



**Resource Cities Cooperative Agreement
Cooperative Agreement
LAG-A-00-99-00020-00
ICMA Project No. 4760**

USAID Quarterly Report III

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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 extended 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

- In August, ICMA partnership manager Corinne Rothblum traveled to Amman, Jordan with Resource Cities CTO Alison Pajit to resolve remaining issues related to the advancement of the current partnership and to discuss the terms of a second partnership to focus on medical waste management.
- USAID/Car accepted ICMA's proposal to develop a follow-on partnership between Naryn, Kyrgyzstan and Great Falls, Montana. The partnership will build on the results of the initial partnership and will provide technical assistance and training in three technical areas: water quality; utility financial management; and solid waste collection and disposal. Each technical area will include a program to raise public awareness. Great Falls is prepared to help Naryn design effective public meetings and outreach campaigns. The public meetings, akin to public hearings will afford citizens and other stakeholder groups the opportunity to gain information on and raise questions about proposed plans and activities. The meetings, in conjunction with the public awareness campaigns, will afford the city an opportunity to underscore the key issues of public health and sanitation while garnering public support for the proposed projects.
- Deborah Kimble traveled to India to conduct diagnostics for the cities of Indore, Jabalpur, and Bangalore. It is hoped that initial exchanges will be held in either November or December 2002.
- USAID/Bulgaria after reviewing ICMA's proposal agreed to fund additional partnerships for a period of two years. It is expected that the partnerships will include replication partnerships that build on the strengths of the completed partnerships and new city-to-city and cluster partnerships as well.
- The Resource Cities website is now available. Minor adjustments will continue to be made to the content but majority of the material is available.
- ICMA held its annual conference in Philadelphia, Pennsylvania. The Resource Cities Program hosted a reception on September 29, 2002 to bring together participating city managers and those members interested in future participation in the RCP. In addition, a Resource Cities roundtable discussion was held for participating managers

to discuss their partnerships and to offer suggestions to improve the program structure and concept. A second roundtable discussion was held for those members who wish to work abroad, but more importantly, to identify cities that are willing and able to partner with cities in India, Kyrgyzstan, and Bulgaria.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

ICMA and USAID/CAR have discussed a third Kyrgyzstan partnership. ICMA and USAEP have discussed possible follow-on activities in Thailand to build on the partnership between Rayong, Thailand and Portland, Oregon. Discussions in both instances are on-going.

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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 UCAZ-NFBPA partnership was initiated in March 2001. To date, two exchanges have taken place:

First exchange trip: March 5 – 9, 2001, Harare, Zimbabwe

Second exchange trip: April 6- 20, 2001, Las Vegas, Nevada (NFBPA Annual Conference) and Washington, D.C.

The key objectives of the partnerships 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 Quarter

No partnership exchanges took place during the quarter. After an extended period with little communication from UCAZ, NFBPA and ICMA have received conflicting information concerning the status of their plans to launch a Local Government (training) Institute (LGI). Francis Dura of UCAZ indicated by E-Mail that they were still in the process of developing a concept paper for the establishment of the LGI, which would be vetted comprehensively with the UCAZ Executive Committee and membership before its formal creation in 2003. Mr. Dura proposed that NFBPA send a delegation for the final partnership exchange in September to meet with the UCAZ Executive Committee to review the concept paper, and asked the partnership to provide \$4,500 to support the

activities of the adhoc committee tasked with developing the concept paper. He also indicated that in the spring of 2003, UCAZ intends to hire a consultant to develop a formal plan for the creation of the LGI.

During UCAZ's April 2001 visit to the US, the partners had agreed on a plan to:

1. Establish a training office/function at UCAZ to enable the organization to provide regular, demand-driven training and professional development opportunities to its members.
2. Begin to charge a fee for some types of training, so that the training can become financially self-sustainable.

To kick off the formal training program and to give it a high profile, NFBPA agreed to provide 'guest lecturers' as an added attraction at the training session. However, Mr. Dura's e-mail implies that, almost a year and a half later, UCAZ has not proceeded beyond the point of discussing the need for training. In addition, ICMA was surprised to learn that UCAZ intends to hire a consultant to do a study on establishing the LGI, as a key objective of the partnership has been for NFBPA to provide technical advice to UCAZ on the creation of a training program within UCAZ.

However, in a subsequent e-mail to NFBPA and ICMA, Dr. Chawawa, the chair of the adhoc committee, indicated that UCAZ planned to launch the LGI in late September, and requested the participation of an NFBPA delegation at its formation to lead a workshop for executive mayors.

ICMA has communicated its concerns about the conflicting messages from UCAZ to both NFBPA and USAID/Zimbabwe, and has been striving to schedule a conference call with all parties to clarify UCAZ's intentions and the status of its training efforts, and to discuss plans for how the remaining partnership exchange and funds can be maximized.

III. Challenges/Remedial Actions Taken

The continuing instability in Zimbabwe has posed great challenges to the successful wrap-up of the partnership. UCAZ and its members are understandably focused on trying to guard the autonomy of local authorities in Zimbabwe, and on addressing the needs of their constituents as the political and economic situation continues to deteriorate.

IV. Projected Activities in the Next Quarter

ICMA and NFBPA hope to gain a clear picture of UCAZ's current status and plans concerning partnership-related activities, and to schedule the final exchange visit to Zimbabwe by NFBPA staff and board members for sometime during the fourth quarter.

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 partnership between GAM/GCEP and the City of Des Moines was initiated in February 2001. To date, there have been two exchange visits:

First exchange: August 25 – September 2, 2001, Amman, Jordan

Second exchange: December 1 – 8, 2001, Des Moines, Iowa and Chicago, Illinois

II. Major Accomplishments This Period

There were no formal exchanges during this period. In late August, ICMA partnership manager Corinne Rothblum traveled to Amman with Resource Cities CTO Alison Paijit to resolve remaining issues related to the advancement of the partnership and to discuss the terms of a second partnership to focus on medical waste management.

