
 - Goal: Develop a comprehensive solid waste management plan for the City of Naryn, which addresses separation and reuse, collection, disposal, equipment needs and financing.
- Management
 - Goal: Identify no/low cost management practices that could be implemented to improve services.

II. Major Accomplishments This Period

The seventh and final exchange for this partnership took place September 10-20, 2001. A delegation from Great Falls – John Lawton, City Manager, Coleen Balzarini, Controller, and Jim Rearden, Director of Public Works visited Naryn, and presented at the Best Practices conference in Almaty. The Major Accomplishments of the partnership to date are:

Water/Wastewater Treatment

- The City of Great Falls led the effort in preparing a Master Plan for the City of Naryn¹. *The plan was presented to the Naryn City Council in a public and participative hearing attended by approximately 300 residents!*
- The sediment from intense water run-off in the Spring contaminates the City's raw water reservoir. Rather than spend millions of dollars to upgrade the water treatment plant to remove this sediment, Great Falls suggested a simple earthen dam, which will divert much of the run-off and protect the integrity of the reservoir. Naryn's Mayor has asked the national government for a grant, but has pledged to complete the \$14,000 project with or without national assistance.

Solid Waste Collection

- The City of Great Falls also led the effort to prepare a Solid Waste Master Plan¹. That plan was presented to the Naryn City Council at the meeting noted previously.
- To prevent disease, the City of Naryn began to clean the communal garbage collection facilities, resulting in a marked sanitary improvement.
- To better capture costs and decrease subsidies, the City of Naryn has doubled—from 1 som to 2 soms—the fee for garbage collection.

Association Development

- ICMA Partnered with the Kyrgyz Municipal Association to present the Best Practices Conference.

Best Practices

The Best Practices Conferences at the end of each partnership is to disseminate the lessons learned by the partnership to a wider audience of local governments. To reach the widest number of participants, and to ensure the sustainability of the Partnership, ICMA partnered with the Kyrgyz Municipal Association to coordinate the Best Practices Conference. The Association had previously sought out ICMA, and this relationship seems to be a natural one, as each organization represents local government practitioners. The work of the Association on the Best Practices was indispensable, and provided the Association with valuable knowledge about how to arrange a conference, while raising its profile in the region.

The Great Falls team worked with the City of Naryn to prepare their presentation for the Best Practices Conference, which helped the Naryn group better understand how to present information clearly to the public. Additionally, and most importantly, there was a very interactive emphasis to the conference, with Naryn Mayor Kermakunov took an active role in the Conference, explaining what the Partnership had done, and how it was accomplished.

As noted, about 50 local government representatives attended the Conference. Because of the ICMA Local Government Program in Kazakhstan, special emphasis was given to having that Program benefit as well from the Best Practices, so that many Kazakh local governments were included as well. Indeed, the Conference included afternoon presentations of Best Practices by Kazakh communities, so that the message of innovation by local governments, regardless of country, could be emphasized.

Unplanned Accomplishments

¹ Copies of the Water/Wastewater Master Plan, the Solid Waste Master Plan, and the PowerPoint Presentation presented at the Best Practices Conference are available electronically by contacting dkissova@icma.org.

Every partnership is different, depending on the personal commitment of the participants, and the resources of the cities. In the case of the Great Falls, the technical team involved, as well as the community of Great Falls, has truly embraced the Resource Cities concept. As a result truly amazing accomplishments, which were totally unforeseen at the outside, have been and are occurring, including:

- **School Exchanges:** There have been two Naryn students enrolled in the University of Great Falls so far--Shaarjan Tashtanbekova in the 2000 - 2001 School Year; and Nazgul Akmatolieva: 2001 - 2002 School Year. The University of Great Falls has agreed to accept three more students next semester.

In-Kind Donation for Students Total (to date): \$28,860

- **Trash Truck Donation:** Great Falls wanted to donate a trash truck to Naryn, but the logistics were maze-like. Instead, the City of Great Falls is going to sell the truck in the US, and donate the money to the City of Naryn for a trash track.

Anticipated In-Kind Donation: \$30,000

- **Private Sector Donation:** US Filter, the US branch of Vivendi Water, a company that manages Great Falls's wastewater treatment plant and which previously sent an expert to work with Naryn, has donated \$5,000. The donation will count toward the funds earmarked for waste collection equipment.

Inkind donation: \$5,000

- **Community Donation:** The citizens of Great Falls raised money as a gesture of their continued friendship. The American delegation signed an agreement with the Naryn Mayor, Mr. Asanbke Kermakuonov, specifying the criteria for the funds' disbursement.

