



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

USAID Quarterly Report 2

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International City/County Management Association

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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 March 2003, the USAID awarded ICMA the City-to-City Partnerships Project to address issues relating to urban development and local governance. The program name has been changed to CityLinks and recognizes the ties that exist between cities both in the US and internationally. The CityLinks Partnership model builds on lessons learned from the Resource Cities Program and offers an expanded menu of models that provide targeted, cost-effective and sustainable support to local governments, NGOs, and international communities.
- The Resource Cities website is now available. Minor adjustments will continue to be made to the content but majority of the material is available.

III. Challenges/Remedial Actions Taken

The Resource Cities Program experienced some delays due to the war in Iraq and the onset of SARs. ICMA implemented a temporary travel ban for staff and volunteers. The ban was lifted in mid-April and the program is again on track.

IV. Projected Activities

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

Start Date: March 2001

Partnership Manager: David George dgeorge@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 frontline 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 (UCAZ), 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.

To meet the increased needs for management training and educational opportunities, UCAZ and the partners have more keenly focused the partnership towards the building of training capacity that would be self-sustaining and effective.

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

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

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

Third exchange trip: May 25-June 1, 2003, Mutare, Zimbabwe

The key objectives of the partnership 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.*

Of these, the establishment of a self-sustaining training institute has been a priority for UCAZ and will continue to be for the near future.

II. Major Accomplishments This Quarter

This period has been one of the most active quarters for the partnership. Several key events including a consultative workshop and the first training of local officials under the auspices of the Institute occurred. These activities took place in an environment of

increasing unrest and logistical and financial difficulties. Attendees were faced with a national shortage of fuel and Zimbabwe dollars. In addition, the political opposition called a general strike, which further created barriers in attendance for UCAZ members. Given these challenges, attendance and participation at both the consultative workshop and training, which was being held to coincide with UCAZ's 62nd Annual Conference was positive.

After several delays the Local Government Management Institute (LGI) Consultative Workshop was held. The purpose of the meeting was to engage UCAZ members and other stakeholders including, USAID Zimbabwe, University of Zimbabwe, Urban Institute, NFBPA, and ICMA.

Both ICMA and NFBPA had voiced concerns regarding the direction of the proposed LGI. In particular, concern centered on the belief that UCAZ was attempting to build a completely new organization instead of a virtual institution that would perform the appropriate training activities as part of UCAZ. These concerns were put to rest somewhat after Sy Murray met with key individuals and organizations during a March 2003 trip to Zimbabwe

David George of ICMA and Claudette Ford resource person representing NFBPA attended the Consultative Workshop.

Other key attendees included:

1. Eliah Tafangombe, USAID Local Governance Advisor
2. Z. Manyika, USAID Local Governance Advisor
3. F. Zimunya, the new Secretary General of UCAZ
4. Francis Duri, UCAZ Deputy Secretary General
5. Dr. M. Chawawa, Town Clerk of Mutare and Chair of Sub Committee for ILGM
6. Barry Reed, Chief of Party, Urban Institute.

It was evident that ICMA/NFBPA's "Response to the Draft Proposal for the Institute for Local Government Management – Zimbabwe," a memorandum of practical comments and recommendations that responds to UCAZ's Institute proposal, was reviewed and seriously considered. However, while there is every indication that UCAZ will follow the vast majority of the recommendations, there is still some desire among a minority of members to pursue a university model. ICMA believes that this divergence will be resolved internally towards a virtual professional development organization model consistent with the recommendations.

Additionally, both ICMA and NFBPA representatives made presentations, which focused on the key characteristics associated with the creation and operations of the ICMA University and Executive Leadership Institute models. Issues discussed included:

- Institutional Structure- The central issue regarding the Institutes structure was whether it should be a virtual apparatus or component of UCAZ versus a more complex university model. While the discussions concluded in a preference for a virtual model, some members still made recommends that were most suitable for a university model. While this is expected it will be important for both ICMA and

- NFBPA to closely review all recommendations and documentation to ensure, to the extent possible, a practical structure is implemented.
- Budget/Operational- The budget for the Institute was created prior to the Institute's discussions related to structure. Hence the budget reflected some elements of a more complex structure, such as, graduations; certification (Requirements, certificates, diplomas, masters); and, academic staff grading, tenure and promotion conditions. Both ICMA and NFBPA representatives provided our view that the budget discussions were premature given the fact that the Institutes structure was still under detailed discussion.
 - Self-Sufficiency- Attendees were very interested in how the ICMA University and Executive Leadership Institutes covered their costs. Information on self-sufficiency, staffing, and expenses were presented and discussed. The key idea presented was the need to develop a product that meets member demands directly. In particular, presenters noted that ICMA required members to complete a specific amount of hours as part of their membership. This rule, agreed to by the membership, ensured the importance of professional development and demand.
 - Brochure- The draft brochure represented a solid start. Other marketing materials may be required to complement the brochure. As the Institute develops a more complete iteration will also be required.

The Institute was officially launched during UCAZ's Annual Conference in June 2003. Given the unrest in the country NFBPA resource persons were unable to attend. Tiffany Capers, Senior Budget Analyst, City of Charlotte and Cheryl Orr, Deputy Human Resources Director, City of Norfolk was schedule to provide training on Conflict Management and Co-operative Governance since UNDP was unable to facilitate the Conflict Management session as originally scheduled

On June 16th, UCAZ officially launched the ILGM to coincide with the annual conference, which was being held in Victoria Falls (June 17-20).

UCAZ has secured funding support from the Federation of Canadian Municipalities to help defray some expenses and provide 'stipends' for Zimbabwean training participants as an incentive to attend. USAID will also provide funding for 15 designated councils (13 urban and 2 rural) through its public administration contract, which is held by the Urban Institute.

Local elections are scheduled to occur in August or September. Following these elections, UCAZ plans to offer pilot training sessions to newly elected officials in topics to be determined.

III. Challenges/Remedial Actions Taken

The continuing political unrest and episodes of periodic violence in Zimbabwe continue to be a concern. This concern resulted in the cancellation of the final exchange visit that would have included training conducted by NFBPA's resource persons.

UCAZ recruited local trainers (members and others) to take the place of resource persons that were unable to travel given the ongoing political unrest.

While the earlier delays slowed the progress of the partnership, the consultative workshop along with the initial training represents immense momentum in the creation of the Institute. The challenge for the partnership is to turn that momentum and excitement into a vibrant institute in the midst of the challenging events that swirl around the local government managers in Zimbabwe.

IV. Projected Activities in the Next Quarter

Follow-up activities will include:

The objectives of the project have been accomplished, however, it is clear that building the capacity of the Institute are worthy of NFBPA and ICMA's continued assistance. The following list of ideas represents discrete deliverables that could be part of a follow-on partnership:

1. Develop curricula for the Institute in several topic areas including, good governance, budgeting, privatization, and other areas of interest to the UCAZ membership.
2. Assist with the development of Institute-related marketing materials
3. Develop a practical mechanism and provide assistance for the development, production, and dissemination of a membership newsletter in an efficient manner.
4. Design and develop an association Web presence that will be maintained by non-technical staff.

Partnership: Amman, Jordan – Des Moines, Iowa

Start Date: February 2001

Partnership Manager: David George dgeorge@icma.org

Focus Area: Hazardous 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 with a diagnostic visit by Resource Cities Director Jon Bormet. Since then, the following exchanges have taken place:

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

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

Third exchange: August 2002, TDY by ICMA program manager Corinne Rothblum

Fourth exchange: January 20 – February 1, 2003, Des Moines, Iowa

The key objectives of the partnership are:

- I. To assist the GAM and Ministry of the Environment (MOE) to improve the management of hazardous waste practices through:

Training

- In the safe operation of facilities using hazardous materials and in the safe handling and disposal of the resulting hazardous waste (using and adapting U.S. OSHA training materials)
 - In the safe transportation of hazardous materials (using and adapting U.S. Department of Transportation training materials)
 - In the safe handling of medical sharps and lancets (using and adapting U.S. universal precautions found in Bloodborne Pathogen training materials)
- II. The implementation of a pilot project in the collection and disposal of household hazardous waste from residents and businesses in the area of Wadi AL-SAIR within the Greater Amman Municipality.
 - Greater public awareness about dangers of toxic, flammable, corrosive, and reactive wastes.
 - Reduction in the volume of that waste in solid waste collected in the targeted area.

- Process and model for expansion of pilot project to other areas of the city of Amman.
- Management and frontline personnel trained in operating, handling and transporting hazardous materials safely.
- Develop an efficient and cost-effective plan for the collection of hazardous wastes from residents and businesses.
- Determine the average quantities on a per capita or per household basis of hazardous waste that can be anticipated in such a collection program.

II. Major Accomplishments This Period

Corinne Rothblum, Project Manager, took maternity leave during this period resulting in David George being appointed as the new partnership manager. The project has not moved forward substantially since the last report.