During the visit, Ms. Rothblum, Ms. Paijit and USAID/Jordan Environmental Officer Amal Hijazi met with representatives from GAM, GCEP and the GCEP Hazardous Waste Management Committee in order to reach a final consensus on the exact scope of the partnership work plan and proposed pilot project.

Based on these discussions and on the previous communications between MWA, ICMA, USAID, GAM and GCEP, the Jordanian organizations have agreed to focus the partnership on the design and implementation of a pilot project in the collection and disposal of household hazardous waste. GAM and GCEP tentatively identified a primarily residential area in a section of Amman known as Wadi Sir as the target area for the pilot. Dr. Mazen Noufal, manager of solid waste collection for GAM, will serve as the project manager of the pilot.

GAM and GCEP agreed that by September 30th, they would coordinate and reach agreement on the following issues:

- The exact geographic area the pilot area will encompass. It was proposed that this area include approximately 100 households and/or small commercial/industrial enterprises.
- The desired frequency of collection, and, related to that, the level of staffing support required.
- Which agency will be responsible for the provision of transportation vehicles, equipment, collection containers, etc.
- Which NGOs will be involved in the public information and outreach component of the pilot project.
- The composition of a proposed three-four person technical team to travel to Des Moines in late November/early December to work on a detailed design and implementation plan.

III. Challenges/Remedial Actions Taken

The continuing violence between Israel and the Palestinian Territories, potential of terrorist attacks against Americans in other Middle Eastern countries, and threat of a US war against Iraq continue to concern MWA. For now, MWA has indicated that it does not want its staff to travel to Jordan, but will review this decision following the planned November/December GAM/GCEP visit to Des Moines.

IV. Projected Activities

Pending the receipt of the above information from GAM and GCEP, a final date will be set for a visit to Des Moines by the designated GAM/GCEP technical team. MWA has begun planning the agenda for this visit, which will include working sessions and training.

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:

First exchange: Cebu City, Philippines, January 12 – 20, 2001

Second exchange: Fort Collins, Colorado, March 25 – 31, 2001

Third exchange: Cebu City, Philippines, June 3 – 9, 2001

Fourth Exchange: Fort Collins, Colorado, September 14-21, 2002

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

The partnership during this reporting period restarted with an exchange by a delegation from Cebu to Fort Collins. The exchange focused on public outreach for the recycling and composting program, as well as continuing work on the Solid Waste Management Plan. In addition, the delegation attended a workshop on green buildings, an area of increasing interest to Cebu.

During the hiatus of the partnership, the City of Cebu has continued to work on the aspects of the workplan developed under the Resource Cities Partnership. Cebu has begun a composting program, and has maintained relations with the Ayala Foundation, a private foundation focused on improving the environment and economy of Cebu City. In addition, a City Councilor from Cebu City has established a committee on Sustainable Development to monitor Cebu's Environmental and Economic activities, which include the Cebu-Fort Collins partnership.

III. Challenges/Remedial Actions Taken

- The partnership manager, Amanda Lonsdale, traveled to Cebu May 1-3 to meet with new staff in Cebu assigned to the partnership and to gain their support for continuing the partnership. After a series of meetings, the work plan was refined and a matrix

for continued cooperation was developed for proposal to the Sustainable Development Committee of Cebu City. This matrix was subsequently completed and submitted to Fort Collins for review.

- Nestor Archival, the City Councilor in Cebu, traveled to Fort Collins in late May to introduce himself to the Fort Collins staff and to discuss the matrix for continued cooperation between the two cities.

Prior to a US exchange, the City of Fort Collins requested a status report and reaffirmation of commitment from the City of Cebu. This action is due to the delay in exchanges caused by the change in administrations, the events of September 11, and staff turnover at the League of Municipalities and the City of Cebu.

IV. Projected Activities

The next exchange will take place in early 2003, with the final exchange and Best Practices workshop to be held in Cebu in March or April 2003.

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.

First exchange: Haiphong, Vietnam, November 25 - December 4, 2001

Second exchange: Haiphong, Vietnam, June 23 – July 5, 2002

The work plan identified the following objectives:

Tourism & Trade

- Attract hotel investment;
- Advertise the expansion of tourism and trade development in Haiphong.

Information Technology

- Establish and begin to implement a strategic information technology plan;
- Build and develop content for website.

Public Health

- Conduct an assessment of the health care needs and health care system in Haiphong.

Urban Planning

- Conduct a planning case study (including integrated land use, the environment, socio-economic and tourism sector planning, and infrastructure) in a selected area to give potential developers or investors guidance on specified land uses, infrastructure requirements, building types;
- Prepare a prospectus for potential investment.

II. Major Accomplishments This Period

A six-person team traveled to Haiphong, Vietnam on June 23 through July 5, 2002. The delegation included four members from the areas of trade and tourism and two additional participants from the health and education fields.

The exchange focused on the areas of trade promotion, information technology, and tourism. During the exchange, the following steps were taken:

Trade Promotion:

- The Seattle delegation worked with Hai Phong staff to develop a strategy to improve the Trade Promotion Office.

Information Technology:

- The cities working with the office of Science and Technology, developed specifications to improve the IT infrastructure and thus, enhance communication between staff and other departments.
- Created an outline for the Hai Phong web page that will be user-friendly and provide citizens with better information about municipal operations. The website will ensure that the practice of local government becomes more transparent.

Tourism:

- Evaluated accommodations in Hai Phong and the municipal tourism plan;
- Developed a schedule of projects to be undertaken to ensure that environmental issues are addressed.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

A visit to Seattle is scheduled for November/December 2002. The purpose of the visit will be to assist the Haiphong delegation implement the SOW for each of the three areas listed above.

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.