Inkind donation: \$1,500

III. Challenges/Remedial Actions Taken

The partnership originally focused on the "big answer". For instance, after viewing Naryn's dilapidated Water Treatment facility, the team agreed that a new facility was needed. But after Great Falls met with World Bank representatives, and found that major capital projects simply were not a reality, they quickly adjusted their thinking—and instead developed a more modest Master Plan, and identified the diversion dam as a cheap and doable project that could improve the situation. Indeed, the Master Plans that were presented included three levels of improvements, with the basic level being improvements that Naryn may make without outside funding.

The donation of the trash truck is an example of a good idea that proved unworkable—and creative thinking that allowed the partnership to find a way to clear the hurdle.

IV. Projected Activities

The funded portion of the partnership is now complete, though indications have been given that some additional funding might be available to continue the work of the partnership. Future plans include:

- The Great Falls team plans to fund a trip to Naryn to complete the adoption process and to monitor the implementation phase of the Master Plans under consideration by the City of Naryn.
- Great Falls plans to fund an additional trip to Kyrgyzstan to work with the billing and collection departments of Naryn's water and solid waste authority on tariff rate structures and collection strategies. The need for increased tariffs was included in the Master Plan for both entities.
- Students from Naryn will continue to attend the University of Great Falls.
- Other connections between the State of Montana and Kyrgyzstan will be explored.

Partnership: Nis, Serbia - Sofia, Bulgaria – Columbus, Ohio

July 2000

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Citizen Participation, Water/Wastewater Management & Solid Waste

Funding Source: Serbia

I. Introduction

The Columbus-Nis-Sofia partnership commenced in July 2000. The work plan includes the following program objectives:

- *Water/Wastewater Management*
 - Goal: Review and enhance the capabilities of the water treatment and distribution systems of Sofia and Nis.
- *Solid-Waste Management*
 - Goal: Review and improve solid waste management systems of Sofia and Nis.
- *Citizen Information*
 - Goal: Improve and expand the dissemination of information to the public in Sofia and Nis.

II. Major Accomplishments This Period

An exchange was scheduled to occur in September but was postponed due to the attacks on September 11th. However, partnership activities continued by email.

Water Management: Sofia

- The City of Sofia is working to set up a water conservation center. The City of Columbus will review the architectural plan of an old water tower in Sofia that has been selected as a possible site to host a center for citizen education and information dissemination. During this reporting period, the Sofia team began drafting an improvement plan and preparing the technical drawings for the water tower. They plan to dispatch those to Columbus for comments by the end of October.

Water Management: Nis

- Columbus has agreed to donate computer software for ground water modeling that will help tap the potential of the ground waters in Nis. In this reporting period:
 - Columbus identified software to be used by Nis.
 - Mr. Greg Moore, Director of the Water Department of Columbus, will locate freeware developed by the USEPA and will forward the information for review.

The high velocity of the water in the distribution system of Nis causes rapid corrosion of the pipe metal. In this reporting period Columbus has been gathering information for its counterpart on how to extend the life of the pipe system.

- Columbus experts will create a computer model of one pipeline that incurs very high velocities and steep gradients. Thus the pipeline experiences heavy fissures and a rapid erosion of its interior walls.

- Mr. Stankovic of the Nis Water Plant sent Mr. Greg Moore of Columbus the data necessary to develop the model. The model will allow Nis to evaluate different options to correct this problem.

Public Information: Sofia and Nis

- The City of Sofia has prepared a template for a newsletter to be used internally by city staff. The brochures will be printed and disseminated next quarter.

Public Information: Nis

- Nis is finalizing its strategy for a "One Stop Center" based on the Columbus Mayor's Action Center.

III. Challenges/Remedial Actions Taken

The September exchange was postponed due to the events of September 11th.

IV. Projected Activities:

The fourth exchange is re-scheduled for December.

**Partnership: Pancevo, Serbia – Timisoara, Romania – Cincinnati, Ohio
July 2000**

Program Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Service Delivery & Economic Development

Funding Source: Serbia

I. Introduction

The Resource Cities Partnership with the cities of Cincinnati, Ohio and Timisoara, Romania was initiated in July of 2000. The work plan highlighted the following areas:

- Water Treatment
 - Improving Pancevo's water treatment and distribution system;
- Economic Development
 - Developing a more coherent approach to economic development and strategic planning (this component was added during the February 2001 exchange to Cincinnati).
- Hot Water Distribution
 - A secondary objective is to assist Pancevo improve the management of its hot water heating distribution system.