Conversations with MWA also confirmed again the need to have firm commitment to the work plan and to complete the following activities to be reviewed and commented upon:

- Prepare and translate curriculum and training materials
- Prepare training evaluation survey
- Design survey instrument and the sampling for preliminary baseline and final survey
- Conduct surveys
- Design post-survey for participants to evaluate program and adjust for large-scale implementation.

III. Challenges/Remedial Actions Taken

Since the last quarter significant progress has not been made by GAM and the MOE. This has prompted USAID/Amman to consider canceling the partnership. Royal Scientific Society, our local partner organization, is following up with GAM and MOE to prompt and encourage progress concerning the outstanding issues. The following issues still need to be fully confirmed and/or implemented:

- Written concurrence from the MOE/GCEP on the pilot project work plan as redrafted during the January 2003 MOE/GAM exchange visit to Des Moines.
- A definitive contact list of responsible parties/managers from MOE/GCEP and GAM, i.e., the key individuals who will be in charge of and responsible for the implementation of the pilot project, and who are expected to provide consistent, accountable leadership and follow-through from start to finish.
- Confirmation of the NGOs that GAM will engage to lead the public outreach component of the pilot project, and what their specific roles and responsibilities will be. A JES representative participated in the January exchange based on GAM's indication that JES would lead the public outreach component of the pilot. However, Mr. Wahdan from JES told MWA and ICMA that his organization's participation had not yet been definitively decided.
- Confirmation that, as we discussed, the costs of the NGO participation in the pilot project (for labor, production and printing of public information brochures, etc.), will

be born by GAM as indicated during the telephone conversation (February 26th) with ICMA partnership manager Corinne Rothblum.

David George will travel to Amman to conduct the Diagnostic and MOU signing for the medical waste project with East Carolina University and the Jordan University of Science and Technology. While there, Mr. George will attempt to meet with GAM (Dr. Zaki), the MOE, Royal Scientific Society (RSS), in an attempt to determine whether to move forward or not. If so, develop a plan with discrete steps.

IV. Projected Activities

The key projected activity is ICMA's meeting(s) with the partnership principles in Amman from July 25 through August 5, 2003. Assuming resolution of key issues concerning the work plan will be reviewed and refined to reflect a new set of timelines and schedules.

MWA will provide input and guidance to the Joint Implementation Committee (i.e. members of the January delegation and/or any others designated by GAM and MOE) via e-mail, phone and fax, and the next exchange visit to Des Moines is slated to take place in mid-July.

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

Start Date: January 2001

Program Manager: Amanda Lonsdale alonsdale@icma.org

Focus Area: Solid Waste Management

Funding Source: Urban GCC Team & USAEP

I. Introduction

The partnership between Cebu city and Fort Collins/Larimer County was initiated in January 2001. The partnership focuses on solid waste management. The last exchange took place in Cebu City during this reporting period with a Best Practices Symposium in May 27th & 28th 2003.

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, 2002

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

Fifth Exchange: Cebu City, Philippines, January 11-19, 2003

Sixth Exchange and Best Practices Symposium: Cebu City, Philippines, May 24-31, 2003

No major change was made to the Action Plan since its inception. However, the relationship that developed between Cebu City and the Ayala Foundation- the charitable branch of the Ayala Corporation that seeks to reduce solid waste and introduce recycling to 1,202 barangays or townships, was significant.

Specifically, the Action Plan between Fort Collins and Cebu called for:

Solid Waste Management

- Design 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 (in-progress);
- Improved Solid Waste Management (on-going);
- Reduced volume of waste entering landfill, (completed);
- Introduction of recycling and composting to at least one barangay. (Completed)

II. Major Accomplishments This Period

On May 27th and 28th, the partnership concluded with a Best Practices Symposium held in Cebu City, Philippines. The symposium was held in conjunction with the Solid Waste Management Conference and was attended by over 150 people from Manila to Cebu to Mindanao. The delegates represented local governments, the private sector and a host of NGOs. The symposium highlighted the results and lessons learned over the two-year period of the partnership. It also emphasized the work being done by the NGO and the private sector and discussed the need for increased local government participation in Solid Waste Management. As part of the symposium, the participants went on site visits to observe the work completed in Solid Waste Management. During the conference,

representatives of the City of Fort Collins presented a case study that examines the partnership and carefully outlines the issues, successes and potentials of the results.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

N/A

Partnership: Haiphong, Vietnam-Seattle, Washington

Start Date: July 2000

Partnership Manager: Melissa Speed mspeed@icma.org

**Focus Area: Tourism & Trade, Information Technology,
Urban Planning (Sustainable Tourism) & Public Health**

Funding Source: USAEP, USAID, World Bank, Seattle

I. Introduction

The Resource Cities partnership between Haiphong, Vietnam and Seattle, Washington was initially created to improve local government management. The International City/County Management Association (ICMA) agreed to partner with the World Bank the University of Washington, and the Greater Seattle community to foster greater cooperation between the two cities in the areas of Tourism and Trade, Information Technology, and Public Health and Urban Planning. The World Bank agreed to commit funds to be used by Vietnamese officials to travel abroad and to assist the partner cities in their efforts to alleviate poverty. The partnership objectives in the area of urban planning were later adapted to reflect an interest in sustainable tourism, especially as it relates to the Cat Ba Island. 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

Third exchange: Haiphong, Vietnam, March 22 – 28, 2003

Fourth exchange: Seattle, Washington, June 15 – 23, 2003

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.

Revised Urban Planning:

- Create sustainable tourism plan for the Island of Cat Ba.
- Strengthen the capacity of relevant technical departments in the areas of sustainable planning and development.
- Introduce basic concepts of integrated planning systems, community/stakeholder participation, nature-based tourism planning, and environmental impact assessment.

Public Health (To be undertaken by the University of Washington):

- Conduct an assessment of the health care needs and health care system in Haiphong to be implemented through possible coordination between the World Bank and the University of Washington.
- Assist with staff capacity building and provide training for health professionals.

II. Major Accomplishments This Period

Mr. Sharpe discussed the revised urban planning objective with Haiphong officials while in Vietnam. The City of Haiphong has agreed to the redesigned activities.

Urban Planning:

While in Seattle, the delegation visited the Port of Seattle to gain knowledge in the transition from a port city dominated by railroad cargo to an area of business, recreation, and cultural activities. In addition, the delegation met with officials from the Port of Tacoma to discuss the city's efforts to clean up the Foss Waterway and restore the natural fish habitat. Tacoma Port officials described the funding mechanism used to finance such projects. The funding aspect was of great interest to the delegation. Ed Englehardt, the Senior Director for Trade and Development discussed the possibility of a sister port relationship.

Tourism & Trade:

The tourism and trade component ended with a final discussion of trade promotion for the City of Seattle in both the domestic and international realm. The Trade Alliance will consider Vietnam and Thailand for inclusion in the 2004 business and trade mission. In addition, the delegation visited the Friday Harbor, San Juan Island to discuss ways to promote tourism that is environmentally sustainable and does not harm the natural assets that attract tourism. The Port of Friday Harbor officials discussed the budget, revenue sources, staffing levels. In addition, the delegation learned ways to allocate retail and business space in a manner that is regulated and fair.

Information Technology & Web Site (Complete):

With assistance from the City of Seattle, Haiphong has revised the website design and increased technical expertise in website development and management. The City and the Trade Development Alliance of Greater Seattle will continue to provide advice as needed.

Public Health:

The public health component provides for long-term assistance in the areas of infectious disease, emergency response, and training for medical staff. The delegation met with representatives from the medical field. Dr. Plough, the Director for the Seattle-King County Department of Health emphasized the importance of public health in promoting tourism.

III. Challenges/Remedial Actions Taken

The Resource Cities partnership has experienced many delays. These delays have been caused by Vietnamese national elections that delayed the first exchange, changing World Bank personnel, and the death of Betty Jane Narver, who served as partnership coordinator for the City of Seattle. Teresita Batayola then replaced Ms. Narver. Ms. Batayola then left her position with the City of Seattle. Ms. Diane Adachi now serves as coordinator for the City of Seattle.

As a result of these delays, the partnership had lost momentum. ICMA in coordination with the partner organizations asked that Henry Sharpe, Senior Planner for the City of Seattle, travel to Haiphong the week of March 23, 2003 to identify appropriate focus areas for the RC partnership. Mr. Sharpe had developed strong working relationships with the Haiphong officials and could identify and adapt the urban planning activities. The partnership has now shifted towards sustainable tourism.

IV. Projected Activities

ICMA in coordination with US-AEP will send Dr. Ringer of the University of Oregon to Haiphong in September 2003. Dr. Ringer is the Adjunct Assistant Professor of Tourism Studies and has served as an eco-tourism and environmental consultant and outdoor recreation planner. While in Haiphong, Dr. Ringer will meet with relevant staff to further discuss the concept of sustainable tourism, the methodology, and implementation.

