

**RESOURCE CITIES:
AN INITIATIVE FOR MAKING
CITIES WORK**

**Quarterly Performance Report
First Quarter 2001**

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By

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Table of Contents

Narrative	2
1. Background	2
2. Expected Results	2
3. Current Activities	3
4. Current Buy-Ins	4
5. Current Subgrant and Contract Activities	5
6. Performance	5
7. Expected Impact of Partnerships	5
Administrative Data	6
SUMMARY OF CURRENT AND FUTURE ACTIVITIES	13

Annexes

- Annex 1: Financial and Administrative Data
- Annex 2: Deliverables Submitted
- Annex 3: Quarterly Travel report

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

Narrative

1. Background

In May 1997, International City/County Management Association (ICMA) and the United States Agency for International Development inaugurated the International Resource Cities Program (IRCP) – a program that builds technical support relationship between US cities and cities in developing and transitional countries. The goal of the IRCP is:

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

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

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

2. Expected Results

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

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

counties, or associations partnered together. It is anticipated that most of the outcomes of the partnerships will fall under the G/ENV/UP Strategic Support Objective (SSO) of “Improved Management of Urbanization in Targeted Areas”. Intermediate Results under this SSO are:

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

3. Current Activities

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

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

4. Current Buy-Ins

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

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

5. Current Sub grant and Contract Activities

Recipient	Partnership	Country	Account Code	Date	Amount
Partners Hungary	Szeged-Subotica-Akron	Hungary/Serbia	4760-G01	May-00	\$ 6,400
FPDL	Pitesti-Kragujevac-Springfield	Romania/Serbia	4760-H01	May-00	\$ 6,400
FLGR (pending)	Sofia-Nis-Columbus	Bulgaria/Serbia	4760-I01		\$ 6,400
COFTIBD	Haiphong-Seattle	Vietnam	4760-K01	Jun-00	\$ 7,080
Keenan Institute	Rayong-Portland	Thailand	4760-D01	Jan-01	\$ 3,000
LMP (pending)	Cebu-Fort Collins	Philippines	4760-E01		\$ 3,000
ELC (pending)	Ulaanbaatar-Bakersfield	Mongolia	4760-F01	Mar-01	\$ 3,000
Royal Scientific Society (pending)	Amman-TBD	Jordan	4760-M01		\$ 3,000
			Total		\$ 38,280

6. Performance

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

7. Expected Impact of Partnerships

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

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

Naryn, Kyrgyzstan – Great Falls, MT:

I. Solid Waste Management

Goal:

Develop a comprehensive solid waste management plan for the City of Naryn, which addresses separation and reuse, collection, disposal, equipment needs and financing.

Projected Impacts:

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

II. Water/Wastewater Management

Goal:

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

Projected Impacts:

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

Tucson, AR - Almaty, Kazakhstan:

Solid Waste Management

Goal:

Review and improve the solid waste management system of Almaty.

Projected Impacts:

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

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

Goal:

Review and assess key issues concerning public utilities in Almaty through identification of best practices and sharing of operational techniques/process.

Projected Impacts:

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

Goal:

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

Projected Impacts:

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

Helena, MT - Pavlodar, Kazakhstan:

Water Management/Waste Management

Goal:

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

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

Projected Impacts:

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

Goal:

Review and improve the landfill in the City of Helena.

Projected Impacts:

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

Goal:

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

Projected Impacts:

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

Cebu, Philippines – Fort Collins, CO:

Solid Waste Management

Goal:

Design a framework for a ten-year Solid Waste Management Plan for the City of Cebu and reduce the volume of waste entering the landfill. Reduce GHG Emissions.

Projected Impacts:

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

- Implement waste segregation
- Introduce source recycling
- Introduce composting
- Explore methods for safer handling of bio-medical waste, including keeping scavengers away from waste, enforcing segregation of waste into separate burial pit, examining feasibility of Steri-cycle or a similar medical waste treatment plant located in Cebu.

Kragujevac, Serbia; Pitesti, Romania and Springfield, OH

I. Public Service Delivery

Goal:

To evaluate the delivery of basic public services and make recommendations on improving, supporting, and streamlining service delivery.

Projected Impacts (Kragujevac and Pitesti):

- streamline and improve overall service delivery through efficient management and organization structures.
- Preliminary strategic plan for the City of Kragujevac.

II. Water Treatment

Goal:

Evaluate Kragujevac's current water treatment methods and review existing water treatment systems and identify areas for repair or improvement.