First exchange: Hue, Vietnam, January 12 – 19, 2002

Second exchange: Honolulu, Hawaii, June 1 – 8, 2002

Third exchange: Hue, Vietnam, October 5-12, 2002

II. Major Accomplishments This Period

The third exchange took place October 5-12, 2002 in Hue, Vietnam. The focus of the exchange was to observe the pilot solid waste collection areas and to provide suggestions on how to improve the pilot project. In addition, the delegation will meet with officials from the tourism and land use planning departments to determine areas for future collaboration.

Based on the information gathered in Honolulu in June, the City and Province of Hue have initiated a pilot solid waste project in the historic area of the Citadel. The team from Honolulu will observe and evaluate this project and help to determine further actions and feasibility for expansion. Their findings will be delivered to Hue in the form of a memo. This memo will be transmitted following the conclusion of the exchange.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The next exchange will take place in Honolulu in January 2003.

Honolulu Mayor Jeremy Harris, will travel to Hue in Marc/April 2003 with a delegation of public and private sector officials to further promote cooperation and to encourage deeper ties between communities.

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

The Cities of Rayong and Portland signed a Memorandum of Understanding in September 2000. The cities agreed to work together over a period of 24 months to enhance both municipal and financial management and to encourage citizen participation. During the initial exchange the cities developed a work plan that complements the city's goals and future objectives.

First exchange: Rayong, Thailand, September 21 – 30, 2000

Second exchange: Portland, Oregon, February 2 – 15, 2001

Third exchange: Rayong, Thailand, May 23 – June 4, 2001

Fourth exchange: Portland, Oregon, January 12 – 19, 2002

Fifth exchange: Rayong, Thailand, May 12 – 17, 2002

Sixth exchange: Portland, Oregon, August 17 – 25, 2002

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

The sixth exchange was held in Portland, Oregon from August 17 – 25, 2002. The exchange focused on both the restoration and financial components.

Khod Por Restoration:

- The delegation reviewed the outline for the development plan and adapted the plan as necessary to fit Rayong's future needs.
- A presentation was made on the City Sustainability Program.

Financial Management:

The first day was spent reviewing the Rayong base year budget expense and revenue detail that would be inserted into the five year forecasting model. The delegation discussed the growth factor that would be used for the forecasting model and whether the revenue categories should be forecast at an aggregate or individual level.

- It then became apparent that using the projected actuals for fiscal year 2001-2002 produced anomalies that pushed the revenue costs well beyond the forecast expenditure requirements of the Rayong budget.
- The process was reviewed to determine if the projected actual included one-time revenue for a particular project, whether tax, collection of arrears, etc.
- The revenue numbers were once again run with the appropriate adjustments to ensure that it represented Rayong finance officials' expectations.
- The five-year forecast was examined using the above information. The forecast showed that Rayong lacked sufficient revenue to cover expenditures. The model was further adjusted to differentiate expenditures from investment capital to clearly provide the Mayor and Council with an accurate financial picture.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The final exchange and Best Practices Symposium will be held in Rayong December 12 and 13, 2002 to disseminate lessons learned in the areas of financial management and restoration of the River Basin, Khod Por.

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.

First exchange: Ulaanbaatar, Mongolia, March 1 – 9, 2001

Second exchange: Bakersfield, California, May 5 – 14, 2001

Third exchange: Ulaanbaatar, Mongolia, July 19 – 27, 2001

Fourth exchange: Bakersfield, California, November 3 – 11, 2001

Fifth exchange: Ulaanbaatar, Mongolia, March 14 – 24, 2002

Sixth exchange: Bakersfield, California, May 17 – 27, 2002

Seventh exchange: Ulaanbaatar, Mongolia, July 3 – 13, 2002

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 Resource Cities partnership between Ulaanbaatar, Mongolia and Bakersfield, California concluded in Ulaanbaatar where the Best Practices symposium was held on July 8 & 9, 2002 to discuss lessons learned and to disseminate information to neighboring cities and districts. The cities and districts appointed Department Heads to attend the symposium to discuss planning and financial policy, budget, infrastructure, and revenue

collection. Many of the participating cities looked to Ulaanbaatar as a model for additional forms of revenue generation.

The U.S. delegation included the following members:

- i. Mr. John Hardisty, Development Services Director
- ii. Mr. Darnell Haynes, Assistant City Manager
- iii. Mr. John Leonard, Assistant Building Director
- iv. Ms. Melissa Speed, Resource Cities Program Manager

Mongolia is in the process of shifting to an integrated government treasury system and the technical assistance provided through the partnership has been very timely as it allowed Ulaanbaatar to incorporate Bakersfield's financial practices into the premise for the government treasury system. Under the RCP, Ulaanbaatar submitted draft documents to issue bonds, bond guarantees and immovable property assessments to the Presidium of the Citizen's Representative Hural (Council). The documents were approved in draft form. Ulaanbaatar then submitted the draft documents to the Government of Mongolia for final decision. The bonds will be used to maintain roads, improve maintenance and to create funding sources to build apartments.

In addition, the partnership has assisted Ulaanbaatar to identify additional sources of non-tax revenue to reduce the financial burden on the City budget and to reduce expenses and increase budget revenues. The Municipal Government recognizes the need to introduce procedures to ensure that the citizens and the private sector provide payment for services received from the government. Currently, Ulaanbaatar provides services using the general budget fund. The cities, working together, identified and developed procedures and policy documents for 6 types of fees: 1) a fee on foreign residents who stay at hotels, tourist camps and resorts, 2) fees to commission buildings and construction sites, 3) building and construction inspection fees, 4) fees for land allocation, 5) advertising fees, and 6) taxi cab fees. The taxi cab fee and fees related to commissioning and inspection of buildings and construction sites were approved by the implementing agencies and enforcement was to begin as of July 1, 2002. The Governor's Board reviewed the fees on hotels, resorts, and tourist camps; land allocation, and advertising and submitted them to the Citizens representatives Hural for consideration.