II. Major Accomplishments This Period

In July, a delegation from the City of Cincinnati traveled to Pancevo and Timisoara. The delegates were: (1) Pete Gillon, Development Officer, Department of Economic Development; (2) Carel Vandermeiden, Senior Engineer, Department of Waterworks, Water Quality and Treatment Division, specializing in water treatment and water quality; and (3) Russ Weber, Supervising Engineer, Cincinnati Water Works, a specialist in water distribution system design and construction.

Key accomplishments and progress in meeting work plan objectives are summarized below.

Water Supply and Treatment System

- During their visit to Cincinnati in February 2001, the staff from Pancevo indicated a desire to learn more about leak detection. Based on that, Cincinnati Water Works staff developed a plan to introduce the Pancevo staff to leak detection equipment, comprehensive planning strategies, and implementation issues.
- During the July 2001 visit to Pancevo, Pancevo Water Department staff became thoroughly familiar with leak detection methods through discussions and hands-on demonstrations of equipment that Cincinnati Water Works brought with them. The staff gained a significant appreciation for the potential benefits that a leak detection program can provide them. They have begun planning for the introduction of a leak detection and public outreach program on water conservation. Cincinnati Water Works will provide ongoing advice and technical assistance via e-mail as the programs are designed and implemented.

Hot Water Heating Distribution System

- Cincinnati Water Works staff demonstrated the leak detection equipment to staff at the Pancevo Heating Company, and recommended that they combine efforts with the Water Company to address both users' needs.

Economic Development

- Gathered information regarding form of government, city organizational structure, economic conditions, economic development plans and projects, financial condition, and budgets.
- Exchanged information regarding economic development programs and techniques.
- Conducted a half-day workshop to Pancevo Finance and Economic Development staff on economic development strategies and programs. The presentation included a discussion of various tools used by the City of Cincinnati.
- Provided a briefing for key municipal staff on US municipal finances, including revenue sources (local taxes and fees, state and federal sources, etc);
- Conducted a SWOT (strengths, weaknesses, opportunities and threats) analysis session with key Pancevo finance and economic development staff and officials.
- Visited a representative sample of public and private companies to identify potential linkages with businesses in the Cincinnati region.
- Successfully communicated the ways in which economic development programs and techniques are used in Cincinnati.

Major Results:

- Identified opportunities for improving municipal management systems: automated systems, finance, budget. Specifically: the need to network city computers, introduce performance measurement for municipal activities, and fully automate the financial and budget functions. It is anticipated that funding may be available through the new USAID Serbia Local Government Initiative for computerizing and networking municipal functions.
- Identified opportunities for privatization.
- Identified opportunities for business exchanges with glass manufacturers, window and door manufacturers, agriculture, brewers, and high tech.
- Began to develop the framework for a comprehensive strategic plan for the city, as well as a separate economic development plan. City staff from Timisoara can be invaluable in sharing their experience in developing a strategic plan.

III. Challenges/Remedial Actions Taken

Persuading Pancevo to take advantage of Timisoara's willingness to share its experience and expertise remains a challenge. Timisoara's successful experience with strategic planning, management reforms, public-private partnerships for infrastructure investment and service delivery, and attracting foreign investment offer many valuable lessons for Pancevo as it embarks on this complex and daunting process. There is, however, a notable reluctance on the part of key Pancevo officials to acknowledge that they have anything to learn from their Romanian partner city. The City of Cincinnati and ICMA staff will continue to encourage

Pancevo to take advantage of this valuable resource through joint exchanges and workshops where Timisoara's experience may be shared.

IV. Projected Activities

The next exchange visit to Pancevo and Timisoara will focus on the economic development component of the partnership. The trip was originally planned for mid-October, but has been rescheduled for early December in light of the September 11th events. The delegates will be Pete Gillon and Scott Ens, a faculty member from the University of Cincinnati and serves as a consultant to the City of Cincinnati and other communities on strategic planning issues.

Key objectives of the trip are outlined below.

- Review the Strategic Planning process with appropriate Pancevo staff;
- Continue working with appropriate Pancevo staff to initiate a strategic planning process for the region. This will include discussions about resources, process, timeframe, action plans, evaluation, and follow-up.
- Work with municipal officials to create a computerized real estate database to track parcels. The City of Timisoara has developed an excellent system that can serve as a model for Pancevo (Timisoara staff will join their Cincinnati colleagues for part of the Pancevo visit).
- Identify opportunities for business exchanges to be communicated to the Cincinnati Chamber of Commerce members.
- Discuss industrial land use and zoning as tools to complement business attraction and foreign investment.
- Discuss specific economic development programs and agreements and how they may be adapted for Pancevo.
- Work with municipal staff to initiate a business retention and attraction plan;
- Discuss how the proposed privatization of public companies can (or should) benefit the municipality and how Pancevo can work to ensure that it gains from this process.

