

**RESOURCE CITIES:
AN INITIATIVE FOR MAKING CITIES WORK
Quarterly Performance Report
Third Quarter 2000**

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G/ENV/UP

By

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INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

USAID Cooperative Agreement No. LAG-A-00-99-0020-00

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Narrative

1. Background

In May 1997, ICMA and USAID inaugurated the International Resource Cities Program (IRCP) – a program that builds technical support relationship between U/S/ cities and cities in developing and transitional countries. The goal of the IRCP is:

“To improve the quality of local government and strengthen democracy through international municipal partnerships.”

The IRCP is a vehicle that supports long-term, sustainable relationships between U.S. local leaders and their counterparts in cities worldwide. The purpose of the program is to bring together the best management practitioners in the United States with officials in other cities to share resources and technical expertise in a way that ultimately improves the lives of urban residents. Results from over two years of experience and more than twenty-five partnerships demonstrate that this is an effective way to provide technical support to the growing global urban community. Because local officials in all countries share common problems – albeit with varying degrees of severity – city officials in developing countries can draw on the resources of their U.S. counterparts to find more ways to achieve their full economic potential while also protecting and improving their environmental conditions.

This program is a key component of USAID’s Office of Urban Programs (G/ENV/UP) Making Cities Work (MCW) Strategy. It offers a viable, effective mechanism by which to address the key components and challenges set out in the Strategy. To this end, USAID has entered into a cooperative agreement with ICMA to develop 20 new Resource Cities Partnerships over the next two years. Beginning in September 1999 with an estimated completion date of September 2001, this cooperative agreement provides USAID Missions and Technical Offices a simple, flexible mechanism by which to develop partnerships in the regions they represent.

2. Expected Results

While the overall objective of the Resource Cities Partnership is improving local government and strengthening democracy, the individual partnership results will vary, depending on the focus of the relationship. At the start of each partnership, a workplan is developed and benchmarks are established to measure the progress and effectiveness of the exchange. These workplans outline the technical areas that the partner cities will focus on during the course of their exchange. Workplans can be quite specific, targeting a handful of smaller projects or one large project designed to improve the management and democratic processes of the cities, counties, or associations partnered together. It is anticipated that most of the outcomes of the

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partnerships will fall under the G/ENV/UP Strategic Support Objective (SSO) of “Improved Management of Urbanization in Targeted Areas”. Intermediate Results under this SSO are:

- **Intermediate Result 2.1:** Expanded and More Equitable Delivery of Urban Services and Shelter
- **Intermediate Result 2.2:** More Effective, Responsive, and Accountable Local Governments
- **Intermediate Results 2.3:** Reduced Pollution and Improved Environment in Urban Areas

3. Current Activities

See: • The attached **Assessment Chart of Current Activities**.

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4. Current Buy-Ins

According to the Office of Urban Programs (G/ENV/UP), the following has been obligating to date (funding source in parentheses).

Partnership/purpose	Total Budgeted Amount	Total Obligated Amount	Date Obligated	Fully funded	Balance	Expenditures to date	Unexpended
Rayong, Thailand	\$ 203,110	\$ 203,110	09/10/1999 and 8/2000	yes	\$ -	\$ 14,806	\$ 188,304
Kazakhstan (2)	\$ 349,984	\$ 350,000	09/10/1999	yes	\$ (16)	\$ 46,513	\$ 303,487
Kyrgyzstan (1)	\$ 200,000	\$ 200,000	09/10/1999	yes	\$ -	\$ 120,033	\$ 79,967
Admin/symposia	\$ 451,522	\$ 341,686	09/10/1999 and 8/2000	no	\$ 109,836	\$ 68,980	\$ 272,706
Ghana	\$ 153,992	\$ 153,992	09/10/1999	yes	\$ -		\$ 153,992
Haiphong, Vietnam	\$ 233,482	\$ 197,000	Aug-00	no	\$ 36,482	\$ 24,748	\$ 172,252
Vietnam (2nd city)	\$ 180,000	\$ 180,000	Aug-00	yes	\$ -		\$ 180,000
Ulaanbaatar, Mongolia	\$ 204,249	\$ 204,250	Aug-00	yes	\$ (1)	\$ 22,637	\$ 181,613
Philippines	\$ 87,980	\$ 90,000	Aug-00	yes	\$ (2,020)	\$ 7,224	\$ 82,777
Philippines	\$ 87,980	\$ 90,000	Aug-00	yes	\$ (2,020)	\$ 7,224	\$ 82,777
Serbia (3)	\$ 749,775	\$ 749,775	Aug-00	yes	\$ -	\$ 110,909	\$ 638,866
Serbia - fourth partnership	\$ 274,455	\$ 250,000	Aug-00	no	\$ 24,455	\$ 45,250	\$ 204,750
Amman partnership	\$ 233,259	\$ 233,259	Aug-00	yes	\$ (0)	\$ 7,664	\$ 225,595
	\$ 3,409,788	\$ 3,243,072			\$ 166,716	\$ 475,987	\$ 2,767,085