Partnership: Hue, Vietnam and Honolulu, Hawaii

Start Date: 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 relationship created through the Sister Cities Program. The partnership will address environmental protection and disaster mitigation with an emphasis in the following areas: Solid waste management, water/wastewater, and tourism.

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

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

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

Fourth exchange: Honolulu, Hawaii, February 7-15, 2003

II. Major Accomplishments This Period

No exchanges took place during this reporting period.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The focus of the next exchange will include Tourism and Solid Waste/Environmental Management. The proposed delegation will include:

1. Lynette Char, Deputy Director for Enterprise Services
2. Tim Steinberger, Director of Environmental Services
3. Donna Kiyosaki, Deputy Director, Honolulu Board of Water Supply
4. Ken Kawahara, PE, Dept of Environmental Services
5. Ruth Limtiaco, private consultant in marketing, public relations, tourism, and destination development issues.

Partnership: Bangalore, India & Reno, Nevada

Start Date: September 2003

Partnership Manager: Melissa Speed mspeed@icma.org

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

I. Introduction

The City of Bangalore is located in Southern India in the state of Karnataka and serves as the state capitol and therefore the nexus of economic, social, and political exchange. Bangalore is often described as India's Silicon Valley due to its status as a key center for information and technology in South Asia. Bangalore is administered through six municipal corporations that support the overall administrative structure. Bangalore through the Resource Cities Program will work to strengthen municipal management and improve public service delivery. ICMA identified Reno, Nevada, located in Washoe County, a major distribution center and high tech region, to provide technical assistance in the following areas: strategic planning, city information management system and preventative maintenance of streets and sidewalks. Reno will work directly with the Bangalore Agenda Task Force (BATF), a group comprised of representatives from the six municipal corporations. The BATF was established in 1999 to improve the governance of Bangalore's six municipal corporations.

The Bangalore – Reno partnership was initiated in September 2002.

First exchange June 16 – 21, 2003, Bangalore, India

The key objectives of the partnership are:

Strategic Planning

- To agree to a vision statement and develop a city wide strategy so that the city may focus directly on the needs of Bangalore's future growth;

City Information Management System

- Develop a management information system that will identify areas of cooperation to improve the information infrastructure, explore the possibility of using the information model to offer citizen services, and utilize MIS standards and formats.
- Conduct a pilot project to improve the efficiency of the business process by adopting a suitable workflow;
- Identify the suitable delivery mechanism for citizen services.

Preventative Maintenance of Streets and Sidewalks

- Develop a maintenance tracking and street evaluation system to establish a street/sidewalk rating system, incorporate the evaluation into a database reflecting appropriate characteristics of the street, and link with GIS if possible.

II. Major Accomplishments This Period

The first exchange was held in Bangalore and was attended by the following Reno officials:

- i. Charles McNeely, Reno City Manager
- ii. Rick Vandenberg, Director Information Technology
- iii. Steve Verala, Director Public Works

The delegation was joined by Jon Bormet, Resource Cities Director; Melissa Speed, Resource Cities Program Manager and Meghna Malhotra, Coordinator for ICMA – India. Throughout the week, the delegation was introduced to the Bangalore municipal structure. The delegation met with members of the Bangalore Agenda Task Force, the Bangalore Development Authority, the Bangalore Municipal Regional Development Authority, the Bangalore Water Supply and Sewerage Board, and the Bangalore Power Supply Company. In addition, the delegation met with members from Janaagraha and the Public Affairs Centre. Both organizations work to increase citizen involvement in local government. The week concluded with the signing of the MOU and the development of a preliminary work plan.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The second exchange is to occur sometime in early October. During the exchange the cities will review the work plan and revise the priority areas if necessary.

Partnership: Indore, Madhya Pradesh, India – Garland, Texas

Start Date: September 2002

Partnership Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Financial Management, Energy Efficiency, Solid Waste Management, and Citizen Participation

Funding Source: RUDO/India

I. Introduction

The municipal corporation of Indore is a secondary city in the state of Madhya Pradesh, with a population of approximately 1.6 million. The city faces major challenges in financial management, improving the effectiveness and efficiency of municipal services (in particular environmental services), and engaging citizens in the local governance process.

Indore is receiving technical assistance through USAID's Financial Institutional Reform and Expansion Project/Phase 2 (USAID/FIRE-2), which is dedicated to mobilizing resources at the local level to ensure that cities meet their infrastructure requirements. Four objectives frame the activities undertaken in FIRE-2:

1. Commercially viable project development.
2. Sustainable infrastructure finance systems.
3. Implementation of 74th Amendment to the Indian Constitution, which calls for greater decentralization from state to local governments.
4. Capacity building of urban professionals.

USAID and FIRE-2 believed that a Resource Cities partnership could be an excellent way to complement and leverage the technical assistance that FIRE-2 is providing. The Mission has therefore committed funding for Indore, along with the cities of Jabalpur and Bangalore, to initiate partnerships.

Based on the diagnostic carried out in September by Deborah Kimble, Senior Municipal Advisor at ICMA, the city of Garland, Texas was selected as Indore's partner. Garland is a full-service city with a population of 221,300 and a municipal organization with 2,200 employees. Garland is located in the greater Dallas metropolitan area, 5 miles northeast of downtown Dallas. The government has a strong commitment to citizen involvement in local government - as evidenced by its 14 citizen advisory boards and commissions - and to communicating with citizens about budget and spending priorities.

The first partnership exchange took place in Indore December 2nd – 6th. The key outcomes of this visit were an MOU and draft work plan that identified the following focus areas for the partnership: (1) Financial Management, (2) Energy Efficiency, (3) Solid Waste Management, and (4) Citizen Participation & Communication.

II. Major Accomplishments This Period

No exchanges took place during this reporting period.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The third exchange was scheduled for the week of July 14th but was postponed until mid-September. The Commissioner would not be available at the scheduled time and is an integral member of the partnership.

Partnership: Jabalpur, Madhya Pradesh, India –Sacramento County, California

Start Date: September 2002

Partnership Manager: Corinne Rothblum crothblum@icma.org

Focus Area: Tentatively identified as Resource Mobilization and Human Resource Management

Funding Source: RUDO/India

I. Introduction

With a population of approximately 2 million, Jabalpur is the third largest city in the state of Madhya Pradesh. It is plagued by the urban problems that are characteristic of cities throughout India: inadequate service levels, poor service coverage, and organizational, operational and financial constraints with regards to providing, operating and maintaining infrastructure systems for basic urban services. Compounding these challenges, Jabalpur's economic base is declining due to the downsizing of the national defense/military establishments and manufacturing facilities that are based there. As a result, the city's resources are shrinking.

Jabalpur is receiving technical assistance through the USAID/Financial Institutional Reform and Expansion Project (Indo-US FIRE-II)¹. This assistance focuses on three areas—

- Resource mobilization;
- Management, handling, processing and disposal of municipal solid waste; and
- Urban decongestion through the planning of urban transport elements.

To complement and leverage the technical assistance being provided through the Indo-US FIRE-II, in the fall of 2002, USAID/India and ICMA initiated a Resource Cities Partnership between Jabalpur and Sacramento County, California.

II. Major Accomplishments This Period

The second exchange was held in Sacramento County from May 31 – June 8, 2003 and included the following Jabalpur officials:

- i. Vishwanath Dubey, Mayor, Jabalpur Municipal Corporation
- ii. Rajeev Dubey, Municipal Commissioner
- iii. Ajai Sharma, Assistant Engineer

Sacramento County exposed the Jabalpur delegation to management and service delivery practices related to the partnership objectives. The delegation witnessed a lane marking

¹The FIRE-2 project is dedicated to mobilizing resources at the local level to ensure that cities can meet their infrastructure requirements. Four objectives frame the activities undertaken in FIRE-2:

- Commercially viable project development.
- Sustainable infrastructure finance systems.
- Implementation of 74th Amendment to the Indian Constitution, which calls for greater decentralization from state to local governments.
- Capacity building of urban professionals.

demonstration and visited the Traffic Operations Center and the sign shop, operations and maintenance facility. The Jabalpur delegation then visited the surface water treatment plant, landfill, wastewater treatment plant and witnessed a demonstration in residential garbage collection.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The third exchange is expected to occur in early-October.

Partnership: Almaty, Kazakhstan – Tucson, Arizona

Start Date: October 2000

Project Manager: Daniela Kissova dkissova@icma.org

Focus Area: Solid Waste & Economic Development

Funding Source: Kazakhstan

I. Introduction

The Almaty-Tucson partnership began in October 2000 and focused on Almaty's solid waste management system 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. Tucson was to provide Almaty with guidance on ways to utilize the loan. However, the appropriation of the loan was delayed therefore, the partnership objectives were amended to include Almaty's capital improvement expenditures. Tucson has agreed to assist Almaty with equipment specifications needed to improve the operation of Tartyp – the 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 action 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

No exchanges took place during this reporting period.