Projected Impacts (Kragujevac):

- Preliminary assessment of treatment methods and recommendations of treatment improvements; as well as recommendations for repair or replacement parts.

III. Solid Waste

Goal:

Review Kragujevac's current landfill site and data to evaluate the mix of waste going into the municipal landfill and to determine ways to reduce the volume.

Projected Impacts:

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

- Comments and feedback on ways to reduce water polluting contents in the landfill as well as repair options to fix leakages from the landfill. Comments and feedback on landfill siting and construction to prevent future leakage and contamination of public water systems.

IV. Economic Development

Goal:

Evaluate current markets, resources, and economic development opportunities and develop strategies to enhance economic development programs. Develop Kragujevac and Pitesti Urban Studies teams that may assist the cities with long-term urban analysis. Develop a Community Improvement Corporations similar to that of the Springfield/Clark County Chamber of Commerce improvement corporation.

Projected Impacts:

- Analysis of current market situation as well as identification of key strengths, weaknesses, threats, and opportunities for Kragujevac and Pitesti in the field of economic development.
- Develop Urban Studies teams.
- Develop community organizations that work to enhance economic development.

Subotica, Serbia; Szeged, Hungary and Akron, OH

Solid Waste/Waste Water Management

Goal:

Improving the solid waste collection and disposal system through identifying ways to reduce the current volume of waste going into the municipal landfill and developing a plan for meeting future waste disposal needs. Improving the quality of the wastewater management system by reducing the levels of phosphorus and nitrogen in the wastewater stream. Assisting Subotica to identify the municipal government's role in economic development and to prepare a preliminary strategy.

Projected Impacts:

- Select the best option to address Subotica's future waste disposal, development of preliminary project design data including feasibility assessment and costs ; identify one or more sites for new landfill/incinerator.
- Develop Scope of Work for the selected waste disposal option, including requirements for detailed engineering construction plans and specifications that comply with EU standards.
- Identify funding sources and preparation of funding proposals for project implementation.
- New set of environmental standards for wastewater treatment in Subotica.

QUARTERLY PERFORMANCE REPORT
ICMA
Cooperative Agreement: LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1, 2001 to March 31, 2001

- Outline of best available technologies needed to meet proposed standards, including estimated costs, treatment efficiencies and results.

II. Economic Development

Goal (Subotica):

Assist Subotica to prepare a preliminary economic development strategy that sets priorities and goals for job creation and identifies key stakeholders and their roles and responsibilities. Assist Subotica to develop a draft strategy using a public process that solicits citizen input and feedback to ensure that the strategy reflects community priorities and needs and identifies community resources.

Projected Impacts:

- Preliminary economic development strategy for the City of Subotica.
- Citizen input on community priorities and resources, and possible buy-ins for the municipality's proposed approach to community economic development.

Administrative Data

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

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

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

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Naryn/Great Falls <i>Focus Areas:</i> <i>Financial and Infrastructure Management</i></p> <p>Partnership Manager: Daniela Kissova</p>	USAID/CAR, G/ENV/UP	<p>This period was spent planning the sixth exchange from Naryn to Great Falls. ICMA helped plan Naryn's trip to the US and acted as liaison regarding the last issues to be reviewed during the visit. Water and Waste Water were determined as the key topics of the exchange and a water expert from Naryn was identified as a member of the delegation.</p> <p>In addition, ICMA spent time strategizing and identifying options to transport a waste collection truck donated by Great Falls to Naryn. Counterpart International was identified as a potential collaborator in the process, through their USAID-funded program. In addition, the City of Great Falls has liaised with the Montana National Guard unit for possible solutions.</p>	<p>A trip of two experts from Naryn to Great Falls is planned for early April. The purpose of the visit will be to finalize tasks worked upon within the work plan and to start preparing for the Best Practices seminar in the summer.</p> <p>Planning for Best Practices Conference for this partnership will commence this quarter. Possibilities to involve the Helena-Pavlodar and Tucson-Almaty in a region-wide event will be discussed.</p>	<p>A team from Kazakhstan visiting Helena, MT traveled to Great Falls to meet the City people involved with the Naryn Resource Cities Program. The two teams talked about a prospective Best Practices Conference to be held the summer of 2001 in Almaty. Helena would also like to take part and learn from Great Falls experience in the course of the program as well as lessons learned.</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Kazakhstan I <i>Focus Areas:</i> <i>Economic Development and Solid Waste Management</i></p> <p>Partnership Manager: Daniela Kissova</p>	USAID/CAR, G/ENV/UP	<p>A second exchange visit by a team from the City of Almaty, Kazakhstan to Tucson, AZ took place Feb22-March 5. The two teams started off from the established work plan and proceeded in-depth into the outlined areas of cooperation: Solid Waste Management, Economic Development, and Public Utilities Management. The exchange gave extensive focus to the area of Economic Development giving the visiting group exposure to the Tucson Industrial Park and the City's full range of economic development strategies, such as retention, expansion, and diversification. In the sphere of Solid Waste, an agreement was reached that the partnership will continue to focus on the loan Almaty received from the European Bank for Reconstruction and Development to repair and reconstruct its system of waste collection and management of the landfill.</p> <p>The visit ended with a detailed scoping out of the initial work plan with a timeline of activities and assigned responsibilities. Linkages were established between the Tucson Industrial Park Management and Almaty's department of Economic Development. The City of Almaty is in the process of designing a new industrial park and this visit proved very useful for the formal conceptual perspective.</p>	The next exchange visit will take place late, May 2001.	N/A

