



**Resource Cities Cooperative Agreement  
Cooperative Agreement  
LAG-A-00-99-0020-00  
ICMA Project No. 4760**

*USAID Quarterly Report II*

*April 1 – June 30, 2002*

Prepared for USAID

July 19, 2002

**International City/County Management Association**

Contract No. LAG-A-00-99-0020-00

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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**

- Corinne Rothblum and Deborah Kimble traveled to India where they met with James Stein, the RUDO Director; Naboroon Bhattacharjee, the Program Manager and Regional Training Advisor, and Lee Baker, Chief of Party for the Financial Institutions Reform and Expansion Project to discuss possible partnerships in Indore, Jabalpur, and Bangalore.
- USAID/Jordan and ICMA have discussed the possibility of implementing a Resource Cities partnership to address medical waste management.

**III. Challenges/Remedial Actions Taken**

N/A

**IV. Projected Activities**

The website is expected to be operational within the next quarter. The information is in the process of being formatted and edited for content.

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## **Districts Matter: From Plan to Action – Tools for Strategic Plan Implementation**

**June 2002**

**Program Manager: Melissa Speed [mspeed@icma.org](mailto:mspeed@icma.org)**

**Funding Source: RUDO/South Africa**

### **I. Introduction**

Uganda is currently undergoing the process of decentralization, and thus governments at both the district and municipal levels must increasingly undertake greater responsibility, especially in the areas of financial and municipal management. In response to this trend, USAID asked that ICMA design and implement a Districts Matter course through the Resource Cities Cooperative Agreement. The course, Districts Matter: From Plan to Action—Tools for Strategic Plan Implementation, was held in Entebbe, Uganda from June 4-7, 2002 at the Imperial Botanical Beach Hotel.

The key course objectives were:

- Budget Management: the need to balance revenues and expenditures and to monitor both throughout the budget year.
- Performance Measurement
- Identification of implementation resources
- Leadership

### **II. Major Accomplishments This Period**

Eight districts throughout Uganda attended the course. Each District had previously developed a strategic plan but implementation was problematic. Therefore, ICMA designed the course to provide the Districts with the necessary tools to successfully implement the strategic plans. ICMA identified four areas crucial to implementation: budget management, performance measurement, identifying implementation resources, and leadership.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

ICMA hopes to return to Uganda to conduct follow-on meetings with the eight districts and to disseminate lessons learned.

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

**March 2001**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Advocacy, Training, Research Methodologies/Information  
Dissemination & Financial Sustainability**

**Funding Source: RUDO/Pretoria**

**I. Introduction**

To a greater extent, local governments in Zimbabwe are required to act as the front line to address issues of service delivery and economic development with ever-shrinking resources. To tackle these enormous challenges, it is imperative that they operate efficiently and effectively. Increasingly, they are turning to their national association, the Urban Councils Association of Zimbabwe, for training, information sharing and networking, and technical support. UCAZ, whose members include the 24 municipalities of Zimbabwe, serves as an umbrella local government association, representing the interests and needs of elected officials, town clerks, finance officers, public works directors, and other municipal officials.

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

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

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

The key objectives of the partnerships are:

- To assist UCAZ establish a “market-driven,” self-sustaining training institute;
- To assist UCAZ develop a “tool-kit” for advocacy and lobbying;
- To enhance UCAZ’s public policy research capabilities;
- To assist UCAZ develop a strategy to diversify and sustain the organization’s revenues.

**II. Major Accomplishments This Quarter**

No major progress occurred during this period. Communication with UCAZ has continued to be problematic, with long delays before messages from NFBPA, ICMA or USAID/Harare are answered. NFBPA has offered initial feedback on UCAZ’s proposed work plan for 2003 and where it believes it can most effectively target its support in its implementation. Before scheduling the final partnership exchange, however, NFBPA and ICMA have asked UCAZ to clarify several issues. UCAZ’s executive director indicated that he would consult with UCAZ leadership and follow up, but has not done so to date.

### **III. Challenges/Remedial Actions Taken**

The continuing instability in Zimbabwe has posed great challenges to the successful wrap-up of the partnership. UCAZ and its members are understandably focused on trying to guard the autonomy of local authorities in Zimbabwe, and on addressing the needs of their constituents as the political and economic situation continue to deteriorate. NFBPA and ICMA have been reluctant to press UCAZ too hard on fixing the date for the final exchange visit and addressing the remaining questions concerning its 2003 work plan.

### **IV. Projected Activities in the Next Quarter**

NFBPA, ICMA and USAID/Harare will continue communicating with UCAZ to show support for the challenges that it faces and to determine whether it is feasible to lock in dates for a final exchange visit by NFBPA's Executive Director and selected Board members. It is hoped that this trip can be scheduled for September.

## **Partnership: Amman, Jordan – Des Moines, Iowa**

**February 2001**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Waste Management**

**Funding Source: Jordan**

### **I. Introduction**

The Hashemite Kingdom of Jordan, like many of its Middle Eastern neighbors, faces major water shortages. The Government of Jordan has been working with the U.S. Agency for International Development (USAID) for a number of years to address its water resource management issues, which include the protection of its groundwater sources. As part of these efforts, USAID has funded a Resource Cities partnership between the Greater Amman Municipality (GAM), the General Corporation for Environmental Protection (GCEP), and the City of Des Moines, Iowa.

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

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

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

### **II. Major Accomplishments This Period**

There were no exchanges during this period. Metro Waste Authority (MWA) and GCEP/GAM worked to reach a final consensus on the exact scope of the partnership work plan. GCEP/GAM submitted a proposal to carry out a very ambitious hazardous waste segregation program in Amman dealing with both household and industrial waste, and a second project dealing with medical waste management. MWA and ICMA concurred that the proposed medical waste pilot project, however, is not the most effective way to achieve the partnership objectives of protecting groundwater resources, as medical waste is not as great a threat to these resources as other waste streams. Additionally, in the US medical waste (some of which is not considered to be hazardous waste) is not handled by municipal governments, and, as such is not viewed an appropriate area of intervention for the partnership.

