

**Resource Cities Cooperative Agreement
Cooperative Agreement Nos.**

**LAG-A-00-99-0020-00 LAG-A-00-99-0020-03
ICMA Project No. 4760**

Prepared for

United States Agency for International Development

July 23, 2001

International City/County Management Association
Contract Nos. LAG-A-00-99-0020-00 & LAG-A-00-99-0020-03

The 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. The RCP reflects USAID's priorities in the following strategic areas: to protect the environment for long-term sustainability, to strengthen democracy and good governance, to improve human health, to encourage broad-based economic growth, to build human capacity, and to alleviate suffering associated with natural or man-made disasters. The RCP model has expanded beyond the traditional city-to-city configuration to include: metropolitan area-to-area partnerships that develop policies and programs that ensure intergovernmental cooperation an essential component to effective and efficient service delivery; municipal association partnerships, an essential tool for long-term sustainable development; and finally city consortium partnerships that define a common technical area such as solid waste management or environmental regulations.

II. Major Accomplishments

In May 2001, USAID extended the duration of the Resource Cities Cooperative Agreement through September 2004. The extension increased the total amount of USAID funding from \$3,803,149 to \$11,809,655.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

ICMA and USAID/Albania have signed a Memorandum of Understanding to develop a partnership between Tirana, Albania and a US city. ICMA will conduct the diagnostic for Tirana, Albania in September or October 2001.

Partnership No. 1: Naryn, Kyrgyzstan - Great Falls, Montana
Project No. 4760-A01: November 1999
Program Manager: Daniela Kissova
Focus Area: Water/Wastewater Management & Solid Waste Management
Funding Source: Kyrgyzstan

I. Introduction

The Naryn-Great Falls partnership commenced in November, 1999. The purpose of the partnership is to transfer models of successful municipal management in the areas of water , wastewater and solid waste collection and disposal.

First exchange trip – Naryn, Kyrgyzstan, November 12-25, 1999

Second exchange Trip – Great Falls, January 2000

Third exchange trip – Naryn, Kyrgyzstan, April 10-20, 2000

Fourth exchange trip – Great Falls, July 4-14, 2000

Fifth exchange trip – Naryn, November 12-22, 2000

Sixth exchange trip – Great Falls, April 25-May 9, 2001

The work plan includes the following program objectives:

Water/Wastewater Management

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

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.

Secondary focus – Educational exchanges

Goal: Through a scholarship from the University of Great Falls and an internship with the City of Great Falls, a student from the University of Naryn will live, work, and study in Great Falls for one year. Also, through coordination with the State of Montana's Office of Public Instruction, opportunities will be sought for an exchange of secondary students between Great Falls and Naryn.

II. Major Accomplishments

The sixth exchange visit from Naryn to Great Falls took place April 19-24, 2001. A delegation consisting of the Asanbek Kermakunov, Mayor of Naryn, and Temirbek Ibraev, Chief Engineer of the Water System visited Great Falls to finalize work within the action plan of the partnership and to discuss the forthcoming and final exchange and Best Practices conference to be held in September, 2001.

Great Falls suggested that Naryn concentrate its resources on low cost short-term solutions. Engineers from Great Falls outlined the following steps to remedy the most pressing issues in water and wastewater management:

Water Management

1. Keep the seasonal melt waters from penetrating into the water system by constructing a barrier at the city's open-air water intake, (2) improve bill collections.
2. Great falls digitized the Naryn Water Vodokanal maps, which supplied the city with a GIS system to facilitate the process of management and decision-making. Pasha Smirnov of ICMA Kazakhstan spent a day in Naryn adapting the Great Falls software into the Russian language and training Naryn city employees on how to access the system.

Waste Water Management

Great Falls experts finalized the master plan for this work area and offered the following recommendations: a) raise incentives for the property owners to maintain sanitation facilities so as to prevent water leaks that dilute wastewaters and exceed the capacities of the existing treatment plan, b) convert unutilized biological filters at the treatment plant into additional settling basins by removing the filtered material.