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Kazakhstan II</p> <p>Partnership Manager: Daniela Kissova</p>	<p>USAID/CAR, G/ENV/UP</p>	<p>A second exchange visit from Pavlodar to Helena, MT was completed March 18-25, 2001. The purpose of the trip was to further substantiate the areas of work identified in the October 2000 Work Plan.</p> <p>A member of the delegation was Akim Chmykh, Mayor of Pavlodar. The City has recently received a national grant to open a drug prevention and rehabilitation center. Since Pavlodar does not have the knowledge base to operate such a center, Helena will transfer some of its experience in a municipal-led effort in this area. This project will substitute the initial emphasis on Municipal Property management, which was not a very compatible area of cooperation. In the sphere of Water and Waste Water Management, Pavlodar will attempt to learn from Helena to adopt methods of trench less pipe replacement which will be a cost saver in the city's capital replacement plan.</p> <p>A third area of cooperation will be green parks. Secondary target areas are school exchanges and cooperation between the NGO communities in both cities.</p>	<p>Helena's return visit to Pavlodar is planned for June 2001.</p>	<p>N/A</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Rayong, Thailand <i>Focus Areas: Public Involvement and Financial Management</i></p> <p>Partnership Manager: Jon Bormet</p>	<p>US-AEP</p>	<p>The Rayong delegation traveled to Portland February 5-14. The two delegations developed a work plan that focused on the creation of a budget that projects revenues and expenses over a 5-year period. The second objective is to develop a vision and plan for the restoration of the Rayong River Basin. Mayor Suraphong wishes to develop a plan that utilizes citizen involvement. In order to succeed the Mayor in consultation with Portland will appoint a Task Force of citizens to work with the Portland delegation.</p>	<p>The delegations will develop a 5-year revenue expenditure forecast for Rayong and will begin to expand upon existing financial policies.</p> <p>The City of Rayong will appoint a staff member to work with the City of Portland planning professionals. The Portland delegation will assess the river basin and meet with National Government Officials and the citizen Task Force to formulate a restoration plan.</p>	<p>N/A</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Cebu, Philippines <i>Focus Areas: Global Climate Change and Cleaner Production</i></p> <p>Partnership Manager: Amanda Lonsdale</p>	<p>US-AEP, G/ENV/UP, USAID Office of the Environment</p>	<p>The first exchange between the City of Cebu and Fort Collins took place on January 15-19. The delegation included: Greg Byrne, Director of Community and Environmental Planning; Tom Shoemaker, Director of Natural Resources and Stephen Gillette, who heads the landfill for Fort Collins and Larimer County. Joseph Batac of the League of Municipalities of the Philippines, and Pamela Gallares-Oppus of ICLEI, who helped facilitate the development of the work plan, accompanied the delegation. The delegation agreed that the partnership should concentrate on Solid Waste.</p> <p>The second exchange occurred on March 26-31 in Fort Collins. The priorities under the Action Plan are: to design a framework for a ten-year Solid Waste Management Plan, to reduce the volume of waste entering the landfill and to reduce the GHG emissions. To carry out these objectives the City of Cebu with assistance from Fort Collins will initiate a public awareness and education campaign that teaches the citizens about recycling.</p>	<p>The next exchange is scheduled to occur in the first week of June.</p>	<p>N/A</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Ulaanbaatar, Mongolia <i>(focus TBD)</i></p> <p>Partnership Manager: Brancy Finkler</p>	<p>USAID/Mongolia, G/ENV/UP</p>	<p>The first exchange between Ulaanbaatar and Bakersfield took place during this reporting period. Alan Tandy – City Manager, Jack Hardisty – Director of City Development Services, Jacquie Sullivan – City Council Member, Amanda Lonsdale – ICMA, and Brancy Finkler- ICMA traveled to Ulaanbaatar on March 1 to begin a full week of meetings with the Ulaanbaatar City officials. During the week of March 5, Bakersfield met with various officials including US Embassy staff, USAID Mission staff, staff within the economic and financial divisions at the Ulaanbaatar City government, city tax administration staff, and a local government association – MALA (Mongolian Association of Local Authority).</p> <p>By the end of the week, Ulaanbaatar and Bakersfield chose two priorities for their work plan. The cities will address improving the ability of Ulaanbaatar to raise non-tax revenue and enhancing the budgetary and financial management systems of the Ulaanbaatar City in relation to the non-tax revenues. The first objective under the first priority will include conducting a comparative analysis of fees charged in Ulaanbaatar and Bakersfield in order to identify new revenue</p> <p>After review of ELC’s materials, ICMA has selected ELC as their consultant in Ulaanbaatar</p>	<p>A second exchange is scheduled to take place mid-May. A four-person delegation from Ulaanbaatar will travel to Bakersfield. The Ulaanbaatar delegation will include the following officials: Mr. Bat – Chief of Economy and Strategic Policy Department, Ms. Amraa – Senior Expert Economic and Strategic Policy Department, Mr. Enkhbold – Mayor of Ulaanbaatar, and Mr. Ganbold – Head of City Financial Policy Division. In addition to meeting various staff and officials from Bakersfield, becoming acquainted with the local government structure of Bakersfield, both Ulaanbaatar and Bakersfield city officials will finalize their partnership work plan.</p> <p>Both cities have agreed to exchange information before the second trip takes place. Ulaanbaatar will prepare an assessment of the city’s “unique” characteristics to identify potential</p>	<p>N/A</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Ulaanbaatar, Mongolia <i>(focus TBD)</i></p> <p>Partnership Manager: Brancy Finkler</p>	<p>USAID/Mongolia, G/ENV/UP</p>	<p>sources for Ulaanbaatar. (Please see “Proposed activities for Next Quarter” for more detailed information regarding the analysis).</p> <p>In addition to drafting a work plan, the cities set a tentative exchange schedule for the partnership duration. At this time, both cities have agreed on the following exchange schedule: May 5-13, July 16-27, September 14-28, November (no specific dates), mid-February 2002, and mid-May 2002.</p> <p>ICMA has identified MALA (Mongolian Association of Local Authority) as a possible resource/additional partner in Ulaanbaatar. They may become an important link to local government officials outside of Ulaanbaatar and a good resource for the Best Practices workshop at the end of the partnership.</p> <p>The subcontract with ELC (Economic Legal Consultancy) has not been finalized due to necessary revisions. However, ELC will serve as the ICMA counterpart association.</p>	<p>revenue sources with an ability to be charged fees for services (businesses, foreign tourists). In addition, Ulaanbaatar will convey to Bakersfield an understanding of the laws that govern Mongolian tax revenue. This will include the sources and types of taxes that flow to the central government and those that are within the control of Ulaanbaatar. Bakersfield will compare their policies and fees to the constraints and opportunities in Ulaanbaatar to determine potential types of fees.</p>	