ICMA and MWA recommended that GAM and GCEP go forward with a pilot project to implement a methodology for separation of household hazardous waste from the main collection system of domestic waste. Since household hazardous waste (HHW) represents approximately the same types of characteristic hazardous waste as industrial hazardous waste, a household hazardous waste segregation/collection/transportation pilot project is a good place to start with an overall hazardous waste program, and the lessons learned can be transferable to the industrial sector. The goals of the project are: (1) to assist GAM and GCEP categorize the various types of HHW to be collected: flammables, corrosive, reactive and toxic materials (e.g. Solvents and paints, acids/bases and cleaners, batteries and pesticides); (2) to identify best practices to collect, handle and

transport HHW; (3) to train select GAM staff in safety, handling, and transportation of HHW; and (4) to establish a public awareness of what HHW is and how it should be properly managed to protect human health and reduce environmental impact, especially to groundwater.

USAID/Jordan has forwarded this pilot project proposal to GCEP and GAM for their review and, hopefully, approval. The Mission also requested that ICMA prepare a budget proposal for a Resource Cities partnership to address medical waste management. The partnership would link a US hospital association (either national or regional) with a counterpart organization in Jordan to strengthen its capacity to serve as a resource to Jordanian hospitals on medical waste management issues. If Jordan does not already have a national hospital association (the Mission is currently researching this matter), then the partnership would focus on the establishment of one that can serve as a resource to Jordanian hospitals. In addition to the association-to-association component, the partnership would likely also include the procurement of equipment and training in its use by a US-based consulting firm, CERES, that specializes in medical waste management. ICMA has submitted a draft budget to the Urban Programs Office, which has forwarded it to USAID/Jordan for its review.

### **III. Challenges/Remedial Actions Taken**

The escalation of violence between Israel and the Palestinian Territories in recent months, and the potential of terrorist attacks against Americans in other Middle Eastern countries, is a cause of some concern to MWA. After consulting with its legal counsel and Executive Board, MWA has imposed a temporary travel restriction on MWA staff that precludes travel to Jordan for the time being. To get around this constraint, MWA has proposed that the next exchange visit take place in Des Moines.

### **IV. Projected Activities**

As soon as consensus is reached on the exact parameters of the work plan, the next exchange visit to Des Moines will be scheduled (tentatively slated for August). ICMA and the Mission have also discussed the possibility of an ICMA staff member (either Jon Bormet or Corinne Rothblum, the partnership manager) to travel to Amman in advance of the exchange to meet with key GAM/GCEP officials and visit the proposed site of the pilot project to collect information and meet with key stakeholders.

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

**January 2001**

**Program Manager: Amanda Lonsdale [alonsdale@icma.org](mailto:alonsdale@icma.org)**

**Focus Area: Waste Management**

**Funding Source: Urban GCC Team & USAEP**

### **I. Introduction**

The partnership between Cebu and Fort Collins/Larimer County focuses on solid waste management. Specifically, the work plan calls for:

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

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

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

#### *Solid Waste Management*

- Design of a framework for a 10-year, comprehensive solid waste management plan that will incorporate donor and private sector projected investment, and a pilot project for recycling and composting;
- Improved Solid Waste Management;
- Reduced volume of waste entering landfill;
- Introduction of recycling and composting to at least one barangay.

### **II. Major Accomplishments This Period**

No exchanges occurred during this reporting period.

### **III. Challenges/Remedial Actions Taken**

- The partnership manager traveled to Cebu May 1-3 to meet with new staff in Cebu assigned to the partnership and to gain their support for continuing the partnership. After a series of meetings, the work plan was refined and a matrix for continued cooperation was developed for proposal to the Sustainable Development Committee of Cebu City. This matrix was subsequently completed and submitted to Fort Collins for review.
- Nestor Archival, the City Councilor in Cebu, traveled to Fort Collins in late May to introduce himself to the Fort Collins staff and to discuss the matrix for continued cooperation between the two cities.
- Prior to a US exchange, the City of Fort Collins requested a status report and reaffirmation of commitment from the City of Cebu. This action is due to the delay in exchanges caused by the change in administrations, the events of September 11, and staff turnover at the League of Municipalities and the City of Cebu.

#### **IV. Projected Activities**

An exchange visit to Fort Collins will take place in August or September 2002.

## **Partnership: Haiphong, Vietnam-Seattle, Washington**

**July 2000**

**Program Manager: Deborah Kimble [dkimble@icma.org](mailto:dkimble@icma.org)**

**Focus Area: Economic Development & Environmental Management**

**Funding Source: USAEP, USAID, World Bank, Seattle**

### **I. Introduction**

The partnership between Haiphong, Vietnam and Seattle, Washington will promote Haiphong's tourism and business investment strategies, and assist the City to use information technology in internal city management applications; to provide technical assistance in neighborhood matching grant programs; and to offer assistance in calculation and assessment of business tax liabilities, tax policy, and assessment of proposed business plans. The World Bank will work through the Resource Cities partnership to alleviate poverty by identifying ways in which community resources and expertise may be mobilized to assist Haiphong to solve locally identified problems. A Memorandum of Understanding was signed on July 9, 2001.

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

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

The work plan identified the following objectives:

#### *Tourism & Trade*

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

#### *Information Technology*

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

#### *Public Health*

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

#### *Urban Planning*

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

### **II. Major Accomplishments This Period**

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

- The two cities are now in the process of creating and implementing a survey to be used to develop a trade and tourism web page for all municipal departments and other orgs to complete.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The cities are in the process of scheduling the next exchange.

## **Partnership: Hue, Vietnam and Honolulu, Hawaii**

**August 2001**

**Program Manager: Amanda Lonsdale [alonsdale@icma.org](mailto:alonsdale@icma.org)**

**Funding Source: RUDO/Jakarta & G/ENV/UP**

### **I. Introduction**

Through the Regional Urban Development Office for South East Asia and the United States Agency for International Development (USAID), the U.S. Government is helping to forge a long-term partnership between the cities of Hue, Vietnam and Honolulu, Hawaii. The partnership will build on the existing relationship between Hue and Honolulu, which was first started under the Sister Cities Program. The partnership will address environmental protection and disaster mitigation with emphasis in the following areas: Reforestation and the impact on flood control, protection of the diverse aqua environment, and the development of historic and ecological tourism industry.