In addition, the partner cities have shown a true commitment to building a sustainable relationship. This commitment has been proven through the in-kind contribution that includes time, travel, and other direct costs from staff, municipal officials, and the community in the amount of \$123,145. This amount marks an impressive in-kind achievement of 182%.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The two cities have pledged that the relationship will continue although funding has ceased.

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 of the partnership focuses on the solid waste management system of Almaty and the creation and maintenance of a facility modeled after Tucson's industrial park. The European Bank for Reconstruction and Development awarded Almaty a loan to renovate its system of solid waste collection and disposal. Originally, Tucson was scheduled to provide Almaty with guidance on ways to utilize those funds. However, due to delays in the loan appropriation, the program component has been amended to reflect Almaty's expenditures for capital improvements. Tucson is assisting its Kazakh partner with equipment specifications for the implementation of sustainable changes and improvements in the operations of Tartyt – Almaty's municipal solid waste collection company.

First exchange trip – Almaty, Kazakhstan, October 6-13, 2000

Second exchange trip – Tucson, Arizona, February 24- March 5, 2001

Third Exchange trip – Almaty, Kazakhstan, June 4-5, 2001

Fourth exchange trip – Tucson, January 28- February 2, 2002

Fifth exchange – Almaty, Kazakhstan, July 8-13, 2002

Sixth exchange – Tucson, Arizona, September 23-28, 2002

The work plan for this partnership includes the following program objectives:

Solid Waste

- Review and improve the solid waste management system of Almaty

Economic Development

- Promote the development of small business in the City of Almaty

II. Major Accomplishments This Period

Two exchanges took place in this performance period.

5th Exchange: July 8 – 13, 2002

Small Business Micro-Crediting

A team from the US – Lee Smith, Economic Development Department, City of Tucson, Mary-Louise Trammel, Director of the University of Arizona's Office of Technology

Transfer, and Frank Ballesteros, Executive Director of PEPP, micro business housing development corporation visited Almaty in July 8-13.

One purpose of the trip was to develop a micro- enterprise strategy for the Almaty Akimat. Mr. Frank Ballesteros met with his Kazakhstan counterparts to:

- (1) identify positive and negatives experiences in Almaty's current micro credit strategies;
- (2) develop methodologies on micro crediting that can be applied to Almaty;
- (3) identify lending institutions in Kazakhstan that would participate in future micro-crediting strategies;
- (4) identify financial support and tools or mechanisms to attract future financial resources.

Discussions between the two teams revealed that the City of Almaty provides a micro-crediting program that offers grants that are large and easily managed and monitored by the lending institutions. Thus, the program is biased towards big businesses and against small entrepreneurs. One outcome of Mr. Ballesteros' visits to small business departments within Almaty was to explain the usefulness of grants up to \$5,000 for small and medium owners. A step was made in generating support from Almaty City to establish a micro enterprise credit strategy to be initially funded by city tax revenues. The strategy will be modeled after the PPEP Micro-business in Tucson. In addition, PPEP shared its Policy and Procedure Manual, which has been translated by ICMA to Russian, and is currently used by several departments. The partners also discussed the possibility of identifying a program manager to oversee the micro-credit scheme of Almaty. That person will then undertake a month-long training in Tucson.

Techno Park Development – Alatau Village

The second purpose of the trip was to gather information about the infrastructure and resources available to Alatau Village – a site selected for the development of the techno park. The team identified the following:

1. Research interests that might become the foci of product development and entrepreneurial researchers eager to commercialize the products from their laboratories;
2. Entrepreneurial activities located at the Nuclear Physics Institute;
3. Financial resources available from investments, bank loans, the City of Almaty and the Republic of Kazakhstan for the Techno Park development;
4. Economic incentives made available by the City of Almaty and/or the Republic of Kazakhstan; and
5. Potential economic and procedural barriers to Techno Park development.

The Tucson delegates met with staff from the Department of Economics to discuss the economic conditions of Almaty as well as plans and strategies to improve entrepreneurship and increase the number of small businesses in the city.

The Small Business Incubator and Innovation Center and the proposed Techno Park at Alatau Village will serve as the two primary vehicles used to further the goals of small business development.

Key results in this area included a Tucson proposed work-plan that would provide a Business Plan outline to the Almaty Committee of Economics. The US team also proposed that a representative from the Almaty Committee of Economics visit Tucson for seven to ten days to develop the Business Plan. The UA S&T Park Director has agreed to provide a UA S&T Park Business Plan template, pending the approval of the Board of Directors.

6th Exchange: September 23 – 28, 2002

To follow up on the 5th exchange, commitments in the area of techno park development, three team members from Almaty -- Askar Nasybbaev, Deputy Chairman, City of Almaty Economic Committee, Pyotr Chakrov, Deputy Director of Nuclear Physics Institute, Alatau Village, and Yerken Huseinov, Alatau Village Akim visited Tucson. The exchange focused on the University of Arizona's Techno Park and business incubator, such as methods of financing, operations, and business development. Marshall Warden, Director of University of Arizona's Techno Park, gave a presentation on the Park's operations, public relations strategies, personnel management, structure, functions, and relations with the City of Tucson. The Almaty team participated in a workshop by staff from the University of Arizona on business plan writing.

Next steps for the partnership involve the development of a business plan for the Alatau Technological Park, which will follow a presidential decree to be made this fall. The Almaty team is part of the presidential task force that designs the techno park and expects to be given a key role in the business plan creation.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

A seventh exchange is planned for November/December 2002.

