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July 30, 2002

Ms. Celeste Fulgham
Regional Contracting Officer
USAID/South Africa
Sancardia Building 19th Floor
524 Church Street
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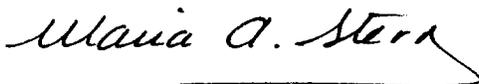
RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 804, UI Project 06967-007
Quarterly Task Order Progress and Cost Report, April to June 2002
Research Design for Kigali Economic Development Strategy

Dear Ms. Fulgham:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, April to June 2002, Research Design for Kigali Economic Development Strategy* as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Ms. Sally Merrill at 202-261-5755 or E-mail at Smerrill@ui.urban.org. Questions of a contractual nature should be addressed to me at (202) 261-5396.

Sincerely,



Maria C. Andrade-Stern

Enclosures

cc: Ms. Rebecca Black (CTO, USAID/South Africa)
Mr. Dale Gredler (CTO, USAID/Washington)
Ms. Sally Merrill (UI/Washington)
USAID Development Clearinghouse
IAC Deliverables File (06967-007)
IAC Chron File

bcc: Maria C. Andrade-Stern
IAC Chron Notebook
IAC Staff Person

**QUARTERLY TASK ORDER
PROGRESS AND COST
REPORT**

APRIL TO JUNE 2002

**RESEARCH DESIGN FOR
KIGALI ECONOMIC
DEVELOPMENT STRATEGY**

Prepared for



Research Design for Kigali Economic Development Strategy
United States Agency for International Development
Contract No. LAG-I-00-99-00036-00, DO No. 804

Prepared by

Ernie Leonardo
Institute of Public Administration
Sub-contract to
The Urban Institute



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July 2002
UI Project 06967-007

TABLE OF CONTENTS

Task Order Description.....	1
Progress of Major Activities	1
Description of Study Tour: Activities, Meetings and Personnel Involved	2
Key Personnel	3

ATTACHMENT

Cost Report

QUARTERLY TASK ORDER PROGRESS AND COST REPORT

APRIL TO JUNE 2002

RESEARCH DESIGN FOR KIGALI ECONOMIC DEVELOPMENT STRATEGY

Task Order No.: LAG-I-00-99-00036-00, TO No. 804

Date of Issuance: September 2001

Amount Obligated Under Task Order: \$ 58,033

Total Potential Task Order Amount: \$ 61,120

Dollars Expended To-date: \$ 56,447

Task Order Description

To address the four components of the Kigali Economic Development Strategy by monitoring the quality of the research and analysis produced and structuring and helping to draft the strategy and action plan. The research process must address the Rwandan context in terms of data availability, access to stakeholders, and focus of the project on producing a practical economic development strategy and action plan. The purpose of the strategy is to help Kigali increase its economic growth and improve access to jobs and income for its poor population.

Progress of Major Activities

The last phase of this project was to organize and host a study tour for five Kigali department directors in Philadelphia. The purpose of the study tour was to help transfer planning and development skills critical to implementation of KEDS. Ernie Leonardo, Senior Advisor, organized and conducted a tour for five Kigali officials from June 2 to June 10, 2002. The Kigali delegation consisted of the following officials: Joseph Bahenda, Director of Finance and Economic Development, Emmanuel Nyirinkwaya, Director of Physical Planning, Paul Gasinzigwa, Director of Public Works, Joseph Mifitumukiza, Director of Strategic Planning and Project Coordination, and Elizaphan Hakizimana, Director of Public Health and Sanitation. Mr. Leonardo arranged for a variety of meetings, presentations, and receptions as per the schedule below. He also organized accommodations and tours for the delegation to Washington, DC and Baltimore, as well as meetings in Washington with the World Bank task manager and the Ambassador of Rwanda to the U.S.

Description of Study Tour: Activities, Meetings and Personnel Involved

The following is the schedule and brief comments regarding the Kigali delegation visits to Philadelphia:

In terms of providing and maintaining public infrastructure, sanitation services in Kigali must be improved if investors are to find Kigali an attractive place in which to do business. With the goal of exploring new methods of developing water supplies for Kigali and improving the city's cleanliness and sanitation, the Kigali delegation began their tour with a visit to the Water Department at Warwick. William Toffey led the delegation on a tour of the water and sewage treatment and bio-solids facilities. The tour was followed by discussions with officials on operational issues, such as water supply and distribution systems, drainage systems, sewage treatment and sludge processing plants.

The tour of the Water Department was followed by a meeting with Maxine Griffith, Executive Director of the City Planning Commission. The meeting included presentations and discussions addressing a multitude of issues, including infrastructure planning, housing planning, and transportation planning, particularly with respect to street networks and traffic control. Other discussion topics included park and recreation planning standards, planning for economic development facilities, zoning (process, code and effects), community planning and public participation, light rail systems and transit-oriented development.

On their second day of the study tour, the Kigali delegation met with Clarena Tolson of the Sanitation Division and held a discussion on trash collection and disposal, toxic waste management policies and systems, and the privatization of services. The meeting included site visits to a landfill and an incinerator.

As a follow-up to the previous day's discussions, Thomas Lee of the City Planning Commission met with the Kigali delegation and City Planning Commission staff.

The second day of the study tour concluded with the International visitors' council reception for the Kigali delegation, held at the Warwick Hotel.

The Kigali delegation began their third day of the study tour with a meeting at the Planning Commission and Budget Office to discuss the City's capital program. Specifically, the discussion addressed the City of Philadelphia's infrastructure studies and standards, as well as its systems and processes for budget requests.

The Kigali officials were then introduced to Bob Wright of the streets department for a meeting with street and highway engineers. The group discussed various issues pertaining to streets and highways,



such as planning, networks, construction standards, techniques, innovative materials, engineering systems and software, and traffic engineering.

The fourth day of the study tour started with a meeting and visit led by Janice Davis, Director of Finance. At this meeting, the Kigali delegation had the opportunity to study the structure of the Finance department. The group discussed sources and uses of city funds, performance management, five-year plans, city services, fiscal transfers and grants from the federal and state governments, and citizen satisfaction. Other topics included the budget cycle and budget processes, budget software and systems, and public participation. Sharon Kershbaum facilitated these discussions. The day ended with a discussion on city debt structure and bond issuance practices with Corey Kemp, the City Treasurer.

The Kigali delegation left Philadelphia on the fourth and fifth days of the study tour to visit Washington, DC, Baltimore, and Atlantic City, New Jersey. In Washington, Kigali officials met with Catherine Farvacque, the World Bank Task Manager, and her staff. The delegation also met with the Rwandan Ambassador. More must be done to enhance the amenity of the downtown such that Kigali is recognized as an attractive and interesting African city. Thus, the officials visited several tourist sites in Baltimore and Atlantic City, New Jersey.

On the final day of the study tour, the group met with Dave Baldinger of the Mayor's Office of Information Services for a discussion of IT issues, including Internet, networking and security systems and services, IT budget, costs and revenues, and IT services, particularly with respect to web sites and shared data bases. The study tour's closing meetings were with Joan Decker of the Records Commissioner's office and Sue Lior, of the Water Department, for a discussion of computer applications in the Water Department.

Key Personnel

Ernie Leonardo, Research Design for Kigali Economic Development Strategy, Institute of Public Administration (under contract to the Urban Institute) 212-992-9883, el51@nyu.edu.