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

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

### **II. Major Accomplishments This Period**

The second exchange took place June 1-8, 2002 in Honolulu. 5 delegates from Hue attended the exchange that focused on solid waste, recycling, and composting. The delegation toured numerous facilities in Honolulu and received training in composting, recycling, and solid waste management through seminars held at Honolulu's newly created Asia-Pacific Urban Institute. In addition, the delegation met with a number of individuals from the private sector, including Harold Kagato from BestUSA, a company that produces low-cost water treatment equipment, which may be applicable to the situation in Hue. Mr. Kagato may accompany the next delegation to Hue to discuss a potential partnership with the City.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The next exchange will take place in Hue in late August. During this exchange, the two partners will work to design a program for solid waste collection, recycling, and to select a composting pilot site (to be chosen by Hue prior to the exchange).

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

## **Partnership: Rayong, Thailand – Portland, Oregon**

**March 2000**

**Program Manager: Melissa Speed [mspeed@icma.org](mailto:mspeed@icma.org)**

**Focus Area: Financial Management & River Basin Restoration**

**Funding Source: USAEP**

### **I. Introduction**

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

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

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

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

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

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

The work plan highlights the following areas for attention:

#### *Budget and Finance*

- Multi-year budget and financial planning model;
- Financial policies that guide financial decisions;
- Citizen participation and involvement in Rayong's budget process;

#### *River Basin Restoration*

- To return Khod Por, a site on the banks of the Rayong River, to the public for active use and ecological restoration and education;
- To solicit public participation in the planning process.

### **II. Major Accomplishments This Period**

The fifth exchange was held in Rayong, Thailand from May 12 – 17, 2002. The following objectives were completed during the exchange:

#### *Budget and Finance*

- The two cities discussed the status of the Citizen Involvement activities and project design and financing.
- The Portland delegation met with the Citizen Task Force to discuss the accomplishments since the last exchange.
- The cities discussed the completed draft Model Development Plan and outlined steps for completion. The Development Plan describes the program and design, the

location and the process of land acquisition, and roles and responsibilities of the organization, management, and citizens.

- The cities discussed additional ways to involve citizens and stressed the need for public meetings where citizen input may be heard. In addition, the City of Rayong will attempt to improve relationships with the residents, businesses, and to involve schools and children in the financial process.
- Reviewed the draft financial planning model.
- Worked with Rayong staff to develop the first Citizen Outreach meeting on Rayong's budgetary practices.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The sixth exchange will be held in Portland, Oregon in August.

## **Partnership: Ulaanbaatar, Mongolia – Bakersfield, California**

**March 2001**

**Program Manager: Melissa Speed [mspeed@icma.org](mailto:mspeed@icma.org)**

**Focus Area: Budget & Finance**

**Funding Source: Mongolia**

### **I. Introduction**

In March 2001, the cities of Ulaanbaatar, Mongolia and Bakersfield, California signed a Memorandum of Understanding. The two cities will work together to improve the ability of Ulaanbaatar City to raise non-tax revenues and to enhance the budgetary and financial management systems of Ulaanbaatar in relation to the non-tax revenues.

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

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

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

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

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

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

The Work Plan defined the following partnership objectives:

#### *Revenue Generation and Finance Administration*

- Comparative analysis of fees charged in Ulaanbaatar and Bakersfield to identify potential revenue sources.
- Identify fees to be charged.
- Design of procedures for collection, accounting appeals and information dissemination.
- Design an implementation plan that incorporates a participatory process for charging fees.
- Identify uses for the new non-tax revenues and establish a budgetary control system.
- Develop accounting procedures to trace revenues in conformance with international accounting standards.
- Design and implement a plan to inform officials and citizens of the record and performance of the new revenues.
- Study methods to set priorities for expenditures.

### **II. Major Accomplishments This Period**

The sixth exchange took place in Bakersfield, California from May 17th through the 27<sup>th</sup>. The exchange focused on Bakersfield's financial management system, especially fees charged to: issue building permits for construction, to change the status or category of land, and to review construction plans, drawings, and models. In addition, the delegation discussed the 1) development of future impact fees 2) the calculation methods, principles, and coefficients needed to determine land fees 3) the payment collection system 4) Intergovernmental relations with respect to land fees, property taxes and calculation

methods and 5) a detailed study of the issuing of bonds. The delegation included the following members:

- i. Mr. Enkhbaatar Songino, Head of Ulaanbaatar Taxation Department
- ii. Mrs. Dashtsetseg Dash, Head of Financial and Revenue Division of Urban Planning and Land Management Department
- iii. Mrs. Amraa Ichinkhorloo, Officer of the Economic and Strategic Policy Department
- iv. Mr. Bayar Budragchaa, Interpreter and Local Coordinator

Since the last exchange, the City of Ulaanbaatar developed procedures to introduce a fee for temporary visitors staying at hotels, tourist camps and resorts; fees for a) conducting a technical review and inspection of buildings and b) fees collected during the commission of buildings; billboard advertisement fee; a taxi cab fee; and a one-time land allocation fee. The Governor and Mayor of Ulaanbaatar, after prolonged consultation with legal experts from the City and National Ministry of Justice, decided that the fees will be approved and adopted using the following schedule:

- i. The Citizens Representatives Hural (CRH) or the Ulaanbaatar City Council will review and adopt fees for temporary visitors of hotels, tourist camps and resorts.
- ii. The CRH Presidium (includes 9 members from the 40 member council) will approve the fees for billboard advertisements and one-time land allocation.
- iii. With approval from the Governor of Ulaanbaatar, the Head of the Road and Transportation Department will adopt the taxi cab fee and the Head of the Urban Planning and Land Management Department will adopt fees that conduct a technical review, building inspections, and that are collected during the commission of buildings.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The seventh and final exchange is scheduled for July 8 and 9, 2002. The delegation from Bakersfield will be accompanied by the Program Manager to present the lessons learned during the Best Practices Symposium.

## **Partnership: Almaty, Kazakhstan – Tucson, Arizona**

**October 2000**

**Project Manager: Daniela Kissova [dkissova@icma.org](mailto:dkissova@icma.org)**

**Focus Area: Solid Waste & Economic Development**

**Funding Source: Kazakhstan**

### **I. Introduction**

The Almaty-Tucson partnership started in October 2000. The work plan of the partnership focuses on the solid waste management system of Almaty and the creation and maintenance of a facility modeled after Tucson's industrial park. The European Bank for Reconstruction and Development awarded Almaty a loan to renovate its system of solid waste collection and disposal. Originally, Tucson was scheduled to provide Almaty with guidance on ways to utilize those funds. However, due to delays in the loan appropriation, the program component has been amended to reflect Almaty's expenditures for capital improvements. Tucson is assisting its Kazakh partner with equipment specifications for the implementation of sustainable changes and improvements in the operations of Tartyp – Almaty's municipal solid waste collection company.