Solid Waste Management

The partnership has developed a comprehensive Solid Waste Management plan. This exchange focused on aspects of the plan that emphasize cheaper and less capital-intensive solutions to the immediate needs of the city. Some of the recommendations by Great Falls were:

1. Clean up the garbage collection sites;
2. Launch an information campaign to encourage waste separation,
3. Introduce composting to reduce the volume of solid waste
4. Introduce compacting containers to further reduce the amount of waste transported to the landfill,
5. Improve the landfill as to avoid leachate and contamination of ground waters as well as keep scavengers and livestock away from the landfill
6. Improve bill collections.

Other Accomplishments

1. The exchange student from Naryn successfully finished her program at the University of Great Falls and returned to Naryn to begin a job with the Mayor's office.
2. The University of Great Falls has agreed to accept and fund three more exchange students in the next academic year.

III. Challenges/Remedial Actions taken.

N/A

IV. Projected Activities:

In September 2001, the partnership will end with a Best Practices Conference to be held at the end of the final exchange trip in Naryn. The forum will feature experiences from previous technical exchanges as well as partnership strengths and weaknesses. Both partners have declared a strong interest in continuing this partnership and will explore avenues for its continuation.

Partnership No. 2: Almaty, Kazakhstan – Tucson, Arizona
Project No. 4760-B01: October 2000
Project Manager: Daniela Kissova
Focus Area: Solid Waste & Economic Development
Funding Source: Kazakhstan

I. Introduction

The Almaty-Tucson partnership started in October 2000. The partnership work plan focuses on the solid waste management system of Almaty and the creation and maintenance of a facility modeled after Tucson's industrial park. Almaty received a loan from the European Bank for Reconstruction and Development to renovate its system of solid waste collection and disposal. Tucson will provide Almaty with guidance on ways to utilize funds. Tucson's economic development department will be rendering information and support services to Almaty's department of Small and Medium Enterprise.

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

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

Solid waste

Goal: Review and improve the solid waste management system of Almaty

Economic Development:

Goal: Promote the development of small business in the City of Almaty through information sharing, collaboration, and support of small business development.

II. Major Accomplishments

1. June 4-5, 2001, Larry Cummings, an expert from Tucson's Office of Economic Development held a two day training in Almaty as part of Goal #5 of the expanded partnership work plan: Support the efforts of the Almaty Small Business Development Department. *Task #1:* Provide direct and indirect support and technical assistance to the Almaty team; *Task #2:* Coordinate communication and cooperation between the Almaty and the Tucson team with the economic development resources of OED and its partners.

Larry Cummings' mission to Almaty was to impart knowledge on the structure and functions of a viable municipal economic development department and its interactions with various public and private partners. He met with the Almaty Department of Small and Medium Business and delivered a presentation on the structure of its Tucson counterpart. In an interactive session he explained the process of municipal business and community development in the US as well as the laws governing it.

He also met with the Almaty Association of Entrepreneurs and delivered a presentation of the role of their counterparts in the US. In an interactive question and answers session he answered inquiries of Almaty city officials interested in the development of small and medium business in Kazakhstan.

Mr. Cummings also visited the Almaty Business Incubator and delivered a presentation on its counterpart's experience in Tucson.

2. The Mayor of Almaty Mr. Kharpunov visited Tucson the week of June 11th. He met with Tucson's Mayor Walkup and City Manager Jim Keane. Mayor Kharpunov visited Tucson's landfill and industrial park and pledged future support for projects initiated under this partnership.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Almaty has received a loan from EBRD to re-construct its system of solid waste collection and disposal. Under the partnership work plan Tucson is scheduled to review and assess private bids for a procurement issued by Almaty under this loan. Tucson is currently anticipating invitation from Almaty to evaluate incoming bids.

- i. Summer/Fall 2001 – a Tucson expert will travel to Almaty to work with the city to evaluate public procurement bids for the modernization of the solid waste collection system.
- ii. Fall, 2001 - a return visit by an economic development team from Almaty to Tucson will receive training in methods of micro crediting.
- iii. Fall 2001- exchange of information between Almaty and Tucson on forms of micro-crediting, industrial park and business incubator development.
- iv. September 2001 –participation in the Resource Cities Best Practices Conference organized by ICMA in Almaty, Kazakhstan.