III. Challenges/Remedial Actions Taken

At the outset of the partnership, the Mayor of Almaty identified the Alatau Nuclear Village, about 10 miles outside of the City of Almaty, as a site to be re-developed—ideally for high-tech research and related business that would benefit from access to an active nuclear reactor. While the partnership explored this possibility, the President visited Bangalore, India, and decreed that Alatau should be re-developed in the image of Bangalore, and would become a center for information technology. Despite the President's desires, many believe that there are significant roadblocks to this plan, including the fact that English is not a prevalent language in Almaty (as it is in Bangalore) and that having a nuclear reactor in the middle of an Information Technology

Park was a significant detriment. Though some privately agree in Almaty, no one is able to object or modify this Presidential decree. Thus, the partnership chose not to continue to develop a business plan for Alatau.

The partnership also undertook an initiative to enhance economic development in Almaty through micro-credit financing. A Tucson representative met with Almaty, and was encouraged by the possibilities. Subsequently, a short 14-28 day internship was arranged for a representative from Almaty to travel to Tucson to learn first-hand some of the procedures for a micro crediting program. Unfortunately, the person was not allowed to travel to Tucson, and without adequate replacement, the prospects for this task could not be achieved.

Finally, some small progress was made in the area of solid waste management. Tucson and Almaty were able to exchange staff, and some operational improvements were made in Almaty as a result. The review of equipment specifications was not useful as decisions were made at the national level to determine which equipment should be purchased. ICMA determined that further work in the area was not useful.

IV. Projected Activities

We have appreciated the advice and counsel of USAID/Almaty's Ivan Apanasevich who met with a team from ICMA in Almaty in April to discuss final steps. As the political environment in Almaty is clearly difficult, the best form of future cooperation between the two cities would be through a Sister City partnership. Tucson will continue providing technical assistance on an as-needed basis.

Partnership: Bulgaria Resource Cities Program – City-to-City Partnership in Economic Development & Environmental Protection (Karlovo, Bulgaria & Winchester, Virginia)

Start Date: September 2002

Partnership Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Program Manager: Ina Raycheva

Focus Area: Economic Development & Environmental Protection

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The Municipality of Karlovo, Bulgaria and Winchester, Virginia form the first City-to-City Partnership established under Phase IV of the Bulgaria Resource Cities Program. The framework of the twinning relationship and their technical cooperation were developed during the first US City delegation visit to their Bulgarian partner in March 2003. The partners signed a Memorandum of Understanding that outlined the parameters of their technical cooperation. Through this partnership the Municipality of Karlovo hopes to diversify and revitalize its economy. As a first step they will develop a vacant park area into an economically viable tourist facility that residents may enjoy. Karlovo also plans to tackle its environmental problems. One of the concerns is that the regional landfill may be contaminating the nearby river. The City of Karlovo has developed a comprehensive plan to cap the landfill, however, they currently lack sufficient funds for implementation. The partnership will work to find an interim solution to stabilize the landfill while Karlovo identifies necessary funds for the final solution. In addition, Karlovo in cooperation with Winchester will introduce a separate collection of recyclable materials as a pilot program to comply with the new requirements and gradually meet the European Union standards.

First exchange: Karlovo, Bulgaria, February 28 – March 8, 2003

Second exchange: Winchester, Virginia, May 5 – 10, 2003

The key objectives of the partnership are:

Economic Development

Project 1: The two cities agreed to create a Development Plan for “Besh Bunar” Park Area, the doorway to the Central Balkans National Park. The project aims at stimulating local economic development through increased tourism, attracting private investment and providing citizens with a recreational and leisure facility.

Environmental Protection

Project 2: Development of an alternative Project for the Interim Stabilization and Safety Improvement of the Existing Landfill. The goals of this project are to reduce contamination in the ground water, to find interim remedies to stabilize the landfill and to identify funds for implementation of interim and long-term solutions for its closure.

Project 3: Introducing Separate Collection of Recyclable Materials in Karlovo. The introduction of a pilot program for separate collection of recyclable material will include a public education program.

II. Major Accomplishments This Period

During the reporting period an official delegation from Karlovo, led by Mayor Zheliazko Doumschiev, Deputy Mayor Plamen Slavov and Chief of the Ecology, Agriculture and Forestry Department, Krassimira Bonevska paid a return visit to the City of Winchester, Virginia during the week of May 5-10, 2003.

During the visit the Bulgarian counterparts were exposed to Winchester City Government Operations, Citizen Information and Employee Training Programs. In addition, they visited several City-County Tourism and Convention Centers and learned about best practices in Separate Waste Collection, Waste Recycling and Park Development. The delegation also met with representatives from NGO sector and visited businesses manufacturing wood alternative products and recycling containers. The Karlovo delegation and Winchester staff had several meetings, where they discussed plans for landfill stabilization, source separation and the Besh Bunar park area development. As a result of the return visit both cities further developed their project ideas and elaborated and signed a detailed Action Plan for the implementation of three technical projects as follows:

During the reported period the following Action Steps have been implemented:

Project 1: Development Plan for “Besh Bunar” Park Area, the doorway to the Central Balkans National Park

- Winchester developed a practice design of the park based on the Mayor’s comments and presented it to Karlovo.
- At the end of May 2003, the Municipality of Karlovo organized and conducted a meeting with community stakeholders representing over 25 organizations and private companies, where they presented the park development idea, solicited input, and obtained support.
- Representatives of the National Park Authority, the Tourist Information Centers, companies, craftsmen associations, several citizens groups (ie: pensioners) and others were not only very supportive but came up with many ideas and also offered help and an in-kind contribution (labor). In addition, private companies offered financial contributions.
- The results of the park development discussions are being summarized and will be sent for review to Winchester in July.
- A Work Group was formed, which includes different community representatives who volunteered to participate in the park concept development. They will review input, advise on plans and assist with implementation of the park project.
- The park infrastructure was specified and fencing for the park territory will be initiated.

Project 2: Development of an Alternative Project for the Interim Stabilization and Safety Improvement of the Existing Landfill

- In line with the defined action steps, the Municipality of Karlovo collected the following information and made it available for review by Winchester: a summary of

the landfill report, geological information about the landfill area, a topographic map of the municipality, which included streams, a property boundary map (from the land use map), information on the type of waste disposed of in the landfill, related laws and regulations for the old and new landfill, and cost data collection (cost of proposed project).

- The Winchester team will analyze the data and information and prepare recommendations and solutions to be discussed during the technical visit in the next quarter.

Project 3: Introducing Separate Collection of Recyclable materials in Karlovo

- The Municipality of Karlovo identified and selected a pilot area that will include the secondary school “Vasil Levski” to introduce source separation. A meeting with the representatives of local NGOs, school board, students’ organizations is scheduled for the beginning of July, to discuss the program.
- The Municipal staff also initiated a marketing study of companies in Bulgaria that are purchasing recyclable materials, and they submitted a proposal to the Ministry of Environment for obtaining funds for equipment and containers for separate waste collection.
- Other project activities are planned for the next quarter.

III. Challenges/Remedial Actions Taken

In late June the partner cities decided to re-schedule the first technical visit of Winchester experts to Karlovo, which had been planned for the week of July 12-19, 2003 to the week of August 16-23, 2003. Since the implementation of the activities envisioned in the Action Plan is on schedule, the decision to postpone the trip by one month will not effect the overall project development and implementation.

IV. Projected Activities

In the next quarter a technical visit of a 3-person expert group from the City of Winchester to Karlovo is planned for the week of August 16- 23.

Partnership: BRCP – City-to-City Partnership (Pleven, Bulgaria & Charlottesville, Virginia)

Start Date: September 2002

Partnership Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Antoaneta Mateeva

Focus Area: Economic Development

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The Municipality of Pleven, Bulgaria has been selected for the new City-to-City partnership established under Phase IV of the Bulgaria Resource Cities Program (BRCP). In accordance with the goals of overall program implementation, ICMA and FLGR agreed that under the BRCP, the Municipality of Pleven will be partnered with a US City to form one of the two City-to-City Partnerships, and will focus primarily on economic development. The US resource city – the City of Charlottesville, Virginia, was identified and confirmed its commitment to the Program. The partners signed a Memorandum of Understanding, which outlined the parameters of their technical cooperation. The Municipality of Pleven will continue to participate actively in program activities under another component of Phase IV– the Economic Development and Marketing Program for Bulgarian Municipalities.

First exchange: Pleven, Bulgaria, June 1 – 7, 2003

The key objectives of the partnership are:

Primary Area: Economic Development and Tourism

Economic Development

- Develop Financial Feasibility Plan for the Business and Information Center including: library, hotel, business incubator and convention center. Identify sources of possible funding for the Business Incubator Center, Convention Center and Hotel as part of the Business and Information Center; decide on the most appropriate allocation of these funds and the maximization of a return on investments.
- Development of the Strategic Model for Attracting Foreign Investment to Pleven.