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

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

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

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

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

#### *Solid Waste*

- Review and improve the solid waste management system of Almaty

#### *Economic Development*

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

### **II. Major Accomplishments This Period**

No exchanges took place in this performance period. ICMA has been working on logistical and programmatic preparations for a fifth exchange to Almaty, scheduled for the week of July 8<sup>th</sup>. A three-member team from Tucson will start work on the newly adopted economic development component of the work plan: the development of a technology park, and the establishment of a micro-credit program.

The Tucson team will consist of Lee Smith, Economic Development Specialist, City of Tucson Office of Economic Development; Frank Ballesteros, Chief Administrative Officer, PPEP Micro Business Housing Development Corporation; and Mary Louis Trammel, Director of the University of Arizona's Office of Technology Transfer.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

As noted above, the July exchange trip to Almaty will focus on the development of a technology park, and the establishment of a micro-credit program for small businesses and new business start-ups.

**Partnership: Kragujevac, Serbia – Pitesti, Romania – Springfield, Ohio  
July 2000**

**Program Manager: Melissa Speed [mspeed@icma.org](mailto:mspeed@icma.org)**

**Focus Area: Public Service Delivery, Economic Development & Municipal  
Management**

**Funding Source: Serbia**

**I. Introduction**

The Springfield-Kragujevac-Pitesti partnership commenced in July 2000. The work plan includes the following program objectives for both Kragujevac, Serbia and Pitesti, Romania:

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

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

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

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

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

*Municipal Management*

- To evaluate the delivery of basic public services and make recommendations to improve, support, and streamline service delivery;
- To examine organizational culture and determine ways to assist City officials and staff to develop a strategic plan.

*Economic Development*

- To evaluate current markets, resources, and economic development opportunities, and recommend strategies to enhance economic development programs.

**II. Major Accomplishments This Period**

The fifth exchange focused on the priority area of economic development. The City of Springfield has worked with Kragujevac and Pitesti to evaluate current market resources and to develop strategies to enhance economic development. A key issue during this exchange was to secure funding for the partnership beyond the means of the Resource Cities Program. Springfield worked with Kragujevac and Pitesti to identify economic development strategies. However, it has become apparent that the cities have limited control over incentive options and small business development. Therefore, it is difficult for the municipal leaders to revitalize the tax base and stimulate job creation. In order to assist in this process the delegation met with various organizations and foundations to develop relationships that may provide financial assistance to the two cities.

- While in Springfield, the delegation met with representatives from the Turner Foundation, a local philanthropic foundation to discuss the challenges that Kragujevac and Pitesti face and the efforts made through the Resource Cities partnership to address those challenges. In addition, the delegation met with

members from both Kiwanis and Rotary clubs. Such meetings may lead to future exchanges or financial sponsorships that are both technical and cultural.

- The delegation spent an evening with Tim Honey, the Director of Sister Cities International to discuss an official sister city relationship.

Participation in the Best Practices Symposium for the Bulgaria Technical Twinning Program:

- Dobrica Milovanovic, the Deputy Mayor of Kragujevac and Mayor Pendiuc of Pitesti, Romania traveled to Varna, Bulgaria to participate in the Best Practices Symposium for the Bulgaria Technical Twinning Program from June 19 – 21, 2002. The participants found the roundtable discussions invaluable, especially the creative solutions and innovative approaches that may be adapted to the political, legal and economic challenges that face the cities of Kragujevac and Pitesti.

Unanticipated benefits:

- High school students from Serbia have visited Springfield twice and have stayed with Springfield families.
- Wittenberg University proposed academic exchanges between the University of Kragujevac and the University of Pitesti. The exchanges would involve scholars of Urban Studies to assist Kragujevac and Pitesti with long-term urban analysis and to develop urban studies teams. Wittenberg University will provide office space and housing and will assist with funding for transportation and travel costs.
  - i. Dr. Milovanovic presented a guest lecture on emerging markets in Eastern Europe while visiting Wittenberg University.
  - ii. Members of the Pitesti delegation lectured on property rights in post-communist nations.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The sixth exchange is scheduled to take place from July 9 – 20, 2002. Warren Copeland, the Mayor of Springfield, will travel with Shannon Meadows, the Executive Assistant to the City Manager, and Alvin Wansing, the Senior Project Manager.

## **Partnership: Nis, Serbia - Sofia, Bulgaria – Columbus, Ohio**

**July 2000**

**Program Manager: Daniela Kissova [dkissova@icma.org](mailto:dkissova@icma.org)**

**Focus Area: Citizen Participation, Water/Wastewater Management & Solid Waste**

**Funding Source: Serbia**

### **I. Introduction**

The Columbus-Nis-Sofia partnership commenced in July 2000. The purpose of the partnership is to transfer successful US municipal models in the areas of citizen information and participation, water/ wastewater management, and solid waste collection and disposal to Nis and Sofia.

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

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

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

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

The previous work plan includes the following program objectives:

#### *Water/Wastewater Management*

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

#### *Solid Waste Management*

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

#### *Citizen Information*

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

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

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

### **II. Major Accomplishments This Period**

Two exchanges took place in this quarter.

#### April

In April, a team from Sofia and Nis traveled to Columbus to determine the specifics of the new economic development component of the partnership work plan, which was added at the City of Nis' request following the November 2001 exchange visit. The visit included meetings with staff at Columbus's Department of Economic Development, SciTech, a non-profit organization that operates a technology park and business incubator associated with the Ohio State University, and the Rickenbacker cargo airport in Columbus. Based on these meetings, three areas of cooperation were identified where Columbus (and to a limited extent Sofia) can provide support to Nis in the remaining months of the partnership:

1. Helping Nis adapt the City of Columbus Department of Economic Development model of community partnership and cooperation.
2. Providing technical advice on the renovation of the Nis Airport, which was recently turned over to the City by the national government.
3. Providing technical advice to the City with the development of a Technology Park in Nis modeled after the Columbus Sci-Tech facility.

#### June

In June a team from the Columbus – Vicki Rulli, City Department of Trade and Development, Jim Currey, of Sci-Tech, an organization running Columbus's Technology Park, and James Maco of the Rickenbacker Airport visited Nis to begin activities within the ED partnership plan.