Total Partnership Budget: \$ 3,803,149
Total Budgeted Partnerships: \$ 3,409,788
Balance to Ceiling: \$ 393,361

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5. Current Subgrant and Contract Activities

Recipient	Partnership	Country	Account Code	Date	Amount
Partners Hungary	Szeged-Subotica-Akron	Hungary/Serbia	4760-G01	May-00	\$ 6,400
FPDL	Pitesti-Kragujevac-Springfield	Romania/Serbia	4760-H01	May-00	\$ 6,400
FLGR (pending)	Sofia-Nis-Columbus	Bulgaria/Serbia	4760-I01		\$ 6,400
COFTIBD	Haiphong-Seattle	Vietnam	4760-K01	Jun-00	\$ 7,080
TEI (pending)	Rayong-Portland	Thailand	4760-D01		\$ 3,000
LMP (pending)	Cebu-Fort Collins	Philippines	4760-E01		\$ 3,000
Total					\$ 32,280

6. Performance

See the attached **Assessment Chart of Current Activities**.

7. Expected Impact of Partnerships

This section identifies the goals and proposed impacts of the Resource Cities Partnerships, as identified in the workplans developed by the partner cities.

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Naryn, Kyrgyzstan – Great Falls, MT:

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.

Projected Impacts:

- City council approved waste management plan
- Improved collection and disposal system
- Reduced volume in the solid waste stream
- More efficient reuse of organic wastes
- Strategy for long-term equipment acquisition and maintenance

II. Water/Wastewater Management

Goal:

Develop a comprehensive water and wastewater management plan for the City of Naryn.

Projected Impacts:

- City Council approved Water and Wastewater Management Plan
- Comprehensive proposals for international grant funding
- Long and short term mechanisms for financing the City's water and waste water systems
- Decreased contaminants in effluent discharge into the Naryn River
- Increased quality and quantity of water supply
- Increased service delivery to the citizens of Naryn

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Tucson, AR - Almaty, Kazakhstan:

Task 1. Goal:

Review and improve the solid waste management system of Almaty

The City of Almaty is receiving a loan from the European Bank for Reconstruction and Development to implement improvements in the system of solid waste management in the city. The City has created a Solid Waste Authority, TARTYP, to implement the improvements. The current International Resource City partnership will provide technical assistance in assessing consultant recommendations and working with TARTYP on the following areas:

Projected Impacts:

- Best approaches for equipment specifications;
 - Best techniques for waste collection;
 - Techniques for landfill reconstruction;
 - Developing educational campaign strategies.
- Develop a comprehensive solid waste management plan for the City of Naryn, which addresses separation and reuse, collection, disposal, equipment needs and financing.

Task 2. Goal:

Review and assess key issues concerning public utilities in Almaty through identification of best practices and sharing of operational techniques/processes in the areas of:

Projected Impacts:

- Tree planting and maintenance, as well as possible coordination of strategies among government agencies and NGOs working in this field.
- Storm Water/Drainage Management
- Municipal Parking Control and Regulations
- Municipal Codes of Enforcement and Inspection/Certification.