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, Serbia and Pitesti, Romania:

First exchange: Pitesti, Romania, July 15 – 22, 2000

Second exchange: Springfield, Ohio, February 24 – March 3, 2001

Third exchange: Kragujevac, Serbia & Pitesti, Romania, May 15 – 27, 2001

Fourth exchange: Kragujevac, Serbia & Pitesti, Romania, July 27 – August 5, 2001

Fifth exchange: Springfield, Ohio, April 24 – May 2, 2002

Sixth exchange: Kragujevac, Serbia & Pitesti, Romania, July 8 – 18, 2002

Municipal 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 sixth exchange took place in Kragujevac, Serbia and Pitesti, Romania from July 8 – 18, 2002. The exchange focused on the need to establish a formal relationship between Wittenberg University (Springfield), University of Kragujevac and Pitesti University, refine public service strategies, especially landfill and water treatment, begin discussions for the creation and implementation of a Geographic Information System (GIS), and to sign a Sister Cities Agreement to ensure that the relationship is sustainable. The Springfield delegation included the following members:

- i. Mr. Warren Copeland, Springfield Mayor
- ii. Mr. Alvin Wansing, Senior Program Manager
- iii. Mrs. Shannon Meadows, Economic Development Assistant

Both Kragujevac and Pitesti have expressed an interest in developing city GIS' to be offered to the community through the use of the Internet.

- Because of their interest, the Action Plan was adapted to include the creation of a GIS system to streamline information between the municipal departments and to create a system that may be used by the business community and residents to improve the permit process for new construction.

Creation of Formal University Relationships

- Mayor Copeland worked with staff from the University of Kragujevac and Pitesti University to formalize relations. The formal relationship will provide exchanges for faculty and students interested in the field of Urban Studies. It is hoped that these exchanges will help the cities guide policy and to provide research at a reduced rate. Wittenberg University has agreed to provide housing and office space for visiting professors.

Creation and implementation of a city Geographic Information System (GIS)

Kragujevac:

- Kragujevac is ready to transition to a public GIS system in the near future. The municipal government has been working with the Urban Development Company for several years to gather geographic information and maps. The software currently used can be easily converted to Arc View, a typical GIS software system. Springfield will assist with database structures and the metadata file maintenance. Springfield has proposed to send its top GIS technician to for two weeks in the future to work with the Urban development Company to establish the system.

Pitesti:

- Pitesti, although interested, is still some years away from the creation of a GIS system. The essential information is currently in analog form; the information must first be translated to digital form. A local GIS company was present at the meeting and has expressed interest in working with the City of Pitesti to develop a Class A GIS system. A local Non Governmental Organization wishes to assist the local government to create such a program. The NGO was awarded a European Union grant that may be used to fund the GIS project.

Service Delivery

Kragujevac:

Mr. Wansing discussed plans for sewer expansion, especially due to periphery growth. The plans are now in the design stage, although funding must be secured before such expansion may occur. Much time was spent discussing water and wastewater needs.

Unanticipated benefits:

The three cities agreed to create a formal relationship through a Sister Cities Agreement. This agreement represents the first such SCI relationship with a Serbian city. The US Embassy, because of this agreement, announced a grant of \$300,000 to be used for pediatric hospital upgrades.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The final exchange will be held in Belgrade from October 24 & 25 to showcase the accomplishments achieved by the twelve partner cities. The Best Practices Symposium will include case studies from the four partnerships highlighting areas of cooperation, such as economic development and service delivery. As mentioned above, the partnership between Kragujevac, Pitesti, and Springfield will be sustained through the creation of a Sister Cities Agreement.

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 purpose of the partnership is to transfer successful US municipal models in the areas of citizen information and participation, water/ wastewater management, and solid waste collection and disposal to Nis and Sofia.

First exchange trip – Sofia, Bulgaria, July 13-21, 2000

Second exchange trip – Columbus, Ohio, February 3-10, 2001

Third exchange trip – Sofia-Nis, June 1-10, 2001

Fifth exchange – Columbus, Ohio, June 3-10, 2002

The previous work plan includes the following program objectives:

Water/Wastewater Management

- Review and enhance the capabilities of the water treatment and distribution systems of Sofia and Nis.

Solid Waste Management

- Review and improve solid waste management systems of Sofia and Nis.

Citizen Information

- Improve and expand the channels of information delivery to the public in Sofia and Nis.

As part of a separate program, Mayor Ciric of Nis visited Columbus in the fall of 2001. He met with the Mayor of Columbus, and they agreed that the partnership would be more valuable to Nis if it focused predominately on economic development. When the partnership commenced almost two years ago, economic development was not a viable consideration due to the sanctions imposed against Serbia and its' previous form of government. However, ICMA supports the cities efforts to improve local economic development and agrees with the new direction. Moreover, Nis is working with Sofia and Skopje on regional economic development issues, thus the new focus is consistent with those efforts.

If the partnership is to achieve demonstrable results in the next six months, it is critical that the partners develop an intense work plan during the upcoming exchange in April.

II. Major Accomplishments This Period

The last week of August a 5-person delegation from Nis visited Columbus to continue work on the designs for a cargo airport in Nis and a technological park. In attendance were:

1. Nebojsa Rancic, Nis City Councilor and President of the Nis Airport Managing Board;
2. Miodir Pesic, Nis Executive Board Member in charge of utilities/ infrastructure and the Technological Park;
3. Prof. Dragan Pantic, Electric Engineering Faculty, University of Nis, member of the Techno Park team;
4. Radisav Radojkovic, General Manager of Nis Airport;
5. Aleksandar Nikolajevic, Traffic Duty Manager, Nis Airport.

Nis Airport Design

The Nis airport team met with Mr. James Mako of the Columbus Rickenbacker Airport to discuss airport structure, internal operations, and business development. Until recently, both military and civilian personnel used the Nis Airport. Responsibility for the airport was transferred to the city of Nis to be restructured into a civilian cargo facility that will improve business development for the whole region while maintaining limited links to the military.

The two teams discussed:

1. Implications of the dual duties (military and civilian) regarding maintenance and the role of the military in the future.
2. The staffing and organization pattern in the following divisions: security, airfield maintenance, snow removal, fire fighting services, maintenance of airfield lighting system and the education of employees in specific fields.
3. The relationship between the airport and the local business community, airport pricelist, drafting of contracts, and incentives for the biggest clients.
4. Creation of a marketing plan informing clients of potential benefits from the airport services; a strategy used to attract airlines to open offices within the airport.