#### *Airport Re-Development in Nis:*

As noted above, the City of Nis has recently acquired an airport from the national government. Previously used as both a civilian and a military airport, the facility was considerably damaged by the NATO military strikes against the Milosevic regime. The City has received a grant from the Norwegian government to repair the airport's runways so that it can be run as a facility specializing in cargo operations.

James Maco met with airport officials to discuss issues including airport design, management, and operations. As the purpose of this redevelopment is to attract businesses to Nis, the Columbus team strategized with airport officials about the importance of collaboration with other economic development players, including the City of Nis and key private sector partners. By the end of the Resource Cities partnership funding this fall, the partners plan to complete a strategic plan for the future development of the airport.

#### *Technology Park Development in Nis:*

In addition to the airport, Nis recently acquired a former military base from the national government and turned over to the City. Nis hopes to turn these facilities into a Technology Park that capitalizes on the resources of the nearby airport and the University

of Nis. The national government is currently removing existing equipment from the base, and the City has requested technical support from Columbus with the development of design and operation plans for the park, whose target tenants will be small technology-related businesses.

Jim Currey met with Nis counterparts to discuss principles of business incubator setup and operations, and strategies for attracting and supporting small businesses. The Serbian Minister of Technology made a special trip from Belgrade to participate in these discussions, a strong indication that the project is an important priority both for the City of Nis and the Serbian government. By the end of the Resource Cities partnership funding this fall, the partners intend to complete a plan for the park's set-up and operations.

*Municipal Department of Economic Development:*

As a result of its visits to Columbus, the City of Nis has decided to create a department of economic development. Prior to this exchange the city of Nis had set up the physical infrastructure for the new department and had received proposed job descriptions from Columbus. During the June exchange, the US team and their Nis counterparts discussed the roles that local governments can play to facilitate economic development, including business retention, expansion and attraction. They also discussed how Nis could capitalize on a number of major transportation infrastructure investments (the Greek government is funding construction of a new road system from Belgrade to Athens for the Athens Olympics, and the Turkish government is constructing a road that will facilitate trade between Serbia and Turkey) to leverage Nis' trade and economic development potential.

*Information Dissemination:*

The US team made visited the City of Nis' new Citizen Information Center, which was established as a result of the partnership and is modeled after Columbus's Mayor's Action Center. The Center is fully operational, and provides the public with information on a wide array of services and activities, and processes and dispatches citizens' complaints and inquiries to the relevant municipal departments.

**III. Challenges/Remedial Actions Taken**

N/A

**IV. Projected Activities**

The sixth exchange trip from Nis to Columbus is planned for August, and will focus on the strategic plans for the technology park and cargo airport.

**Partnership: Pancevo, Serbia – Timisoara, Romania – Cincinnati, Ohio  
July 2000**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Service Delivery & Economic Development**

**Funding Source: Serbia**

**I. Introduction**

The Resource Cities Partnership with the cities of Cincinnati, Ohio and Timisoara, Romania was initiated in July of 2000. To date, there have been four exchange visits:

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

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

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

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

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

The work plan focuses on the following areas:

*Water Treatment*

- Improving Pancevo's water treatment and distribution system;

*Economic Development*

- Developing a more coherent approach to economic development and strategic planning (this component was added during the February 2001 exchange to Cincinnati).

*Hot Water Distribution*

- A secondary objective is to assist Pancevo improve the management of its hot water heating distribution system.

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

**II. Major Accomplishments This Period**

A delegation from Pancevo and Timisoara visited Cincinnati from April 27 – May 4. The delegation members were:

Pancevo: 1. Slobodan Adzic, President of the Executive Council; 2. Angelina Perduh, Director of Finance, Property and Legal Affairs; and 3. Milica Obuskovic, Technical Director of the Pancevo Water Works

Timisoara: 1. Mayor Gheorge Ciuhandu; Aurelia Junie, Director of Strategic Planning; and Adrian Bodo, Director of Finance

The primary focus of the exchange was on the strategic planning and economic development components of the partnership, and, in the case of Pancevo, also on the water management component. The delegation had the opportunity to meet with a variety of high-level public and private sector officials, resulting in the establishment of important contacts for potential trade, investment, and economic development opportunities.

A highlight of the visit was a working luncheon at the Cincinnati Bankers Club on the last day of the exchange titled 'Opportunities for International Trade with Romania and Serbia.' Over 100 business, government and community leaders attended this event, which included presentations by Mayor Ciuhandu and Slobodan Adzic on their cities' competitive advantages. In addition, key officials from Cincinnati gave presentations on topics including the important role the Cincinnati Port Authority has played in exploiting this important asset's economic development potential (a theme the Cincinnati team has been emphasizing to Pancevo, whose port is the farthest inland on the Danube from the Black Sea).

A number of Cincinnati-based companies have expressed interest in joint ventures with firms in Timisoara (Convergys and Clinical Computing) and Pancevo (Pyromaster and Chiqita), and discussed a potential trade mission in conjunction with the final Best Practices Workshop in October. ICMA partnership manager Corinne Rothblum provided the Cincinnati team with contact information for the US Commercial Service offices in Belgrade and Bucharest, and the Department of Commerce International Trade Office in Cincinnati so that they can pursue this proposal further.

The Pancevo and Timisoara teams also met with a number of public and private sector officials to discuss Pancevo and Timisoara's ongoing strategic planning and business development efforts and provide technical advice. These meetings addressed municipal management issues that impact economic development including financial management, land use planning, code enforcement, environmental management, and privatization.

Milica Obuskovic from the Pancevo Water Works had a series of separate meetings and site visits focused on water management issues. This included meetings with Cincinnati Water Works experts to provide technical guidance on the challenges Pancevo faces in maintaining its well field system (Cincinnati has a similar network of wells), and site visits to Cincinnati's primary wastewater treatment plant and storm water management system.