Task 3. Goal:

Promote Economic Development of small business in the City of Almaty through sharing information and collaboration on support of small business development.

Projected Impacts:

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- Assisting in organizing the links between the Almaty Business Incubator and the US National Business Incubator Association;
- Explore the establishing and functioning of a technology and workforce development parks in Tucson;
- Conduct training for a business incubator managers and studying the expertise for providing support to small businesses by local executive bodies;
- Help develop entrepreneurial associations and look at the relationship between government and associations.
- Evaluate training modules in the US for small business entrepreneurs.
- Enhancing the study of experience and organization of micro credit for small business, as well as for different funds engaged in micro credit for entrepreneurs.

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Helena, MT - Pavlodar, Kazakhstan:

Task 1. Goal:

Review and improve the potable water supply in the City of Pavlodar.

Projected Impacts:

- Improve the energy and water use;
- Advance water treatment strategies to include corrosion byproducts removal; disinfection by-products removal, and microbiological removal;
- Improve public relations strategies for communication of water quality and environmental issues;
- Prioritization of capital program to meet the above objectives.

Task 2. Goal:

Review and improve the landfill in the City of Helena.

Projected Impacts:

- Best approaches to landfill management
- Best approaches to landfill equipment specifications;
- Techniques for landfill reconstruction;
- Developing educational campaign strategies and possibilities for re-cycling.

Task 3.Goal:

Review and assess key s concerning public assets management in Helena through identification of best practices and sharing of operational techniques/processes.

Projected Impacts:

- Appropriate improved methods of municipal assets inventory and evaluation;
- Strengthen methods of maintaining municipal property.

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Administrative Data

See: • The attached **ANNEX 1: Financial Administrative Data**

See: • The attached **ANNEX 2: Deliverables Submitted**

See: • The attached **ANNEX 3: Quarterly Travel Report**

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

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Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Naryn/Great Falls <i>Focus: Financial and Infrastructure Management</i></p> <p>Partnership Manager: Daniela Kissova</p>	<p>USAID/CAR, G/ENV/UP</p>	<p>A team of municipal experts from Naryn will travel to Great Falls, MT, on July 4-14, 2000. The team will consist of the Deputy Mayor, Head of Vodokanal, Head of the Solid Waste Plant, and Head of the Parking Service. The team will study techniques and systems of waste management and water/wastewater management in Great Falls, visit the compost site, and get introduced to the park and forestry technology.</p>	<p>Great Falls will travel to Naryn in November. Marty Basta, Jim Brown, and Jim Rearden will make the trip. The focus of this trip will be to refine water management system plan based on the meeting at the World Bank in September.</p> <p>Great Falls will meet with Helena, MT – partnered with Pavlodar – to share utilities management strategies in the Central Asia Region.</p>	<p>John Lawton and Coleen Balzarini, accompanied by Daniela Kissova visited the World Bank and spoke to Walter Stottman, Central Asia Country Unit - Sector Leader Water and Sanitation, about potential synergies between the World Bank's strategy in the region and the IRCP approach to improve the water system.</p> <p>The Great Falls delegation also met with Senator Max Baucus (D-MT) about potential funding for a continuation/augmentation of the program.</p>

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Kazakhstan I Partnership Manager: Daniela Kissova	USAID/CAR, G/ENV/UP	The first exchange visit by a team from the City of Tucson, AR to Almaty, Kazakhstan took place Oct. 9 through 13. The two teams signed a work plan for the next 18 months of cooperation, as well as a memorandum of understanding. Currently, the channel of communication b/n the two teams is formalized and the next visit is planned and conceptualized with the help of ICMA.	The next exchange visit will take place mid- to late January, 2001. Currently the City of Tucson is working with the Project Manager at ICMA to plan out and strategize around Almaty's return visit.	The effective launching of the Almaty-Tucson partnership was delayed due to the wait for a formal approval from the Tucson City Council.
Kazakhstan II Partnership Manager: Daniela Kissova	USAID/CAR, G/ENV/UP	The city of Helena, MT completed its first visit to the City of Pavlodar October 15-20. The signing of a memorandum of understanding was followed by hammering out of a 18-month work plan that will be finalized upon Pavlodar's return visit to Helena.	Pavlodar's return visit to Helena is being preliminarily set for February, 2001.	Finding of partner for Pavlodar was delayed due to a prolonged process of a City Council approval in Helena, MO. After a delayed decision, Lubbock dropped this initiative. While the City of Helena is interested in this partnership, the replacement of its City Manager is causing delays.