Tourism

- Development of a Tourism Marketing Plan, as part of the long-term project: “Tourism Development Strategy for the Municipality of Pleven,” to be implemented in stages beyond the framework of Phase IV of the Bulgaria Resource Cities Program.

Secondary Areas of Cooperation: Public Infrastructure Management and Training Opportunities

Public Infrastructure Management, with regard to:

- Gasification

- Street maintenance and repair
- Renovation of historical and cultural buildings

Training Opportunities Provided to Pleven Municipal Leadership

- Opportunity to participate in the Senior Executive Institute two-week training program offered by the University of Virginia and the City of Charlottesville.

II. Major Accomplishments This Period

- In May 2003 ICMA Program Manager Judit Deilinger and FLGR Program Coordinator Ina Raycheva met with Charlottesville City Manager Gary O'Connell and City Planner Satyendra Huja in Winchester, Virginia. This meeting allowed the Charlottesville local government officials to receive additional information on the specifics of the City-to-City cooperation, to get acquainted with another Bulgarian official delegation visiting their partner - City of Winchester, VA, to receive first-hand information about Pleven and Bulgaria, and to share their expectations with regard to their first forthcoming official visit to Bulgaria.
- The first official delegation of the City of Charlottesville, led by City Manager Gary O'Connell and Director of Strategic Planning Satyendra Huja visited their Bulgarian partner City of Pleven during the week of June 1- 7, 2003.
- During the visit the US counterparts were exposed to and gained knowledge of local self-government in Bulgaria, the structure and organization of the Municipality of Pleven, its main activities and operations, municipal budget and finance, urban development, infrastructure management, municipal property management, environmental protection, ecotourism and other areas. They also had the opportunity to discuss the priorities for the Municipality of Pleven in Local Economic Development and to learn about major investment projects. The delegation made several site visits to local businesses, municipal redevelopment projects, historic and recreational/tourism places, and they also met with the business community and representatives of local NGOs. A separate meeting conducted with the Chair of the City Council and City Councilors of Pleven brought additional insights to the newly established relationship and cooperation between the two cities.
- As a result of the visit the Municipality of Pleven and the City of Charlottesville, VA established a technical twinning partnership, identified major and secondary areas of cooperation and formulated specific projects to be jointly implemented.
- Desislava Ivanova, the Chief of the Mayor's Office and Maria Kavulska, the Director of Economic Development were appointed by the city leadership to attend training courses in Local Economic Development (LED) for Bulgarian professionals provided by the US resource group and took the lead in conducting and completing the community self-assessment for the Municipality of Pleven.

III. Challenges/Remedial Actions Taken

As a result of an ICMA travel ban implemented in spring 2003 due to the international political climate, the first official visit of the partnership was postponed, thus causing a delay in the start-up of the technical projects to late summer-fall 2003, a time when the Bulgarian city will be involved with the local government elections. Though this delay has the potential to unfavorably impact the effectiveness of the technical cooperation, the

demonstrated strong commitment of both partner cities will ensure final project development and implementation within the time frame of Phase IV.

IV. Projected Activities

The following activities are planned for the next quarter:

- A return visit from the Municipality of Pleven to the City of Charlottesville, Virginia in August 2003;
- Development of a detailed Action Plan for the identified technical projects; and
- Start-up activities under the Action Plan.

Partnership: BRCP – Replication of Landfill Management Best Practices

Blagoevgrad, Bulgaria & Auburn, Alabama

Replicant Municipalities: Kjustendil and Radomir, Bulgaria

Start Date: September 2002

Partnership Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Ina Raycheva

Focus Area: Replication of Best Practices in Landfill Redevelopment

Waste Water Treatment Plant Sediments Management

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The partnership between the Municipality of Blagoevgrad, Bulgaria and the City of Auburn, Alabama first started in 1998 and is one of the most successful partnerships under the Bulgarian Resource Cities Program (BRCP). Though the partnership completed a wide range of valuable projects one of the most notable achievements occurred in the area of Solid Waste Management. At the time of the inception of the partnership, the landfill in the Municipality of Blagoevgrad was in poor condition, with poor maintenance, safety, and operation problems. With the assistance of the City of Auburn, the Municipality of Blagoevgrad was able to reduce the negative environmental impact of the landfill and to extend its lifetime by 10-15 years.

The Blagoevgrad landfill management improvement program clearly addressed an issue that is a priority for many other Bulgarian municipalities, and therefore, Phase IV of the BRCP seeks to capitalize on these best practices by replicating them in other Bulgarian municipalities. The Blagoevgrad-Auburn partnership is replicating its best practices in solid waste management in the Municipalities of Radomir and Kjustendil, and has developed Action Plans with each of these municipalities with projects to improve landfill operations. Through the improvement of landfill operations, the two replicant municipalities aim to extend the life of the existing landfill, to improve air quality through the elimination of landfill fires, and to comply with environmental regulations for the existing landfills. The improvement of waste management is a major task that Bulgarian municipalities will have to address in the upcoming years as they prepare for accession to the European Union. In addition, the Replication Partnership in the Municipality of Radomir also seeks to improve waste collection practices through the introduction of a source separation pilot program. The original partnership between the Municipality of Blagoevgrad and the City of Auburn, Alabama is further expanding its joint work in the area of environmental management with a project in Waste Water Treatment plant sediments management.

A diagnostic visit for the partnership between Blagoevgrad, Radomir, Kjustendil, Bulgaria and Auburn, Alabama was conducted in the fall of 2002. Since then, the following exchanges have taken place:

First exchange: Blagoevgrad, Bulgaria, February 2-7, 2003

Second exchange: Auburn, Alabama May 3-13, 2003

II. Major Accomplishments This Period

During the reporting period the partner municipalities continued their work in compliance with the steps outlined in their respective Action Plans and a technical visit of representatives from the three Bulgarian municipalities: Blagoevgrad, Kiustendil and Radomir, to the City of Auburn, Alabama took place in May 2003. An 8-member delegation including: Deputy Mayor Kiril Andonov, Chief Engineer Kameliya Valkova-Popova and Water and Sewer Expert Ivaylo Todorov from Blagoevgrad, Mayor Kiril Aleksov and Director of Municipal Waste Collection Co. Krasimir Gotsev from Kiustendil, and Deputy Mayor Aleksandar Boyanov, Director of Ecology and Agriculture Lidiya Stoyanova and Manager of the company operating the Radomir landfill, Mr. Oleg Pavlov from Radomir visited Auburn, Alabama during the week of May 3-13, 2003.

- The visit allowed the Bulgarian local officials and the managers of the landfill operating companies to become acquainted with the solid waste collection, recycling systems, composting, public education programs for recycling, and the litter control program, and to visit several solid waste disposal centers, transfer stations and recycling centers. The delegation also toured the Public Works and Engineering Department and Water and Sewer Treatment facilities of Auburn. The technical visit enabled the Bulgarian counterparts to better understand the different environmental, engineering and water and sewer practices in Auburn.
- The Blagoevgrad Chief Engineer prepared a report for the leadership of the municipality with recommendations on how to apply best practices learned in Auburn to the Bulgarian environment. These include: Environmental Educational Programs for Youth, citizens and media involvement in resolving environmental issues and decision making, expanded work with private recycling firms and seeking their support in introducing separate waste collection and developing a model for public infrastructure management specifically for streets maintenance.

Replication Activities

During the reported quarter both replicant cities further implemented activities outlined in their respective Action Plans.

1. Replication Project in Kiustendil

The Action Plan for cooperation with the Municipality of Kiustendil focuses on improvement of landfill operations and reconstruction, with the final goal to extend its lifespan. The accomplishments to date can be summarized as follows:

- The boundary of the landfill was traced and a new map of the whole landfill was developed to include the precise dimensions of all territories including those adjacent to landfill properties. The map was made available to Auburn technical team for review.
- The partners developed a list of all proprietors of private parcels, in order to facilitate the Municipality of Kiustendil in acquiring the additional property adjacent to the landfill.
- New regulation for the disposal of all construction and demolition materials and dirt at the landfill was passed and disseminated to all mayors of localities in the Municipality of Kiustendil.
- A site for construction and demolition waste disposal was prepared at the landfill.

- Testing for methane gas at the landfill was performed in 1999 and the results showed a very low percentage. According to experts it is not necessary to repeat the testing at this time. The summary of the test results was made available to Auburn experts.