In addition to the exchange visit, Angelina Perduh and Zoran Bozanic, Technical Director for the Pancevo Central Heating District, attended the Best Practices Workshop for Phase 3 of the Bulgaria Technical Twinning Program, which took place in Varna, Bulgaria in late June. According to other workshop participants, both Angelina and Zoran were active participants at the roundtable discussions on lessons learned from the partnerships

and their replicability in other communities. Angelina contacted ICMA partnership manager Corinne Rothblum after her return from Bulgaria to let her know how valuable it was for her to learn about how Bulgarian cities, faced with similar political, legal and economic challenges to those in Serbia, have found creative solutions and developed innovative approaches to economic development and infrastructure management.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The next exchange visit to Pancevo and Timisoara will take place the week of July 15<sup>th</sup>. The Cincinnati delegation will consist of:

1. Pete Gillon, Economic Development Manager, City of Cincinnati;
2. Steve Massie, President, Cincinnati Equity Fund
3. Scott Ens, Planning Consultant to the City of Cincinnati and Professor, University of Cincinnati.

In Pancevo, the team will focus on the development of the Port of Pancevo; reviewing and advising on the municipality's strategic planning process, which is being led by a professor from the University of Belgrade; reviewing and advising on the City's ongoing land use planning and code enforcement reform efforts, and related planning and economic development issues. In Timisoara, the Cincinnati group will provide technical input on the City's ongoing implementation of its strategic plan, internal management reforms, and efforts to establish an equity fund. The partners will also discuss the preparation of case study presentations for the October 24-25 wrap-up Best Practices Symposium and follow-up to the trade and investment contacts that were made during the April visit.

Cincinnati Mayor Charlie Lukens and City Manager Valerie Lemmie, who has been involved in previous Resource Cities partnerships, plan to attend the Best Practices Symposium (at the City of Cincinnati's expense), and have expressed interest in continuing the partnership once Resource Cities funding has ended.

In August, ICMA partnership manager Corinne Rothblum is planning a brief visit to Serbia, which will include meetings in Pancevo, Subotica, and Belgrade. The visit will have a number of objectives, including:

- Meet with officials in Pancevo and Subotica to review the overall status of the partnerships.
- Meet with USAID, USAID implementing program partners (Local Government Initiative, CRDA program) and, if possible, other donors to identify technical and financial resources that the cities can tap into to continue program activities beyond the end of RCP funding.

- Begin preparations for the October Serbia Resource Cities Best Practices Workshop (preparation of case studies, identification of venue, planning for all logistical/administrative) arrangements.

## **Partnership: Pavlodar, Kazakhstan – Helena, Montana**

**October 2000**

**Program Manager: Daniela Kissova [dkissova@icma.org](mailto:dkissova@icma.org)**

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

**Funding Source: Kazakhstan**

### **I. Introduction**

The Helena- Pavlodar partnership commenced in October 2000. The purpose of this partnership is to transfer successful US municipal models in the areas of water/waste water and solid waste management. At the request of Pavlodar, Drug and Alcohol Treatment was added as a focus area for the partnership.

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

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

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

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

The work plan includes the following program objectives:

#### *Water/Wastewater Management*

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

#### *Solid Waste Management*

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

#### *Drug Prevention and Treatment*

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

#### *Green Areas Development*

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

### **II. Major Accomplishments This Period**

A delegation from Pavlodar – Nikolay Patrushev, Director of Pavlodar’s Public Works Department; Vladimir Meged, Technical Director of Pavlodar’s Vodocanal, Sansysbai Akymbekov and Chairman of City Council; and ICMA’s representative Rinat Khassanov, visited Helena the week of June 3rd. This fourth exchange focused on three main areas: 1) US techniques in water treatment and distribution 2) Helena’s approach to drug treatment and rehabilitation at the local level as well as partnerships between

community groups, NGOs, local government, and the federal government and 3) channels for increased citizen participation in issues concerning local water and the environment as well as methods to communicate the priorities of public opinion and interest groups to the local authorities.

### *Potable Water Treatment*

#### Background:

Water treatment in Pavlodar was transferred to a private operator whose contract expires next year. The City of Pavlodar has insufficiently stipulated its service requirements. The terms lack real or enforceable guidelines. Moreover, the water in Pavlodar is not tested by an independent third party thus the testing process is unreliable.

#### Scope of work during this exchange:

The agenda was organized around US best practices in water treatment and distribution that may be transferred to Kazakhstan through means that are both effective and inexpensive. To present the best practices in water treatment the City of Helena invited the Wastewater Treatment Facility, Leopold, F.B. Co., Inc. that flew from Washington, DC to Helena to deliver a one-day seminar.

The Pavlodar team also toured the Missouri River Treatment Plant and ten-mile watershed to review plant automation and utility management. In addition, conventional potable water filtration technologies were discussed. Lastly, the group was exposed to water distribution improvement techniques such as trenchless underground pipeline rehabilitation. Pavlodar visited the City of Great Falls to evaluate the operations contract with Vivendi/U.S. Filter, a private treatment operator.

### *Waste Water Treatment*

#### Background:

Pavlodar has requested assistance to implement a feasibility assessment for the installation of an ultraviolet filter in its wastewater treatment plant to reduce the level of contamination of the Irtysh River. Overall, the city operates a reasonably efficient wastewater treatment plant. Helena is looking into ways to improve Pavlodar's level of backwater purification.

#### Scope of work during this Exchange:

The Pavlodar delegation observed a demonstration of an UV disinfection operation system and the maintenance process of the Wastewater Treatment Plant. The group also visited the Missouri River Water Supply and Treatment Plant where they witnessed the technology for liquid sludge disposal that included equipment required for land application.

## *Drug Prevention and Treatment*

### Background:

The National Government commissioned Pavlodar with the creation of a Drug Rehabilitation Center. The Oblast (regional government) provided the City with a building to be used to establish a center for drug prevention and patient rehabilitation. The Center was set up in December 2001.

### Scope of work during this Exchange:

Mr. Rossinski, the Director for Pavlodar's Drug Center toured the following treatment facilities across Montana: the Warm Springs Addiction and Change Center, the Women's Rehabilitation Center, the Chemical Dependency Center in Butte, Montana; the Gateway Recovery Center in Great Falls, and the Western Montana Addiction Services, the Share House Detox Facility, and the Western Montana Health Center in Missoula. At the different facilities, Mr. Yuri, became acquainted with the social partnership models, the funding structure, staffing, and operations. As a result, Mr. Yuri Rossinski created a Pavlodar Alcoholics Anonymous chapter. The Pavlodar Center received materials and information concerning job specifications for paramedics to be hired for the newly established AA Center.