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<p>Rayong, Thailand <i>(Cleaner Production)</i></p> <p>Partnership Manager: Amanda Lonsdale</p>	<p>US-AEP</p>	<p>Mayor Suraphong Phutanpiboon is a reformist Mayor, with a commitment to citizen involvement in their government. The Thai national government is in the midst of a major decentralization effort, which will empower local communities to deal with issues formally reserved for the national government. Facing new issues for the first time, Mayor Suraphong believes that the City must focus on sound and transparent Financial Management, as well as Citizen Participation, as areas that will allow the City government to respond to the many and varied issues they will face, and will provide the key to an efficient and effective local government that is responsive to citizens.</p>	<p>Rayong will provide additional information to Portland, including Census information on Rayong; public information and process laws both current and anticipated in the future; Public opinion surveys or information previously collected by Rayong; descriptions of any public processes Rayong has completed in the recent past.</p> <p>This information will be reviewed in preparation for Rayong's visit to Portland, anticipated in January 2000.</p>	<p>None</p>

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<p>Cebu, Philippines <i>(Global Climate Change and Cleaner Production)</i></p> <p>Partnership Manager: Amanda Lonsdale</p>	<p>US-AEP, G/ENV/UP, USAID Office of the Environment</p>	<p>Ann Arbor, MI – while initially very receptive to being a Resource City – declined to partner with Cebu.</p> <p>Fort Collins, Colorado has been identified as a potential partner for Cebu. They are in the process of deciding whether or not to pursue a council resolution to become Cebu’s partner.</p>	<p>A partner for Cebu will finally be selected. ICMA anticipates starting the first exchange in December or January.</p>	<p>It has been difficult recruiting a partner city for Cebu. The first city, San Diego, declined because the city administration was uninterested in committing staff to the project. Ann Arbor declined because its staff was already overcommitted. Fort Collins is currently concerned about the political situation in the Philippines.</p>
<p>Ulaanbaatar, Mongolia <i>(focus TBD)</i></p> <p>Partnership Manager: Amanda Lonsdale</p>	<p>USAID/Mongolia, G/ENV/UP</p>	<p>The first exchange, scheduled for September 7-15 was postponed due to local elections, which were called only a month before the exchange was to take place.</p> <p>ICMA has been in consultation with the Mission and our prospective partner, Consulting Unit, to determine the chances of rescheduling the exchange. It is likely that there will be a 2-3 month delay.</p>	<p>Preparations for the first exchange visit will take place, pending the increased political stability of the country.</p>	

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<p>Nis – Sofia – Columbus (<i>focus TBD</i>)</p> <p>Partnership Manager: Daniela Kissova/Jon Bormet</p>	<p>USAID/Serbia, G/ENV/UP</p>	<p>The first exchange visit will take place in July. Columbus and Nis will both travel to Sofia to kick off the partnership.</p>	<p>Pending the political situation in Serbia.</p>	<p>The September elections in Serbia will cause some delay in the return visits from Sofia and Nis to Columbus.</p>
<p>Kragujevac – Pitesti – Springfield, OH (<i>focus: public works and public utilities</i>)</p> <p>Partnership Manager: Corinne Rothblum</p>	<p>USAID/Serbia, G/ENV/UP</p>	<p>The first exchange visit to Pitesti by delegations from Kragujevac and Pitesti took place in July. The partners signed an MOU outlining the focus areas of the partnership: public works and public utilities for Kragujevac, and economic development and solid waste management for Pitesti. Springfield also provided assistance to Kragujevac in identifying priority uses for its allocation of the USAID Serbia Material Assistance Program. Kragujevac opted to purchase a new sewage vacuum truck, which should be delivered in early November.</p>	<p>The positive political changes at the national level will greatly facilitate the partners' ability to work together, as it will now be possible for Springfield to travel to Kragujevac.</p> <p>During the next quarter, ICMA program manager Corinne Rothblum and IRCP Director Jon Bormet will visit Kragujevac to meet the new mayor, who was elected in the September elections, and to review the MOU and plan next steps in the partnership. It is anticipated that this will be a visit to Kragujevac by Springfield and Pitesti in early 2001.</p>	<p>N/a</p>