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Nis – Sofia – Columbus <i>Focus Areas: Improving the Solid Waste Management systems, the Water Systems, and Introducing innovations in the methods of Public Information Management in the Cities of Sofia and Nis.</i></p> <p>Partnership Manager: Daniela Kissova/Jon Bormet</p>	<p>USAID/Serbia, G/ENV/UP</p>	<p>The second visit took place January 28-Feb. 2, 2001. A delegation from Nis and Sofia visited Columbus, Ohio. The week focused on expanding the work plan signed in Sofia in July 2000. The City of Columbus selected three areas of cooperation with Columbus – Management of losses in the water distribution system; improvement of the methane problem in the Nis landfill and designing a campaign for public information management. The City of Sofia participates in the program in its capacity of Nis’ partner, so it will also work on a water conservation and public information management project.</p> <p>Following the October 2000 elections, Nis elected a new Mayor – Mr. Goran Ciric. Two other members of the Nis delegation to Sofia in July were promoted to posts in his cabinet.</p>	<p>A third exchange trip is planned for May, 2001. The changed political situation allows American participants to travel to Nis. A delegation from Sofia will accompany the Columbus team to Nis to begin work on the identified work areas.</p>	<p>N/A</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Kragujevac – Pitesti – Springfield, OH <i>Focus Areas: Public Works and Public Utilities</i></p> <p>Partnership Manager: Corinne Rothblum</p>	USAID/Serbia, G/ENV/UP	<p>The first visit to Springfield took place February 26-March 3, led by Kragujevac and Pitesti Mayors Rajkovic and Pendiuc. The objectives of the visit were to finalize the partnership work plan and to expose the delegates to municipal management practices and tools and techniques related to the three focal areas of the partnership: (1) to evaluate the delivery of basic public services (specifically, water supply and solid waste management) in Kragujevac and make recommendations on improving, supporting, and streamlining service delivery; (2) to evaluate Kragujevac’s current markets, resources, and economic development opportunities and organizational culture and assist the City to create the institutional framework and strategic planning process to support its economic growth. The City of Pitesti will benefit from similar technical assistance and advice. The partners concluded that the best use of the remaining partnership trips is for delegations from Springfield to travel to Kragujevac and Pitesti in order to reach a larger audience of municipal officials.</p>	<p>A delegation from Springfield (the city manager, economic development assistant, and public works director) will travel to Kragujevac and Pitesti May 16-26. The objectives of the visit, most of which will be spent in Kragujevac, will be to (1) provide Kragujevac (and, to a more limited extent, Pitesti) with recommendations on methods to streamline and improve overall service delivery and introduce efficiencies; (2) complete a preliminary assessment of the City’s water treatment methods and provide recommendations for treatment improvements and repairs to the system; (3) assess current water testing standards and make recommendations for improved water quality testing; (4) identify leakages in the water distribution system and make recommendations for correcting them; (5) make recommendations to reduce water pollution caused by leakages in the landfill; and (6) Discuss plans for the next visit to Kragujevac and Pitesti.</p>	N/A