Following the exchange, Mr. Rossinski delivered seminars in Pavlodar entitled "Techniques of Treatment and Detoxication in Montana" and "Methods of Alcoholic Rehabilitation and Other Chemical Dependencies Treatment" to thirty-three participants from eight regions in Kazakhstan. Mr. Rossinski's seminar was part of a lecture series entitled *Clinics and Treatment of Alcoholic and Drug Dependency* for Kazakh drug psychiatrists from June 1 to 26.

Based on his experience in Montana, Mr. Rossinski organized a round table on June 26 for psychotherapists, NGOs, and the representatives from the Oblast Department of Justice at the Pavlodar Drug Rehabilitation Center to discuss American approaches on social partnerships in drug dependency treatment. Twenty-one people were in attendance. The participants found the roundtable discussion beneficial and proposed that such fora be held regularly to allow different players in the public health field to share their perspectives and receive feedback. A second seminar is planned and will discuss non-governmental grants, application standards, and collaboration with U.S. organizations.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

The fifth exchange will take place in Pavlodar in September 2002.

## **Partnership: Subotica, Serbia – Szeged, Hungary – Akron, Ohio**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Wastewater, Solid Waste & Economic Development**

**Funding Source: Serbia**

### **I. Introduction**

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

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

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

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

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

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

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

- Improving the treatment and methods of wastewater disposal;
- Reducing the amount of solid waste going into its nearly-full landfill and developing plans for a new landfill;
- Assisting the city develop a strategic approach to economic development and to create the institutional framework to support this new municipal role.

### **II. Major Accomplishments This Period**

A delegation from Akron traveled to Subotica April 22-24 to work with the City and its partners on the economic development component of the program. The delegates were:

1. Mark Albrecht, Manager, Economic Development Department, City of Akron
2. Robert Bowman, Senior Vice President, Greater Akron Chamber of Commerce
3. Steve Kidder, President, German Link and consultant to the City of Akron

The delegation met with key Subotica officials to discuss the City's decision to contract with a recently-formed consulting firm, Most Hid, for economic development and strategic planning assistance services, rather than proceeding as planned with the formation of municipal economic division. According to Imre Kern, the outgoing Chair of the Subotica Executive Board, the municipal council would not authorize the creation of new staff positions, and existing staff lacked the skills and time to assume these additional responsibilities.

Prior to the exchange, ICMA had suggested to Subotica officials that they provide the Akron delegation with a copy of the draft contract with Most Hid so that they could review it and help Subotica ensure that its terms and scope of work are thorough and provide for the best value and results for the municipality. However, Subotica officials did not provide the Akron team with any kind of a draft, and the delegation was not able

to get a clear picture of the exact parameters of Most Hid's work. Subsequent to the exchange visit, partnership manager Corinne Rothblum requested and received a copy of draft 'framework agreement' from Most-Hid, which is very brief and non-specific.

One of the key events during the visit was a half-day Conference of Economic Development (ED) Providers, which was organized by the City based on a model that Nada Bojanic had learned about during her December 2001 visit to Akron. The purpose of the conference was to bring together stakeholders in the Subotica region that are working on economic development issues in a number of different capacities to share information about their programs and explore opportunities for cooperation. Presentations were made by a number of key public and private agencies, including: Most Hid; the North Backa District Council; the Dean of the Economic Faculty at the University of Novi Sad; the Council for the Regional Agency for the Development of Small and Medium Enterprises; the Regional Chamber of Commerce; the Association of Entrepreneurs; the Serbian Republic Institution for Labor Markets; and USAID's Community Revitalization through Democratic Action regional program office.

The presentations were quite useful in illustrating the fragmentation and variety of economic development delivery of services within the Subotica Planning District. The Akron delegation believes that this was the first time in recent years that all of the ED providers had gathered to compare notes, and a number of opportunities for better collaboration and the sharing of resources were identified.

In addition to the ED conference, the delegation held separate meetings with Most-Hid staff to discuss their plans for working with the City of Subotica. It was unclear whether they would be initiating any of the key activities that Akron had proposed Subotica initiate, including the creation of an economic development database and the establishment of a business call program to support existing businesses and identify opportunities for business expansion.

In late June, Nada Bojanic, economic development assistant for the City of Subotica, and Edit Laszlo, one of the principals from Most-Hid, traveled to Varna, Bulgaria for a 'Best Practices' workshop on Phase III of the very successful Technical Twinning Program between U.S. and Bulgarian cities. Many of the partnerships have focused on economic development and strategic planning related issues. The Subotica delegation informed ICMA that it was an extremely valuable opportunity for them to exchange information and learn how their Bulgarian colleagues have overcome barriers to economic development similar to those that Subotica faces and implemented successful program lessons. Edit noted that she returned to Subotica feeling excited and reinvigorated about Subotica's opportunities to develop similar programs to form partnerships that create new jobs and businesses.

### **III. Challenges/Remedial Actions Taken**

The departure of Imre Kern as Subotica's Executive Board Chair, combined with the decision not to move forward with the creation of an ED unit within the City government,

is cause for some concern. Kern was a strong advocate for making ED a key municipal priority, but the decision to outsource this important function seems to indicate that Subotica's city council is unable to get past the political dimension of it and fails to understand the critical importance of an aggressive, well-framed strategy for economic development to the City's future.

The Akron delegation has expressed concern about the capacity of Most-Hid, which is only a year old and whose Board of Directors is comprised of private business owners of the same party affiliation as former Executive Board Chair Imre Kern and the Mayor. The firm's managing partner owns and directs a funeral home, and has hired several young, bright but relatively inexperienced staff. Without a clearly defined direction or scope of work from the City, it will be challenging for the Most-Hid team to move the ED agenda in Subotica forward in a strategic way.

Another challenge relates to the lack of coordination between various donor (in particular USAID) programs, and Subotica's unwillingness to disclose other sources of donor support. In May, the CRDA program sent an IESC volunteer to Subotica for four weeks to work with the City on a series of planning and ED tasks that were nearly identical to those the Akron team has been working on over the last year and a half. While CRDA's regional director had met the Akron team at the April ED Conference in Subotica and was familiar with the partnership (which he referenced in his presentation), CRDA did not put the IESC volunteer in touch with Akron prior to his departure for Subotica so that he could obtain a thorough briefing on the partnership's activities and ensure that he was building on, rather than duplicating them. ICMA's attempts to reach the regional CRDA director have been unsuccessful, although we did request and obtain a copy of the IESC volunteer's report from Nada Bojanic. Unsurprisingly, his observations about the City's needs and conclusions about priority actions needed were pretty much identical (if more detailed) to those reached by the Akron team: that Subotica needs to make ED a priority, commit resources to it, and actively pursue the creation of public-private partnerships to move the agenda forward.