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<p>Pancevo – Timisoara – Lockland/Cincinnati, Ohio <i>(focus: Improving and repairing Pancevo's central heating system and water supply system and addressing major environmental issues).</i></p>	<p>USAID/Serbia G/ENV/UP</p>	<p>The first exchange visit by delegations from Pancevo and Lockland/Cincinnati to Timisoara took place in mid-July. The partners signed an MOU and developed an action plan that will focus on: <u>Pancevo</u>: Improving and repairing the city's central heating system and water supply system and addressing major environmental issues <u>Timisoara</u>: economic development, strategies for marketing to foreign investors, and recommendations for implementing the City's new strategic plan.</p> <p>Lockland/Cincinnati and Timisoara also provided assistance to Pancevo in identifying priorities for using its allocation of the USAID Serbia Material Assistance Program. Pancevo opted to use these funds to procure a number of items for its heating and water supply systems.</p>	<p>The positive political changes at the national level will greatly facilitate the partners' ability to work together, as it will now be possible for the Cincinnati partners to travel to Pancevo.</p> <p>During the next quarter, ICMA program manager Corinne Rothblum and RCP Director Jon Bormet will visit Pancevo to meet the new mayor, who was elected in the September elections, and to review the MOU and plan next steps in the partnership. It is anticipated that this will be a visit to Pancevo by Timisoara and Pitesti in early 2001.</p>	<p>Pancevo elected a new mayor in the September elections: Ms. Branislava Kruska.</p> <p>Evonne Kovach, Village Administrator of Lockland, accepted a position as Director for Economic Development for the City of Cincinnati. This will not affect her ability to provide leadership for the partnership, but will mean that the sole US partner will henceforth be Cincinnati.</p>

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<p>Subotica – Szeged – Akron, OH (<i>focus: water/waste water and solid waste management</i>)</p> <p>Partnership Manager: Corinne Rothblum</p>	<p>USAID/Serbia, G/ENV/UP</p>	<p>The first exchange visit to Szeged by Akron and Subotica took place in August. The partners signed an MOU outlining the focus areas of the partnership, which are:</p> <p><u>Subotica</u>: improving the quality and quantity of the water supply, improving the management of the wastewater and solid waste management systems.</p> <p><u>Szeged</u>: improving the solid waste disposal system and improving the wastewater collection and treatment system.</p> <p>Akron and Szeged also provided assistance to Subotica in determining how to use its allocation under the USAID Serbia Material Assistance Program. Subotica opted to procure a new domestic waste collection vehicle (Szeged identified vendors for the city) and to renovate the central kitchen of a kindergarten.</p>	<p>The positive political changes at the national level will greatly facilitate the partners' ability to work together, as it will now be possible for Akron to travel to Subotica to provide technical assistance and carry out partnership activities.</p> <p>A delegation from Szeged and Subotica will travel to Akron in late November to begin implementing activities identified in the action plan.</p> <p>RCP Director Jon Bormet and program manager Corinne Rothblum will visit Szeged and Subotica in early November to review the MOU and action plan, and discuss the November trip and future exchanges.</p>	