Nis Technology Park Development:

The Nis team met with Jim Currey of SciTech – a non-profit company that runs the Columbus Science and Technology Park affiliated with Ohio State University. Further principles of business incubator operations and strategies for attracting and supporting small businesses were discussed.

At the end of the week, the two teams discussed the case studies to be developed for the Serbian Best Practices Symposium (BPS) to be held in October in Belgrade. The Serbian team drafted an initial study of the restructuring of the Nis Airport for presentation at the BPS.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The seventh exchange trip will take place in October, along with the Best Practices Symposium.

**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. To date, there have been four exchange visits:

First exchange: July 15- 22, 2000, Timisoara, Romania

Second exchange: February 3 – 10, 2001, Cincinnati, Ohio

Third Exchange: July 14 – 21, 2001, Pancevo, Serbia and Timisoara, Romania

Fourth exchange: December 1 – 16, 2001, Pancevo, Serbia and Timisoara, Romania

Fifth exchange visit: April 27 – May 4, 2002, Cincinnati, Ohio

Sixth exchange: July 15 – 21, 2002, Pancevo, Serbia and Timisoara, Romania

The work plan focuses on 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.

While Pancevo is the primary beneficiary of the partnership, Timisoara is also receiving limited technical assistance with water supply management issues and strategic planning/economic development. Timisoara, which has completed a comprehensive, participatory strategic planning process, is an important resource for Pancevo.

II. Major Accomplishments This Period

A delegation from Cincinnati visited Pancevo and Timisoara the week of July 15th. The delegation members included:

1. Pete Gillon, Development Officer, Department of Economic Development
2. K. Scott Ens, Coordinator, Community Development/Planner, University of Cincinnati
3. Steve Massie, Managing Director, Cincinnati Equity Fund

The primary focus of the exchange was on the strategic planning and economic development components of the partnership. In Pancevo, the team focused on the development of the Port of Pancevo; commenting on the municipality's revisions to its land use plan (which is being led by a professor from the University of Belgrade); reviewing and advising on the City's ongoing code enforcement reform efforts, and related planning and economic development issues. In Timisoara, the Cincinnati group provided technical input on the City's ongoing implementation of its strategic plan, internal management reforms, and efforts to establish an equity fund.

An important topic during visits to both cities was the development of case studies and presentations for the October 24-25 Best Practices Symposium in Belgrade. The case studies from Pancevo will examine:

1. Technical and management reforms to Pancevo's water supply & distribution/central heating systems that have been facilitated through the partnership
2. Strategic planning, economic development, and general management issues and initiatives that have been facilitated through the partnership.

Timisoara will also present a brief case study on the development and implementation of a property tax database and related on-line property tax payment system, which it has developed with technical support from Cincinnati after learning about a similar system that Cincinnati uses.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The final 'official' partnership exchange visit will take place immediately before the Best Practices Symposium in late October. The objectives of this visit will be to review Pancevo's progress in implementing the recommendations that Cincinnati has made, including:

- The formal initiation of a strategic planning process
- Creating a dedicated economic development team within the municipal government and initiating related activities such as a support program for small and medium businesses
- Following up on business leads that Cincinnati has helped the city make, such as with Colliers International, which is the European representative of Prologis, a large US port developer interested in expanding its activities into central and eastern Europe.

Cincinnati will send five people to the October 24-5 Best Practices Symposium. The delegation will include:

1. Valerie Lemmie, City Manager

2. Pete Gillon, Development Officer
3. Scott Ens, Coordinator, Community Development/Planner, University of Cincinnati
4. Carel Vandermeiden, Senior Engineer, Department of Waterworks, Water Quality & Treatment Division
5. Russ Weber, Senior Engineer, Department of Waterworks

Partnership funds will cover the travel expenses of the first three. Vandermeiden and Weber are being funded by the Department of Waterworks, reflecting the importance that the City of Cincinnati has placed in the partnership, and its commitment to continuing support beyond the end of USAID funding.

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 purpose of this partnership is to transfer successful US municipal models in the areas of water/waste water and solid waste management. At the request of Pavlodar, Drug and Alcohol Treatment was added as a focus area for the partnership.

First exchange trip: Pavlodar, Kazakhstan, October 13-20, 2000

Second exchange trip: Helena, Montana, March 19-23, 2001

Third exchange: Pavlodar, Kazakhstan February 18-26, 2002

Fourth exchange: Helena, Montana, June 3-10, 2002

Fifth exchange: Pavlodar, Kazakhstan, September 18-21, 2002

The work plan includes the following program objectives:

Water/Wastewater Management

- Review and enhance the capabilities of the water treatment and distribution system in Pavlodar.

Solid Waste Management

- Review and improve the solid waste management system of Pavlodar.

Drug Prevention and Treatment

- Implement a municipal program on drug prevention and treatment in Pavlodar, Kazakhstan modeled after a program in Helena, MT.

Green Areas Development

- Cooperate in the area of green parks and share best practices in tree and seed planting, maintenance, and treatment of plant diseases found in similar harsh climate conditions. It should be noted that the interest in this area of cooperation appears to be fading.

II. Major Accomplishments This Period

Drug Prevention and Treatment

Background:

The Government of Kazakhstan commissioned Pavlodar with the creation of a Drug Rehabilitation Center. The Oblast (regional government) provided the City with a building to be used to establish a center for drug prevention and patient rehabilitation.

The Center was set up in December 2001. Since it's inception and opening the Center continues to receive ongoing support from Helena, MT in terms of scientific and program materials, assessments of operations, staffing patterns, etc. Most notably, since the two cities started collaborating in this program area Pavlodar has been able to launch and sustain an AA program that enjoys high level of turnout from people across Pavlodar Oblast. The initiative has caught the attention of high-level health officials in Kazakhstan. The AA Program has been praised for adopting US practices and adapting them to the situation in Kazakhstan.