#### **IV. Projected Activities**

In August, ICMA partnership manager Corinne Rothblum is planning a brief visit to Subotica (as well as Pancevo and Belgrade). The visit will have a number of objectives, including:

- Review the overall status of the partnership(s).
- Get an update on the status of the City's agreement with Most-Hid and provide technical guidance as appropriate in consultation with Mark Albrecht from Akron (Mark is unable to travel to Subotica in August but will participate in key meetings via conference call).
- Learn about Subotica's participation in the CRDA program (including, if possible, a meeting with the CRDA office in Novi Sad) and identify opportunities for the City to take full advantage of this important initiative to further its economic development and infrastructure needs.

- Begin preparations for the October Serbia Resource Cities Best Practices Workshop (preparation of case studies, identification of venue, planning for all logistical/administrative) arrangements.

## **Partnership: Tirana, Albania & Catawba County, North Carolina**

**Program Manager: Daniela Kissova [dkissova@icma.org](mailto:dkissova@icma.org)**

**Focus Area: Financial Management & Budget**

**Funding Source: USAID/Tirana**

### **I. Introduction**

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

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

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

The work plan defines the following objectives:

#### *Fee and Tariff Pricing for Municipal Service*

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

#### *Municipal Assets Management*

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

#### *Privilege Licensing/Business Permitting*

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

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

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

#### *Solid Waste Collection and Disposal*

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

## **II. Major Accomplishments This Period**

Four Tirana city officials: Ms. Mimi Kodheli, Deputy Mayor, Ms. Edlira Toci, Chief of the Mayor's Staff, Mr. Dritan Agolli, General Director of Public Works, and Ms. Belinda Ikonomi, Director of Finance, traveled to Catawba County from June 1<sup>st</sup> to June 8<sup>th</sup>. The purpose of the second trip was to review the work plan designed during the first exchange and to further narrow the areas of cooperation. The Tirana team was also exposed to methods of budgeting, taxation, and financial planning, as well as public utilities provision and financing.

The team was divided in to a Financial group and a Public Works group. Catawba's Director of Public Works Barry Edwards made an extensive presentation on building codes institutionalization and enforcement, as well as on Catawba's solid waste facilities structure, functions, and fiscal self-sustainability.

The two teams have shown exemplary commitment to the Resource Cities program. Barry Edwards, Catawba's Director of Public Works has contacted the North Carolina Solid Waste Association of North America (NCSWANA) regarding potential funding for the transfer of technology to Tirana. Mr. Edwards was able to arrange NCSWANA funding for Mr. Dritan Agolli, his counterpart to attend the Association's annual congress in Wilmington, NC the week of August 26<sup>th</sup>.

## **III. Challenges/Remedial Actions Taken**

N/A

## **IV. Projected Activities**

The third partnership exchange is scheduled for October 2002. Until then the two teams will continue to correspond by email.

ICMA will facilitate the transfer of the following materials from Tirana to Catawba: (Deadline August, 2002)

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

## **Partnership: New Amsterdam, Guyana – Huntsville, Texas**

**Program Manager: Corinne Rothblum [crothblum@icma.org](mailto:crothblum@icma.org)**

**Focus Area: Citizen Participation, Environmental Management**

**Funding Source: USAID/Guyana & EGAT**

### **I. Introduction**

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

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

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

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

The partnership work plan focuses on:

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

### **II. Major Accomplishments This Period**

A delegation traveled from Huntsville to New Amsterdam in mid-April. Participants were:

1. Bob Hart, City Manager
2. Glenn Isbell, Director of Planning and Public Works
3. Danna Welter, Human Resource Director and City Secretary

The visit had several key elements:

- Introducing the New Amsterdam community at large (Council, Chamber of Commerce members, community based organizations, NGOs, churches, etc.) to the ‘Healthy Communities’ model of community-based development and getting community support for carrying out a ‘Healthy Community’ process in New Amsterdam.
- Developing a framework and strategy for the implementation of a Healthy Community initiative in New Amsterdam Conducting an assessment of the New Amsterdam drainage system and providing recommendations for how the municipal government can address priority concerns in concert with the regional and national governments and international donor agencies

- Finalizing the partnership work plan.

A series of community stakeholder focus group meetings and workshops were organized by the New Amsterdam Council and Chamber of Commerce to introduce the Healthy Community concept and methodology. The Huntsville team met with local government officials, citizen groups, NGOs, businesses, religious and educational institutions and other civic organizations. Focus group discussions addressed the importance of leadership and community involvement in improving New Amsterdam's quality of life, determining community priorities and objectives, identifying existing or potential community leaders and mobilizing the human, financial, and other resources that need to be mobilized to achieve these goals.

Participants embraced the idea with great enthusiasm, and, with the support of the Council, agreed to initiate a program in New Amsterdam. At the end of the focus group meetings, the Huntsville delegation facilitated the development of a community action plan that articulates the community's vision, lays out the action steps that will be required to achieve this vision, and identifies the community partners and resources that will be involved in each. Action teams were created to take the lead on specific elements of the plan (e.g. trash collection and community clean-up days). The partnership work plan will track this community action plan, and Huntsville will provide ongoing technical support with the refinement and implementation of the action plan, and procured a complete set of the 'Healthy Community' materials for New Amsterdam from the Search Institute.

Bob Hart and Glenn Isbell inspected New Amsterdam's drainage management system and provided a number of recommendations for addressing some of the most critical concerns. Based on these recommendations, which the Huntsville team presented at a briefing for municipal and regional government leaders, the regional government has provided financial and technical resources to resolve them. As a result, the partners have decided to make the 'Healthy Community' initiative the key focus of the partnership.

### **III. Challenges/Remedial Actions Taken**

N/A

### **IV. Projected Activities**

In August, a broad-based delegation drawn from the New Amsterdam Healthy Community action teams (citizen activist, business leader, and municipal representative) from New Amsterdam is slated to visit Huntsville. The objectives of the visit will be:

- To expose the group to the process and methodology that Huntsville is using to carry out its own Healthy Community initiative.
- Discuss the applicability of these approaches to the New Amsterdam process.
- Further work on the community action plan
- Discuss next steps