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<p>Haiphong – Seattle <i>(focus: Strategic Planning – tentative)</i></p> <p>Partnership Manager: Amanda Lonsdale</p>	<p>US-AEP</p>	<p>An MOU between ICMA, US-AEP, and G/ENV/UP was signed.</p> <p>Deborah Kimble traveled to Haiphong and Hanoi as part of a multi-organizational team to kick off the general activities for Haiphong.</p>	<p>While an exchange visit was originally planned for October, it has been determined that it would be more appropriate to delay the trip until the first of the year as President Clinton is scheduled to visit Vietnam in November and all key personnel will be occupied preparing for his visit.</p> <p>During the delay, ICMA will continue to work with the City of Seattle and their planner, Henry Sharpe (based in Haiphong through Nov. 1) to refine the scope of the program and determine the best personnel for the exchange. It is likely that Haiphong will visit Seattle on the first exchange.</p>	

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Amman – TBD Partnership Manager: TBD	USAID/Jordan, G/ENV/UP	An MOU between USAID/Jordan, G/ENV/UP, and ICMA was signed initiating the partnership.	Jon Bormet will travel to Jordan on October 7 to conduct the diagnostic of Amman and to hire an NGO to be the counterpart institution for ICMA. He will be joined on some or all of his trip by Alison Pajjit, Local Government Team Leader (G/ENV/UP) and David Painter, Director (G/ENV/UP). Immediately following the diagnostic and US partner city for Amman will be recruited.	The situation in the Middle East has delayed the diagnostic in Amman. It is anticipated that this diagnostic may be delayed until after January 1, 2001.
Resource Cities Management	All partnership funders	Work on recruitment and marketing continued. The Request for the Modification of the Cooperative Agreement was sent to G/ENV/UP on December 8, 2000 to increase the amount and duration of the award.	Jon Bormet plans to meet with the website consultant to discuss the layout and design of the web page.	N/A

ANNEX 1: FINANCIAL AND ADMINISTRATIVE DATA

ANNEX 2: DELIVERABLES SUBMITTED

DELIVERABLE SUBMITTED TO DATE

Partnership	Deliverable	Date Submitted
Great Falls/Naryn	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
	MOU between Great Falls and Naryn (English and Kyrgyz)	2/10/2000
	Trip Report for November and January exchange visits	5/11/2000
	Action Plan	5/11/2000
Almaty, Kazakhstan – Tucson, Arizona and Pavlodar, Kazakhstan – Helena , Montana	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
Resource Cities Cooperative Agreement	Quarterly Report – Fourth Quarter 1999	2/10/2000
	Quarterly Report – First Quarter 2000	5/11/2000
	Quarterly Report – Second Quarter 2000	8/2000
	Quarterly Report – Third Quarter	11/2000
Rayong/Portland	MOU between ICMA, US-AEP, and G/ENV/UP	5/11/2000
Cebu/Ann Arbor	MOU between ICMA, US-AEP, USAID Office of the Environment, and G/ENV/UP	5/11/2000
Ulaanbaatar/Bakersfield	MOU between ICMA, USAID/Mongolia, and G/ENV/UP	5/11/2000
	Diagnostic report for Ulaanbaatar	5/11/2000
Serbia	MOU between ICMA, USAID/Serbia, and G/ENV/UP	5/11/2000
	Revised MOU, Program Statement, and budget for fourth Serbian city	8/2000
	Trip Report – Pitesti – Kragujevac – Springfield (By Matthew J. Kridler)	8/2000
Haiphong/Seattle	MOU between ICMA, US-AEP, and G/ENV/UP	8/2000
	Program Statement	8/2000
	Program Budget	8/2000
	Desktop Analysis (in lieu of	8/2000

	diagnostic)	
	NGO Trip Memo	8/2000

ANNEX 3: QUARTERLY TRAVEL REPORT

Resource Cities International Travel

Partnership	Number of Trips
Naryn – Great Falls	21
Pavlodar – TBD	3
Almaty – Tuscon	3
Rayong – Portland, OR	4
Cebu – Ann Arbor, MI	
Ulaanbaatar – Bakersfield	1
Nis – Sofia - Columbus	3
Szeged – Subotica - Akron	4
Pitesti – Kragujevac – Springfield	5
Timisoara – Pancevo - Lockland	4
Haiphong – Seattle	1
Resource Cities Management	1
Total Trips	50
Total Trips Budgeted	305
Trips Remaining	255