Scope of work during this Exchange:

Mike Rupert, Director of the Boyd Andrew CDCC – a drug rehabilitation facility in partnership with the City of Helena and the County of Lewis and Clark, visited Kazakhstan in September 18-21, 2002. During that exchange, Mr. Rupert met with staff from Neovitae, a private drug dependency clinic in Almaty.

While in Pavlodar, Mr. Rupert met with, Kanat Satabayev, Deputy Akim of the City and Valeriy Losev, head of the health department, to discuss a commitment to donate an office for AA/NA meetings. Mr. Rupert also met with the AA/NA leaders: Sergey Balashov (AA) and Yuriy Kolesnikov (NA) to monitor progress of the newly established program and assess future needs.

Further, Mike Rupert participated at a conference on chemical dependency and rehabilitation where he discussed Helena's experience in treatment and rehabilitation. The presentation explained that most chemical dependency treatment in the United States is done by para-medical personnel, a concept that interested the Kazakh participants because the professional field in Kazakhstan is dominated by staff with high level medical education. Following the conference, Mr. Rupert gave a video interview for the Center's web site that offered his impressions of the first phase of the AA program (The interview can be viewed at: www.eksi.kz/rn-center.)

After attending an AA session at the Pavlodar Drug Center, Mr. Rupert commented that meetings closely followed the US model – an impressive fact given the recent start of the initiative and it's newness to the culture of Kazakhstan.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The sixth exchange will take place in Pavlodar in late fall 2002

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

The partnership between Subotica, Szeged, and Akron was initiated in August 2000. To date, there have been four exchanges:

First exchange: August 3 – 10, 2000 in Szeged, Hungary

Second exchange: December 10 – 17, 2000 in Akron, Ohio

Third exchange: April 16 – 19, 2001, in Subotica, Serbia and Szeged, Hungary

Fourth exchange: December 8 – 15, 2001, in Akron, Ohio

Fifth exchange: April 22 - 24, 2002 in Subotica, Serbia

The partnership work plan focuses on three areas of assistance to Subotica:

- 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 This Period

No formal partnership exchanges took place during this period. However, in August, ICMA partnership manager Corinne Rothblum spent a day and a half in Subotica. Ms. Rothblum had the opportunity to meet with key municipal officials including the mayor, chief of the executive board, executive board member responsible for economic development, and special assistant for economic development, as well as staff from Most Hid, the consulting firm that the city has retained to provide technical services on economic development-related matters.

The visit, though brief, was very useful in clarifying the current status of the city's activities vis a vis strategic planning and economic development. While municipal officials again acknowledged the importance of beginning a comprehensive strategic planning process that will engage all community stakeholders – public, private, and NGOs/community based organizations – the municipal government has not yet taken active steps to initiate this process. During their April visit, the Akron team was told that Most Hid would take a leading role in this process. However, in meetings with Most Hid it was made known that the firm has only signed a general framework agreement with the city and has not been given any specific assignments or scopes of work as of yet.

Ms. Rothblum noted that both Akron and the CRDA-funded IESC volunteer who spent six weeks in Subotica earlier this year advised that the municipal government must play a leadership role in creating the strategic planning and economic development framework for the city. They were also consistent in two other recommendations to the municipal government:

- Designate at least one staff person within the municipal government as the point person for economic development. This person must have a clearly defined set of responsibilities and authorities, and should serve as the municipal liaison to other public and private entities (e.g. Most Hid, the Chamber of Commerce, private businesses, donors, etc.) for all issues related to economic development.
- Create a public-private development advisory board/council to help the municipal government develop its strategic planning and economic development framework and assist with the implementation of the strategies and actions identified.

City officials agreed that both of these are necessary, and when pushed, committed to creating what has been tentatively called a Council for Development by mid-October. Ms. Rothblum suggested that if the Council has been formed by then, it might be possible to use some of the remaining partnership funds to bring a core group of the Council's leaders to Akron (and possibly Washington) to expose them to the functioning of similar councils and advisory boards in the US, carry out some team-building and training exercises and develop a clearly defined scope of work.

III. Challenges/Remedial Actions Taken

ICMA and Akron both remained concerned that politics continued to stymie the municipal government's ability to move forward in implementing the advice and recommendations it has received concerning the need to take a pro-active approach to economic development and strategic planning. Without strong leadership and direction from Subotica's Executive Board on these issues, the city will continue to miss out on opportunities to capitalize on its many assets and prime geographic location. It must also clarify the role that it wants Most Hid to play in this process, and provide them with detailed, specific scopes of work.

These concerns have been communicated to key municipal officials by Akron and ICMA, and it is hoped that the city will follow through on its commitment to creating a Council for Development.

IV. Projected Activities

The final partnership exchange visit will take place immediately prior to the October 24-25 Best Practices Symposium. Akron's delegation will include: Mark Albrecht, Economic Development Manger, and Mike McGlinchy, Public Utilities Bureau Manager. The visit will provide an opportunity to review the city's progress in creating the Council for Development and designating one or more staff members as economic development officers, and in determining next steps. If the Council for Development has been created,

the visit will provide an opportunity to meet with key Council members and discuss the possibility of an exchange to Akron to carry out the objectives listed in Section II above.

The partners will also review their two presentations for the Best Practices Symposium, which will examine:

1. The partners' work towards creating a strategic planning and economic development framework for Subotica
2. The development of a wastewater treatment plan to help restore the environmental integrity of Lake Palic, an important recreation and tourism resource for Subotica.