2. Replication Project in Radomir

The Action Plan with Radomir will allow the municipality to further improve landfill operations, waste collection and to introduce a source separation pilot program. The accomplishments for this quarter are as follows:

- In order to improve landfill operations, an adjustment of the slope has been initiated and is underway.
- The separation of solid waste at the landfill continues at three separate sites created for plastic, iron products and glass. The separated waste is transported and sold to recycling/processing companies in Bulgaria and abroad.
- A separate site for wood waste has been also created, however, at this time of the year there is little wood waste disposed.
- Currently on the territory of the landfill a facility for cutting and packing plastic waste is being constructed that will allow for the utilization of the plastic waste.
- For the introduction of partial separate waste collection (ashes and solid waste), new containers have been purchased.
- In cooperation with the private company operating the landfill, the municipality is developing a project for the partial reclamation of the landfill in the southern and southeastern portions. The overall project implementation in Radomir is successfully advancing.

Blagoevgrad-Auburn Waste Water Treatment Plant & Sediments Management Project

The work group for project implementation, which was formed in the past quarter, and includes representatives of the two Blagoevgrad Universities, local Environmental NGOs, the Regional Directorate for Environmental and Water Protection and City administration continued its activities during the reported period as follows:

- The work group prepared an assessment on the risks and potential impact from the utilization of sediments on the environment, and more specifically on agricultural lands and forests.
- Experts from the environmental NGO “Ekoiugozapad,” who have partnered in the project, have prepared the contents of the Marketing Study to be conducted on the possible use of the WWTP sediments.
- The proposal for the contents of the Marketing Study will be reviewed by the whole work group in July 2003 and approved prior to initiating contracting procedures.
- For the development of the disposal plan for sediments, a geodesic mapping of the two sites selected for sediments disposal has been completed.
- A company for the development of the disposal plan has been identified and has been required to present a proposal to the work group for review.

III. Challenges/Remedial Actions Taken

At the end of the quarter the Chief Engineer of Blagoevgrad and FLGR program staff visited the Municipalities of Kiustendil and Radomir to monitor progress on replication

activities. During the visit in Kiustendil the following challenges for project implementation were identified:

- Due to the variety of municipal and private properties in the territory of the landfill and the existing complicated current legal framework, the Municipality of Kiustendil will be required to complete several procedures prior to acquiring the property adjacent to the landfill. As steps to acquire the lots from private owners could be skewed so as to be potentially harmful to the political image of the municipal leadership in a pre-election period, such activities will be postponed until the end of the year. As a result, an appropriate timeline for the accomplishment of this task is for the first and second quarters of 2004.
- The Municipality of Kiustendil faces difficulties to cover the landfill with dirt on a regular basis because of a shortage of dirt. In this respect a decision has been made to start excavations of soil in the western side of the landfill to use for cover.
- The disposal plan for the landfill has not yet been developed. It has been agreed that the Chief Ecologist of the Municipality of Kiustendil and the manager of the landfill will work closely with the City Engineer of Blagoevgrad to initiate the development of the plan in the next quarter.

IV. Projected Activities

The following activities are planned for the next quarter:

- A technical visit of Auburn experts' is scheduled for the week of August 10-15, 2003.
- The Auburn technical team will work with counterparts in Blagoevgrad, Kjustendil and Radomir to follow-up on progress of projects and outline future activities.
- It is anticipated that the Blagoevgrad and Kjustendil technical teams will initiate the development of the disposal plan for the landfill in Kjustendil;
- It is anticipated that Radomir, with the support of Blagoevgrad and Auburn, will start the source separation pilot program with the three components envisioned in the AP.
- The Blagoevgrad work group will initiate the development of the sediments management plan and the marketing study on the possible use of sediments.

Partnership: BRCP – Replication of Infrastructure Management Best Practices

Veliko Turnovo, Bulgaria – Golden, Colorado

Start Date: September 2002

Partnership Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Antoaneta Mateeva

Focus Area: Replication of Best Practices in Infrastructure Management

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

The partnership between Veliko Turnovo, Bulgaria and Golden, Colorado was initiated in November 2000 during Phase III of the Bulgaria Resource Cities Program (BRCP). At the time of its inception, the City of Veliko Turnovo was suffering the effects of the nationwide economic downturn. Though the city possessed municipal property available for private development, it was challenged to redevelop these areas. Another significant challenge for the municipality was the development and maintenance of urban infrastructure. In its Phase III partnership with Golden, Colorado, the two municipalities worked to develop a Strategic Plan for the allocation of municipal property and created an Asset and Financial Management Plan of Public Infrastructure. These projects increased the capacity of Veliko Turnovo to prepare for and manage long-term infrastructure needs.

As a result of their successful efforts and the great potential for replication of the Infrastructure Management Project, the partnership between Veliko Turnovo and Golden has been selected to participate in Phase IV of the BRCP, for a replication project in the six districts of the Municipality of Plovdiv, Bulgaria. In addition, the Veliko Turnovo – Golden Partnership has decided to continue to build on the successes of its earlier technical cooperation and to develop a new project for the creation of a Storm Water and Ground Water Management Plan. The teams from Veliko Turnovo, Plovdiv and Golden developed and signed two action plans, which outline the implementation for both the replication project and the storm and ground water management project.

The first official exchange between the Veliko Turnovo, Plovdiv and Golden Partnership occurred in January 2003 with a visit by the City of Golden's Director of Public Works, Dan Hartman, to Plovdiv and Veliko Turnovo Bulgaria. Since then, the following exchange has taken place:

First exchange: Golden, Colorado, June 7-14, 2003

II. Major Accomplishments This Period

One technical exchange took place during the reporting period. A group of technical experts, one from Veliko Turnovo and four from the replicant partner, the Municipality of Plovdiv visited Golden, Colorado during the week of June 7-14, 2003. The purpose of the visit was to assess the progress in project development and to continue joint work on the two projects. During the reported period the following tasks were accomplished:

Replication Project

- Plovdiv continued working on the replication of the Veliko Turnovo-Golden Financial Management Plan for Public Infrastructure in the areas of streets and sidewalks in consultation with Veliko Turnovo and Golden.
- The Municipality of Plovdiv provided relevant financial, and cost information to Golden in order to complete the excel inventory spreadsheet.

Storm Water and Ground Water Management Plan for Veliko Turnovo

During the reported period Veliko Turnovo and Golden made substantial progress in the implementation of the project for development of a *Storm Water and Ground Water Management Plan for Veliko Turnovo* that aims to protect the infrastructure from surface and subsurface water sources. The partners:

- Completed the set of topographic maps showing areas of underground water problems and desired irrigation sites;
- Produced the topographic map showing surface water drainages that need improvement. The topographic map includes the entire storm water collection area (including outside the city limits).
- Provided historic rainfall data from the weather records – monthly and annual records from the representative row that cover twenty years period of time;
- Are specifying maximum allowable ground water elevation for infrastructures in Veliko Turnovo that are to be protected, expected to be finalized by September;
- Started developing design floodwater volumes for the selected drainage basins.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Replication project

- Linking the Excel inventory sheet with the digital map of the town of Plovdiv in order to visualize current pavement conditions - by using the Golden models and Auto Cad software.

Storm Water & Ground Water Management Plan for Veliko Turnovo

- The partnership will work to finalize the design of the floodwater volumes for the selected drainage basins in Veliko Turnovo by using the Golden models that assess the floodwater volume. Ownership reasons as well as available underground infrastructure will be taken into consideration in order to identify the best allocation of the flood water volumes;
- Develop preliminary flood routing proposals for the selected basins

The next technical expert's exchange – a visit of one Golden expert to Bulgaria is scheduled for September 2003 aiming at completion of the projected activities.

Partnership: BRCP – Waste Management Consortium

Elhovo, Tundja, Bolyarovo, Bulgaria – US resource group: Sarah Phillips, Willard Bruce

Start Date: September 2002

Partnership Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Partnership Manager: Antoaneta Mateeva

Focus Area: Environmental Protection

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

One of the major components of Phase IV of the Bulgaria Resource Cities Program (BRCP) is the creation of a group partnership between three Bulgarian municipalities and a US resource group to address regional environmental issues. The municipalities of Elhovo, Bolyarovo and Tundja vary in size however they are all relatively small municipalities with rural communities that face specific challenges in the area of solid waste management. The majority of the solid waste generated in Elhovo, Tundja and Bolyarovo consists of material that could be easily composted. All three municipalities possess problems with illegal dumping and seek to remedy this situation, whether it is by providing collection services to the rural villages or constructing a transfer station.

An Action Plan for technical cooperation was signed with the US resource group in February 2003. The US resource group consists of two city officials with strong background in solid waste management - Sarah Phillips, City Manager of the Village of Johnstown, Ohio and Willard Bruce, Commissioner, Department of General Services, City of Albany, New York. In line with the Action Plan the Bulgarian and American counterparts will implement a pilot-composting program to include training and application of Cost-Benefit Methodologies for assessment of significant environmental projects (Regional Solid Waste Landfill and a Transfer Station).

First exchange: Elhovo, Tundja, Bolyarovo, Bulgaria, February 14 – 23, 2003

The key objectives of the consortium are:

Source Separation of Organic Waste and Solid Waste

- Reduce the amount of waste being disposed of through the separation of organic waste from solid waste, and to utilize organic waste through the implementation of a composting program in each municipality.