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

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<p>Pancevo -Timisoara - Lockland/ Cincinnati, Ohio <i>Focus Areas: Improving and repairing Pancevo's central heating system and water supply system and addressing major environmental issues.</i></p> <p>Partnership Manager: Corinne Rothblum</p>	USAID/Serbia G/ENV/UP	The first exchange visit to Cincinnati took place from February 3-10. The Chief of the Executive Board, Slobodan Adzic, led the Pancevo delegation and Mayor Gheorghe Ciuhandu led the Timisoara delegation. A key objective of the visit was to finalize the partnership work plan, and identify specific outcomes/results. The partnership focus areas are: (1) identifying cost-neutral approaches to improve the management and efficiency of the City's district heating system; (2) identifying cost-neutral approaches to improve the management of the City's water supply system; (3) assisting the City develop a strategic approach to economic development; and (4) providing technical advice on improving the City's air quality monitoring system (including identifying potential donors of air quality monitoring equipment) and in developing a public education/outreach program on air quality/public health. The delegation met with a variety of municipal officials and representatives from civic organizations to increase their knowledge of tools and techniques to support the partnership objectives, and discussed plans for the next visit to Pancevo/Timisoara in early May.	A delegation from Cincinnati will travel to Pancevo and Timisoara May 5 – 15. The objectives of the visit will include (1) the development of a water sampling plan for Pancevo; (2) the provision of recommendations for how to introduce operational savings and improve operational and treatment techniques for the water system; (3) technical advice to the Cities of Pancevo and Timisoara in evaluating concession offers for the management of their water supply systems; (4) the development of a preliminary air quality monitoring plan and public awareness campaign; (5) a SWOT analysis of Pancevo's economic development opportunities and laying the groundwork for a strategic planning process; and (6) recommendations for Timisoara for an appropriate institutional framework to support the implementation of its strategic plan.	N/A

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
Resource Cities Cooperative Agreement
Reporting Period: January 1 – March 31, 2001

Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Subotica – Szeged – Akron, OH <i>Focus Areas:</i> <i>Water/Waste water and solid waste management)</i></p> <p>Partnership Manager: Corinne Rothblum</p>	USAID/Serbia, G/ENV/UP	In February, ICMA program manager Corinne Rothblum met in Subotica with officials from Subotica and Szeged to review the status of the partnership work plan and begin planning for the next exchange visit to Subotica.	A delegation from Akron will travel to Subotica/Szeged April 21-28. The focus of the visit will be (1) assisting Subotica to determine the best method to meet its future solid waste disposal needs; (2) assisting Subotica to develop a scope of work for the selected waste disposal option; (3) reviewing Subotica’s current waste water treatment and disposal methods and making recommendations for improvements; (4) conducting a SWOT analysis of Subotica’s economic development sector and identifying activities that can be carried out within the partnership framework to support the City’s economic growth; and (5) providing technical advice to Szeged concerning the development of the City’s high tech and industrial parks.	Subotica Mayor Jozsef Kasza was appointed in February to a position in the new Serbian government. Istvan Ispanovic was selected as the new Mayor of Subotica. This change should not have any impact on the partnership, as Imre Kern, Chief of Subotica’s Executive Board, will continue to manage the partnership for the City.

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

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Resource Cities Cooperative Agreement
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Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Haiphong – Seattle <i>Focus Area: Strategic Planning – tentative</i></p> <p>Partnership Manager: Amanda Lonsdale</p>	<p>US-AEP</p>	<p>A series of meetings between US-AEP, ICMA, Seattle, and the World Bank were held during the previous quarter to determine the future of the partnership, given the recent delays on the part of Haiphong. It was decided that the best course of action is to wait until after the Tet Holiday and the election cycle are over before pursuing any further activities.</p>	<p>It is anticipated that the City of Seattle, with the support of the World Bank and US-AEP will approach the City of Haiphong about renewing the partnership.</p> <p>Coordination between ICMA, US-AEP, World Bank, and the City of Seattle will continue.</p>	<p>This program has been difficult because the City of Haiphong is quite high profile and often attracts the attention of the central government. When this happens, major delays can result as the central government can be slow to act and the government in Haiphong is loathe to act without the blessing of the Central Gov't.</p> <p>Fortunately, Jim Carlson of US-AEP is well versed in Vietnamese culture and well connected to officials at many levels of government and he should be able to make sense of the situation in early March.</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

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Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Amman – TBD</p> <p>Partnership Manager: Jon Bormet</p>	<p>USAID/Jordan, G/ENV/UP</p>	<p>Resource Cities Director Jon Bormet conducted the initial diagnostic of the City of Amman, Jordan February 25-March 1, 2001. Bormet found that the City of Amman plans to open a new landfill for the city in early 2002. Currently, the city does not separate hazardous materials from its domestic waste collection, which may lead to the contamination of the new landfill. Further, the disposal of hazardous material is a function of the national government, and while the government is developing a hazardous material disposal site it will not be operational for at least 18 months. The full operation of the site is problematic.</p> <p>Currently, a US City/County that collects its' own solid waste is being sought for a partnership with Amman. Additionally, the partnership will include exposing the Jordanian officials to the privatized hazardous waste sites that predominate the US.</p> <p>Bormet in consultation with USAID/Zimbabwe has identified the Royal Scientific Society as a possible counterpart association.</p>	<p>It is anticipated that first exchange trip will take place in June or early July. The selection of the counterpart association will be finalized and its role defined.</p>	<p>N/A</p>

SUMMARY OF CURRENT AND FUTURE ACTIVITIES

Cooperative Agreement No. LAG-A-00-99-0020-00
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Partnership	Funder	Activities During the Quarter	Proposed Activities for Next Quarter	Outstanding Issues/Highlights
<p>Urban Councils Association of Zimbabwe & National Forum for Black Public Administrators <i>Focus Areas:</i> <i>Institutional Capacity Building, Membership, Organizational Structure</i></p> <p>Partnership Manager: Jon Bormet</p>	USAID/Zimbabwe, RUDO/Ghana	ICMA in conjunction with the National Forum for Black Public Administrators (NFBPA) has partnered with the Urban Councils Association of Zimbabwe (UCAZ), an association of 24 municipalities. Jon Bormet, Director of the Resource Cities Program, Sylvester Murray, the founding Board Member of NFBPA, and John Saunders, NFBPA Executive Director, met with UCAZ representatives in Harare, Zimbabwe on March 5-9. The delegations drew up an Action Plan that focused on the following areas: lobbying and advocacy, training, research, and organizational management. The delegation expects to develop a paper stating the methodologies needed for effective lobbying and advocacy. NFBPA will assist UCAZ to implement a Local Government Training Institute and Library. Finally, develop a strategy for diversifying revenues that may be sold.	The UCAZ delegation will travel to Las Vegas, Nevada to attend the NFBPA conference from April 7-11. From Las Vegas, the delegation will travel to Washington, DC to meet with NFBPA staff and to be introduced to NFBPA Training and Professional Development Programs.	
Resource Cities Management	All partnership funders	Marketing and recruitment efforts continue. The layout and design of the web page were discussed.	ICMA plans to launch the official website by July 2001. The website will be used as both a marketing and reporting tool.	N/A