Partnership: Pavlodar, Kazakhstan – Helena, Montana

October 2000

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Water/Wastewater Management, Solid Waste Management & Drug Prevention and Treatment

Funding Source: Kazakhstan

I. Introduction

The Helena- Pavlodar partnership commenced in October 2000. The work plan includes the following program objectives:

- *Water/Wastewater Management*
 - Goal: Review and enhance the capabilities of the water treatment and distribution system in Pavlodar.
- *Solid Waste Management*
 - Goal: Review and improve solid waste management system of Pavlodar.
- *Drug Prevention and Treatment*
 - Goal: Implement a municipal program on drug prevention and treatment in Pavlodar, Kazakhstan modeled after a program in Helena, Montana.
- *Green Areas Development*
 - Goal: Cooperate in the area of green parks and share best practices in tree/seed planting, maintenance, and treatment of plant diseases in similar harsh climate conditions.

II. Major Accomplishments This Period

No exchanges took place during this quarter. Two exchanges were scheduled for mid-September and late October but were canceled due to the September 11th crisis.

III. Challenges/Remedial Actions Taken

Helena is reluctant to travel at this time. In order to continue with the progress of the partnership, ICMA is exploring the possibility of taking the exchanges out of sequence, so that Pavlodar officials would travel to Helena

IV. Projected Activities:

The third exchange will occur in Helena.

Partnership: Subotica, Serbia – Szeged, Hungary – Akron, Ohio

Program Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Wastewater, Solid Waste & Economic Development

Funding Source: Serbia

I. Introduction

During the first exchange visit in Szeged in August 2000, the partner cities developed a memorandum of understanding and preliminary work plan that focuses on three areas of assistance to Subotica, including:

- Improving the treatment and methods of wastewater disposal;
- Reducing the amount of solid waste going into its nearly-full landfill and developing plans for a new landfill;
- Assisting the city develop a strategic approach to economic development and to create the institutional framework to support this new municipal role.

II. Major Accomplishments

No exchange visits took place during this quarter. However, there were a number of significant accomplishments related to the partnership objectives. These are summarized below.

Solid Waste

- The City of Subotica completed feasibility studies and preliminary design work for the construction of a new, lined regional landfill. The proposed site for the new landfill was selected with assistance from technical experts from Akron and Szeged during the April exchange visit. Both partner cities also provided technical advice on design and management-related issues.
- The City of Subotica prepared a funding proposal for the new landfill, which will be submitted for consideration at a major donors' conference in October.
 - Experts from Szeged (which has successfully applied for funding support from the European Union for a similar facility) provided their counterparts in Subotica with significant technical support in the preparation of this proposal to ensure that it fulfills the funders' requirements.
- The City of Akron provided Subotica with a letter in support of the financing of this important regional solid waste facility and the wastewater treatment plant discussed below.

Water/Wastewater

- The City of Subotica completed feasibility studies and preliminary design work for the construction of a new wastewater treatment plant. Technical experts from Akron and Szeged provided technical advice to ensure that all important design and cost factors were considered.
- The City of Subotica prepared a funding proposal for the new wastewater treatment plant. The funding proposal is being submitted at a major donors' conference in

October. Experts from Szeged (which recently received European Union funding for a similar facility) provided their counterparts in Subotica with significant technical support in the preparation of this proposal to ensure that it fulfils the funders' requirements.

Economic Development

- The City of Subotica created a new economic development committee to play a leading role in the creation of an overall development strategy for the City. The committee includes municipal councilors and staff, university faculty, and key representatives from the private business community.
- Subotica continued its efforts to recruit a new full-time economic development officer. The original timeframe called for the Economic Development officer to be hired by August and to travel to Akron for intensive training in economic development. However, due to delays in the hiring process, this trip has been postponed until October/November.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Subotica is planning an exchange visit to Akron in October or early November. The delegation will include key technical staff working on solid waste management and wastewater management issues, as well as the new economic development officer. The objectives of the exchange will be:

Solid Waste/Wastewater

- To provide practical, hands-on training to the solid waste and wastewater technicians on key management, operations and maintenance issues to improve the efficiency and effectiveness of current operations, expose them to new technologies, and equip them with the new skills that will be required to run the facilities once they are constructed.

Economic Development

- To provide an intensive, review of economic development as it is practiced at the municipal level in the US.
- To expose the Economic Development officer to different approaches that encourage public and private stakeholders, NGOs, and citizens to work together to identify community priorities and goals and develop effective strategies that maximize the use of all community resources.