Partnership: Tirana, Albania & Catawba County, North Carolina

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Financial Management & Budget

Funding Source: USAID/Tirana

I. Introduction

The partnership between Tirana, Albania and Catawba County, North Carolina began in November 2001. A diagnostic performed by ICMA, identified the most critical issues facing Tirana in the transition to local self-government. In the past ten years, Tirana has experienced explosive population growth due to economic migration from the provinces. However, the neglected and decrepit public infrastructure cannot support the urban expansion. The city struggles to rid the public spaces from illegal construction work by illegal entrepreneurs and to protect the water and electrical supply systems from the encroachments of the squatter population. The Resource Cities technical partnership will focus on financial systems management, tax collection and budget preparation. To continue successfully staving off illegal construction of retail spaces and private homes, Tirana will also receive help in the institutionalization of building codes and codes enforcement.

First exchange: Tirana, Albania, February 24-28, 2002

Second exchange: Catawba County, North Carolina, June 2-9, 2002

The work plan defines the following objectives:

Fee and Tariff Pricing for Municipal Service

- Revise the pricing system for services to increase city revenue. The revised system will enhance the quality of municipal services and enable the government to involve its citizens in the process of municipal decision-making

Municipal Assets Management

- Introduce a system that accurately evaluates Tirana's assets and that improves budget management

Privilege Licensing/Business Permitting

- Establish a system of registration and fee collection/business permitting commensurate with the size and period of operation for small and medium businesses

Building Permitting, Code Enforcement, and Fair and Transparent Construction Licensing

- Develop new Code Enforcement Procedures to ensure public safety and reduce the current level of illegal construction

Solid Waste Collection and Disposal

- Improve the environment, public safety, and cost of service calculation by bettering the system of solid waste collection and disposal

II. Major Accomplishments This Period

Barry Edwards, Director of the Public Works Department in Catawba County secured for his Tirana counterpart to attend the Association's annual congress in Wilmington, NC the week of August 26th through funding secured by Mr. Edwards and the North Carolina Solid Waste Association of North America (NCSWANA). Mr. Dritan Agolli, Director of Public Works in Tirana indicated that the conference was useful and returned to Tirana with solid waste management methods that can be adapted to Albanian circumstances.

In this performance period ICMA facilitated the transfer of the following materials from Tirana to Catawba:

1. A list of Tirana's municipal services containing existing and suggested new fees for Catawba's review and critique.
2. A list of Tirana's newly acquired municipal enterprises, the type of work/service provided, number of staff and budget or profit and loss statement.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The third partnership exchange will take place October 14-19, 2002. The exchange will focus on the transfer of enterprises from the national government to the City of Tirana. Catawba will help Tirana to identify enterprises that are self-sustainable and have the potential to increase budget revenues. Catawba will also review Tirana's system of service fees to establish a more effective municipal tax structure.

Partnership: New Amsterdam, Guyana – Huntsville, Texas

Program Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Citizen Participation, Environmental Management

Funding Source: USAID/Guyana & EGAT

I. Introduction

The partnership between New Amsterdam and Huntsville was initiated in December 2001. To date, there have been two exchanges:

First exchange: December 1 – 8, 2001 in New Amsterdam (Jon – please correct if wrong)

Second exchange: February 2 – 9, 2002 in Huntsville, Texas

Third exchange: April 1 – 19, 2002 in New Amsterdam

The partnership work plan focuses on:

- Developing a vision and action plan for making New Amsterdam a ‘healthy community’ through:
- Fostering partnerships between the municipal government, relevant national government agencies, non-governmental organizations, citizen groups, and the private sector;
- Identifying and mobilizing community resources to improve the quality of life in New Amsterdam, in particular in the area of environmental clean-up and other projects to improve the physical environment.
- Helping to develop new community leaders, with a special focus on nurturing female and minority leaders.

II. Major Accomplishments This Period

The planned exchange to Huntsville in August was postponed, due to instabilities in New Amsterdam. See next section for further information.

III. Challenges/Remedial Actions Taken

In late summer, Huntsville learned that New Amsterdam had run out of funds to pay municipal employees, a situation that the Huntsville delegation had anticipated could occur unless the government undertook significant accounting reforms. New Amsterdam’s town clerk and some council members had taken exception to this prediction, as well as some other management issues raised in Huntsville’s trip report. Compounding the city’s difficulties, in early September, New Amsterdam’s mayor passed away after a brief illness. Due to these circumstances, little follow-up action has occurred since the Huntsville delegation’s April visit to Guyana.

Huntsville learned in late September that Deputy Mayor Claude Henry, who participated in the February exchange visit to Huntsville, has been appointed as New Amsterdam’s new Mayor. Henry has expressed support for introducing critically needed management

reforms within the local government. He is also an advocate for the proposed Healthy Communities initiative in New Amsterdam, which is the agreed focus for the partnership.

IV. Projected Activities

ICMA met with Huntsville City Manager Bob Hart in late September at the ICMA conference to discuss next steps. Hart will contact Claude Henry in early October (giving him a few weeks to settle into his new position), to discuss a proposed exchange visit to the US in November, scheduled to coincide with the annual Healthy Communities conference in Minneapolis. The objective of the exchange visit will be for a team from New Amsterdam (a citizen activist from GUYWID, the president or vice president of the Chamber of Commerce, and Mayor Henry):

- To participate in the Healthy Communities conference and learn about successful approaches and strategies used by other communities to develop Healthy Community programs
- To expose the group to the process and methodology that Huntsville is using to carry out its own Healthy Community initiative.
- To develop a Healthy Community action plan for New Amsterdam that identifies program objectives, key actions and responsible parties, expected results, and the proposed timeline.

The New Amsterdam delegation will then be expected to take the lead in translating the plan into action back home, with ongoing support from Huntsville. The final exchange visit to New Amsterdam, which will take place in early 2003, will include the facilitator from the Search Institute who led the Huntsville Healthy Communities workshops. This visit will serve as an opportunity to review New Amsterdam's progress in implementing its action plan, to provide guidance on any mid-course changes or corrective measures that may be necessary, and to help plan follow-on activities.