Cost-Benefit Methodologies and Instruction

- Introduce cost-benefit analysis methodology for evaluating waste management projects.

II. Major Accomplishments This Period

Although there were no technical exchanges during the reported period, the Waste Management Consortium started the implementation of the Action plan with technical assistance by American experts provided through e-mail.

Source Separation of Organic Waste and Solid Waste

- During the reporting period the three Bulgarian municipalities identified the composting sites in the selected villages to be piloted for composting and source separation. Municipal leaders decided to establish more than one composting site in each village to better utilize the total amount of organic waste from each village through composting.
- The placement of solid waste containers on the composting sites is under way.
- The three municipalities published a flyer based on the information supplied by the US experts. It relates to the nature and benefits of composting and how the finished compost can then be used within the village.
- The distribution of the flyer among the citizens is under way. It should provide for a better understanding and education in the benefits of source separation and will encourage citizen participation.

Cost-Benefit Methodologies and Instruction

The US resource team provided specific written information about Cost-Benefit Methodologies and instruction on using the analysis for a landfill, compost operations and a transfer station. The Bulgarian experts studied the information in order to prepare for discussions during the next visit to Bulgaria.

III. Challenges/Remedial Actions Taken

Source Separation of Organic Waste and Solid Waste

The major challenge for the partners will be that after source separation, it will be difficult for the municipalities to dispose of the remaining solid waste, even though it comprises only 20 % of the total waste. Solid waste collection services are currently provided to a very limited number of villages in the three Bulgarian municipalities because of the relatively low volume of waste and distance to the nearest landfill. The US resource group has already proposed several ideas related to containers and disposal methods. In the process of project implementation they will need to work with the Bulgarian counterparts to find the best solution to dispose of solid waste after source separation.

Cost-Benefit Methodologies and Instruction

The challenge for this project will be to convince the Municipality of Elhovo that the idea of a new regional landfill may not be the appropriate action for the municipality. The application of the cost-benefit methodology for the regional landfill project in the Village of Dobrich as well as for a transfer station will assist the leadership of the municipality to understand the costs associated with the creation of a landfill and the benefits to operating a transfer station versus the regional landfill.

IV. Projected Activities

Source separation of Organic Waste and Solid Waste

- Placement of individual solid waste containers at the composting sites in all pilot villages by utilizing the partnership support funds provided by the program;
- Building and maintenance of compost pile in each pilot village.

Cost-Benefit Methodologies and Instruction

- Technical support by e-mail and during the upcoming technical visit to use the information already provided

There is one technical exchange scheduled for August 24-30, 2003 where the two US resource group representatives will visit Elhovo, Bolyarovo and Tundja.

Partnership: BRCP – Bulgarian & US Cities Consortium for Local Economic Development

Start Date: September 2002

Partnership Manager: Judit Deilinger, jdeilinger@icma.org

FLGR Program Manager: Ina Raycheva

Focus Area: Local Economic Development & Marketing

Funding Source: USAID/Sofia & G/ENV/UP

I. Introduction

Local Economic Development (LED) and Marketing has been one of the target areas for almost all Bulgarian partnerships established through the Bulgaria Technical Twinning/Resource Cities Program (BRCP) since 1997. This continues to be a strong indication of Bulgarian local governments' priorities today. In response to these priorities, the current phase of BRCP has devoted significant efforts and resources to enhance and further strengthen the local economic capacities of Bulgarian municipalities. Under Phase IV of the BRCP, a program in local economic development and marketing has been developed, to build upon the initiatives of fourteen Bulgarian municipalities to create municipal profiles, marketing brochures or strategic plans with the assistance of US partners. This group partnership (of 14 Bulgarian cities) is partnered with a Resource Group of six US cities to develop a Consortium for Local Economic Development and Marketing in Bulgaria. The participating Bulgarian municipalities are: Razgrad, Triavna, Silistra, Panagurishte, Haskovo, Dobrich, Gabrovo, Pazardjik, Blagoevgrad, Sliven, Stara Zagora, Montana, Karlovo and Pleven. The US Resource Group includes: Auburn, Alabama, Kettering, Ohio, West Carrollton, Ohio - as team leaders and West Bend, Wisconsin, Abington, Pennsylvania and Golden, Colorado - as support cities.

The goals of the LED and Marketing program are: to enhance and build on the existing economic development (ED) and marketing practices of 14 Bulgarian municipalities; to market Bulgarian municipalities and prepare the cities to meet the needs of the national and international business communities; and to increase the LED capacities of the Bulgarian municipalities by applying a professional approach to business retention and recruitment and leading active economic development programs.

The Consortium for Local Economic Development and Marketing began with a municipal information questionnaire, which was administered to the Bulgarian municipalities in the fall of 2002. After completing this questionnaire and attaining a set of minimum requirements for participation, the 14 municipalities were approved for participation in the program. Since then, the following trainings have taken place:

January 8-25, 2003 Auburn, Alabama and Kettering, Ohio by FLGR's Nevena Kaneva

January 25-February 3, 2003, Sofia, Bulgaria

March 7-15, 2003, Sofia, Bulgaria

June 9-14, 2003, Sofia, Bulgaria

II. Major Accomplishments This Period

- Following the Basic Economic Development Course delivered in March 2003, the group of 22 Economic and Business Development professionals from 14 participating BG municipalities conducted a self-assessment of their community resources in April-May, 2003.
- By the end of May 2003, 12 out of 14 participating municipalities completed the self-assessment and developed community profiles in Bulgarian and English. The community profiles contain solid information to help Bulgarian municipalities identify their weaknesses and strengths, available resources and outline priorities for economic development. The community profiles will serve as a marketing tool for the Bulgarian cities and will allow for a professional approach in responding to the needs and interests of potential investors and business prospects.
- FLGR Program team provided numerous consultations on developing community profiles to the experts from the 14 city-participants in the Local Economic Development Project.
- A work group consisting of LED professionals from the participating cities was formed and a meeting held to review the developed template of the collaborative marketing website. The work group refined the structure of the template and developed recommendations regarding its contents.
- A major accomplishment during the reported period is the creation of a draft version of the Collaborative Marketing Website of 14 Bulgarian Municipalities. It was presented to the whole group of municipal business experts and further reviewed and refined first as a joint effort and subsequently with the help of the US resource expert from West Carrollton.
- In the week June 9-15, 2003 the economic development team of Auburn delivered a second training course to the group of 20 Bulgarian LED professionals. They have been trained and acquired new skills in: Economic Development Planning based on CEDAT (Community Economic Development Advisory Team), Development and Training of CEDAT, Short-term Action Planning, Elements of a Good Presentation for Prospects and at Trade Shows, Handling a Prospect.
- During the training, each participating municipality came up with a proposal for one project in the area of local economic development to be implemented within the next 12 months with the technical assistance of US resource cities. The team of Auburn provided valuable support to all participants in formulating and specifying their project ideas.
- The List of projects has been developed and made available to ICMA for the purpose of paring the US resource cities with the respective Bulgarian counterpart.
- Action Plans for the implementation of the proposed projects have been completed by Bulgarian Municipalities and will be sent to ICMA for review.
- In support of the local economic development efforts of the Bulgarian municipalities, FLGR program staff conducted follow-up meetings and maintained contact with representatives of the Ministry of Economics and the Foreign Investment Agency. Mechanisms for interaction and developing channels for providing information on business contacts and investment opportunities were identified and agreed upon.

III. Challenges/Remedial Actions Taken

At the end of June the LED professional from Stara Zagora left the municipality for a new job, which created uncertainty in terms of the further participation of Stara Zagora in the LED and Marketing Project for Bulgarian Municipalities. FLGR Program staff requested from the leadership of Stara Zagora to reconfirm their commitment to the Program. The results of the leadership's decision will be known early next quarter.

IV. Projected Activities

- Based on the specifics of the LED projects proposed by the Bulgarian municipalities, ICMA will assign the respective US resource city for assisting the Bulgarian partner with project development and implementation;
- The developed draft Action Plans for LED projects will be further refined and finalized with the assistance of the US resource partner.
- It is anticipated that the first US technical assistance visits to Bulgarian cities will take place in the next quarter.
- Next training module for the Bulgarian group of LED professionals is tentatively scheduled for the month of September 2003.
- Technical assignment for the development of the Collaborative Marketing Website will be developed in the next quarter and a bidding procedure started.

FLGR will continue to collaborate with the national institutions to implement the mutually agreed upon activities

Partnership: Naryn, Kyrgyzstan & Great Falls, Montana

Start Date: April 2003

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Water, Waste Water & Solid Waste

Funding Source: USAID/CAR

I. Introduction

The follow-on partnership between Naryn, Kyrgyzstan and Great Falls, Montana 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 to improve opportunities for economic development. During the initial phase of the partnership, the partners drafted three comprehensive master plans for water treatment and distribution, wastewater purification, and solid waste management. Naryn is now building a diversion dam at the water's source to dramatically increase the quality of potable water. Previously, Naryn lacked the appropriate equipment needed for solid waste collection and disposal. The US partner donated hauling equipment to introduce more efficient methods of waste disposal that will greatly reduce environmental and health hazards and will help extend the life of the landfill.