ANNEX 1: FINANCIAL AND ADMINISTRATIVE DATA

ANNEX 2: DELIVERABLES SUBMITTED

DELIVERABLE SUBMITTED TO DATE

Partnership	Deliverable	Date Submitted
Great Falls/Naryn	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
	MOU between Great Falls and Naryn (English and Kyrgyz)	2/10/2000
	Trip Report for November and January exchange visits	5/11/2000
	Action Plan	5/11/2000
Almaty, Kazakhstan – Tucson, Arizona and Pavlodar, Kazakhstan – Helena, Montana	MOU between ICMA, USAID/CAR, and G/ENV/UP	2/10/2000
	Program Statement	2/10/2000
	Program Budget	2/10/2000
	MOU between Tucson and Almaty	10/13/2000
	Action Plan Tucson and Almaty	10/13/2000
	MOU between Helena and Pavlodar	10/20/2000
	Action Plan Helena and Pavlodar	10/20/2000
Resource Cities Cooperative Agreement	Quarterly Report – Fourth Quarter 1999	2/10/2000
	Quarterly Report – First Quarter 2000	5/11/2000
	Quarterly Report – Second Quarter 2000	8/2000
	Quarterly Report – Third Quarter 2000	11/2000
	Request for Modification to the Cooperative Agreement	12/8/2000
	Quarterly Report – Fourth Quarter 2000	3/16/2001
	Quarterly Report – First Quarter 2001	4/20/2001
Rayong/Portland	MOU between ICMA, US-AEP, and G/ENV/UP	5/11/2000
	MOU between Portland and Rayong	9/28/2000
	Trip report for September exchange visit by the Portland delegation (Rayong)	9/28/2000
	Draft Work Plan (Rayong)	9/28/2000
	Work Plan Review	2/14/2001
Cebu/Fort Collins	MOU between ICMA, US-AEP,	5/11/2000

	USAID Office of the Environment, and G/ENV/UP	
	Action Plan	3/30/2001
Ulaanbaatar/Bakersfield	MOU between ICMA, USAID/Mongolia, and G/ENV/UP	5/11/2000
	Diagnostic report for Ulaanbaatar	5/11/2000
	Trip Report for March exchange - Bakersfield to Ulaanbaatar (By Jack Hardisty)	3/22/2001
Serbia	MOU between ICMA, USAID/Serbia, and G/ENV/UP	5/11/2000
	Revised MOU, Program Statement, and budget for fourth Serbian city	8/2000
	Trip Report – Pitesti – Kragujevac – Springfield (By Matthew J. Kridler)	8/2000
	Action Plan Akron – Subotica - Szeged	2/2001
	Action Plan Springfield – Pitesti - Kragujevac	3/10/2001
Haiphong/Seattle	MOU between ICMA, US-AEP, and G/ENV/UP	8/2000
	Program Statement	8/2000
	Program Budget	8/2000
	Desktop Analysis (in lieu of diagnostic)	8/2000
	NGO Trip Memo	8/2000

ANNEX 3: QUARTERLY TRAVEL REPORT

Resource Cities International Travel

Partnership	Number of Trips
Naryn – Great Falls	23
Pavlodar – Helena	7
Almaty – Tuscon	7
Rayong – Portland	4
Cebu – Fort Collins	8
Ulaanbaatar – Bakersfield	6
Nis – Sofia - Columbus	7
Szeged – Subotica - Akron	11
Pitesti – Kragujevac – Springfield	10
Timisoara – Pancevo - Lockland	9
Haiphong – Seattle	1
Resource Cities Management	1
Total Trips	69
Total Trips Budgeted	305
Trips Remaining	236