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.

First exchange: Naryn, Great Falls, April 27- May 3, 2003

The action plan defines the following objectives:

Water Management

Based on the water master plan created during Phase I, the partner cities will improve the quality and system of water distribution thus improving public health through increased access to potable water.

Waste Water Management

In accordance with the wastewater master plan developed during the initial phase, the partner cities will identify a site and design for a lagoon system to decrease environmental hazards from Naryn's wastewater.

Solid Waste

Based on recommendations from the solid waste master plan, the partner cities will improve collection efforts at solid waste disposal sites and streamline the process of waste transportation to the city's landfill.

II. Major Accomplishments This Period

A delegation from Great Falls, Montana traveled to Naryn in April to reaffirm the cities' commitment and to begin Phase II. The delegation included:

- Jim Rearden, Director of Great Falls Public Works Department,
- Martin Basta, Director of Department of Solid Waste, and
- David Brown, President of Source Giant Springs, a bottled water company using Montana's largest spring source.

Much of the trip was spent reviewing past partnership results from the initial phase. A Memorandum of Understanding was signed and a preliminary Action Plan was developed.

Water Management

The quality of Naryn's water treatment and distribution system is below global standards in terms of quality. The master plan previously developed discusses the importance of strengthening current methods of water distribution by repairing leakages and breakages in the system's fixtures. During this exchange the partners set up benchmarks to improve utility management systems for Naryn. The partners identified concrete steps, such as updated tariff rates, control of residential water usage, and reductions in the system's production costs. The partners also identified the importance of public information and outreach to inform citizens of the associated costs of public utilities and the need for cost recovery. The program will introduce a much-needed transparency to Naryn's system of public services management.

Waste Water Management

Naryn's wastewater output drains directly into the river. Due to numerous leaks throughout the city's sewer pipes the diluted outgoing sludge does not pose a pressing environmental issue. However, as Naryn is working to decrease leaks in the system, the concentration of outgoing solid waste in the river will rise. Under Phase I, the city of Great Falls helped Naryn draft a major solid waste capital plan, which suggests some capital improvements. While currently the city does not have the requisite funds for infrastructure investment, a lagoon system will be explored as an alternative method to alleviate prospective environmental hazards.

During this exchange the two partner teams discussed the feasibility of a lagoon system outside the city that will be accessible through the city sewer pipes. The Great Falls team will assist Naryn to develop a reliable cost proposal to extend the sewer system to the lagoons, as well as purchasing potentially needed land.

Solid Waste Management

The city of Naryn lacks a modern system of solid waste collection. Instead of containers, waste is placed in open enclosures accessible to children, cattle, and dogs. In Phase I, the Great Falls team instructed its Kyrgyz partner on ways to reduce organic waste through composting. The US partner purchased and donated a truck, which started an unprecedented practice of collecting waste and then hauling it to a landfill outside the city rather than leaving it to decay outside apartment buildings and homes.

During this exchange the partner teams reviewed recommendations by Great Falls in the solid waste master plan developed under Phase I. Discussed was the need for Naryn to step up its collection effort at current waste sites and to make transportation to the landfill more effective. In addition, the method by which solid waste is deposited in the landfill poses additional environmental hazards. In the course of the next six exchanges the teams will create a plan to extend the life of the current Naryn landfill by another 30-50 years.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The second partnership exchange will take place the week of July 21st, 2003.

Partnership: Pavlodar, Kazakhstan – Helena, Montana

Start Date: October 2000

Partnership Manager: Daniela Kissova dkissova@icma.org

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

Funding Source: Kazakhstan

I. Introduction

The partnership between Pavlodar, Kazakhstan and Helena, Montana began in October 2000. Initially, the purpose of this partnership was 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 action plan includes the following program objectives:

Water/Wastewater Management

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

Drug Prevention and Treatment

- Implement a municipal program for drug prevention and treatment in Pavlodar, Kazakhstan.

II. Major Accomplishments This Period

No exchanges took place during this reporting period.

III. Challenges/Remedial Actions Taken

The Drug Prevention and Treatment Program in Pavlodar have successfully established community-based treatment programs throughout the country. ICMA and USAID/Almaty will review the possibility of providing a small grant to the program to enhance the work of the center.

The work in water treatment has been less successful. The Mayor originally considered water treatment as the highest priority. The Helena team offered at least seven low cost options to help re-write the specifications of the next tender (to be issued Fall, 2003) to ensure they were enforceable and met European standards. The offer was not accepted. The Mayor seemed unable or unwilling to assert himself.

IV. Projected Activities

ICMA met with USAID's Ivan Apanasevich in Almaty in April to determine steps needed to complete the partnership. With previous permission from USAID, ICMA began soliciting proposals from the Pavlodar Drug Center for a small grant to help the operations or the staffing needs of the newly created drug rehabilitation facility. The proposals did not follow the partnership scope of work. ICMA and USAID discussed opportunities to allow other jurisdictions in Pavlodar Oblast to profit from US models of community-based economic development or citizen participation. Currently, ICMA is considering pairing the village of Bayan Aul, which has initiated a campaign to stimulate tourism with US communities in the west coast to serve as mentors and resources.

Partnership: Tirana, Albania & Catawba County, North Carolina

Start Date: November 2001

Program Manager: Daniela Kissova dkissova@icma.org

Focus Area: Financial Management & Budget, Building Codes

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 period of 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 city's neglected and decrepit public infrastructure cannot support the urban expansion. Moreover, the city struggles to free public spaces from illegal construction work by entrepreneurs and to protect the water and electrical supply systems from the encroachment of the squatter population. The Resource Cities technical partnership currently focuses on building codes enforcement, financial management and tax/fees collection, as well as solid waste management. To continue successfully ending illegal construction of retail spaces and private homes, Tirana needs continued help in the institutionalization of building codes and codes enforcement. In addition, in view of the current devolution of fixed assets from the national to the local government, Tirana has requested help in municipal assets management.

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

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

Third exchange: Tirana, Albania, October 11-18, 2002

Fourth exchange: Tirana, Albania, February 17-22, 2003

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

No exchange visits occurred during this performance period. An exchange scheduled for June 11th in Catawba was cancelled, as the Tirana team could not travel to the US. The two teams continued their communication on technical issues via email.

Utility Tariffs

Under this technical area the partner cities are working to reform Tirana's system of fee collection to more accurately reflect costs incurred by the municipality. In the timeframe between the two exchanges the Tirana team is working on a strategy to get community-wide buy-in to amend municipal utility tariffs.

Municipal Assets Management

During the last visit in Tirana, the US team provided in-depth information on municipal enterprise sustainability and the rationale for enterprise retention or divestiture. The partners created a nine-step process for appropriation of enterprises that will be transferred from the national government to the municipal level. The teams provided an analysis of existing municipal enterprises that require restructuring to enhance city budget revenues. Suggestions for performance enhancement focused on improved management and information systems, the transfer of employees from under performing enterprises to productive enterprises, and exploring opportunities to use specific enterprises for the manufacture/repair of municipal property (such as benches, garbage containers, etc).

In the period between exchanges, Tirana has been developing strategies for public/private partnerships as suggested by the Catawba partner.

Business Privilege Licensing

The Results thus far: 1) a philosophy to recover costs and encourage/discourage certain business activities, 2) set up criteria to approve and register permits, and 3) a mechanism to manage the private licensing process and to identify businesses that fail to register and evade taxes. During the last exchange the US team helped Tirana set up a system for fee calculation, a procedure for business title renewal and penalties payment, as well as a database model to be used to collect information on small businesses and then link that information to the relevant city departments.

Between exchanges Tirana has worked to design and implement a one-stop business center for citizens to obtain information about existing businesses, fees, and taxes.

Building Codes Institution and Enforcement

The City of Tirana initiated a dialogue with the National Institute for Construction Technology Studies – an institution that oversees the city's building construction process. Previous communication had proven difficult.

The US team is working to design a system that better coordinates institutional cooperation between the City of Tirana and the National Institute. The US team is

analyzing existing building codes and the city zoning enforcement system to identify loopholes that allow for illegal construction.

Solid Waste Management

Previous efforts by the Catawba team provided feedback on weaknesses found in old contracts. The recommendations included ways to improve operational performance and use waste collection equipment and materials more effectively. Recent analysis focused on existing contracts held by private waste collectors. The US team is currently working on a draft model contract to serve as the foundation for future contracts. In addition, Barry Edwards, Director of Catawba's department of public works is developing a methodology that provides for safer waste disposal and improved collection.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The fifth partnership exchange will take place the week of August 18th, 2003.