Partnership No. 3: Pavlodar, Kazakhstan – Helena, Montana
Project No. 4760-C01: October 2000
Program Manager: Daniela Kissova
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 the partnership is to transfer successful US municipal models in the areas of water/waste water and solid waste management and green areas development.

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

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

The work plan includes the following program objectives:

Water/Wastewater Management

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

Solid Waste Management

Goal: Review and improve solid waste management system of Pavlodar.

Drug Prevention and Treatment

Goal: Implement a municipal program on drug prevention and treatment in Pavlodar, Kazakhstan after a model program in Helena, Montana.

Green Areas Development

Goal: Cooperate in the area of green parks and share best practices in tree/seed planting, maintenance, and treatment of plant diseases in similar harsh climate conditions.

II. Major Accomplishments

Water/Waste Water Management

ICMA has been liaising with Pavlodar to determine what part of the water/waste water management work plan to address on the third exchange trip to ensure that the appropriate Helena staff are recruited.

Drug Prevention and Treatment

Pavlodar is developing a concept for a new drug center and Helena will receive the information and evaluate it. The third exchange will include two experts from Helena's drug prevention program to assess the center planning and preparation work in Pavlodar.

Solid Waste

ICMA anticipates hearing from Pavlodar as to what segment of the work plan they will address on the third exchange.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities:

The third exchange trip from Helena to Pavlodar will take place in September, 2001. ICMA is working with the two cities on logistical coordination.

Partnership No. 4: Rayong, Thailand – Portland, Oregon
Project No. 4760-D01: March 2000
Program Manager: Melissa Speed
Focus Area: Financial Management & River Basin Development
Funding Source: USAEP

I. Introduction

The United States – Asia Environmental Partnership (USAEP) initiated a partnership between Rayong, Thailand and Portland, Oregon. The partnership will build on prior contacts between the two cities, which dealt with the environment and sustainability. The partnership will develop a budget and five-year projection plan that encourages citizen participation and strengthens Rayong's ability to accept greater responsibility due to the process of decentralization. In addition, the Rayong River Basin is beset by such problems as pollution, decreasing water level, which is due to irrigational canals that divert water from the area. Rayong envisions a revitalized river basin that incorporates citizen input in the restoration process.

II. Major Accomplishments

On May 23, 2001 Kenneth Rust, the Director for the Bureau of Financial Management; Ruth Roth, the Principal Financial Analyst for the City of Portland; Larry Brown, the Development Manager for the Portland Development Commission; and Deborah Stein, the Principal Planner traveled to Rayong, Thailand for the third exchange. During the previous exchange, Rayong and Portland agreed that the City of Rayong would appoint a five-person citizen task force to act as advisors to the budget committee as the third exchange would confront the financial and budgetary process. Much of the exchange was spent discussing the five-year revenue and expenditure forecast and the estimated budget for fiscal year 2001. The Portland delegation has asked Rayong Municipality to translate both the budget and the five-year capital plan, which provides a list of capital projects that the municipality will submit to the central government for possible funding. The two delegations successfully completed the work plan objectives as defined in the February Work Plan review. The Portland delegation met with the task force to discuss citizen involvement and their future relationship with municipal staff. The task force will receive instruction in revenues, expenditures, and the general budgetary process, similar to the instruction given to the Portland delegation.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The fourth exchange is scheduled to take place in July or August. During the exchange the Portland delegation will finalize a financial model that will allow Rayong to project expenditures and revenues over a five year period. This model requires Rayong to develop

and implement financial policies. Rayong will create a work plan that defines the objectives and timeframe for the Citizen Budget Advisory Task Force. Finally, Rayong will prepare a public explanation of the budget for fiscal year 2001 and the revenue and expenditure forecast.

Partnership No. 5: Cebu, Philippines – Fort Collins and Larimer County, Colorado
Project No. 4760-E01: January 2001
Program Manager: Amanda Lonsdale
Focus Area: Waste Management
Funding Source: Urban GCC Team & USAEP

I. Introduction

The United States-Asia Environmental Partnership (USAEP) and USAID elected to establish a Resource Cities Partnership between Cebu, Philippines; Fort Collins, Colorado; and Larimer County. In January 2001, the cities of Cebu; Fort Collins; and Larimer County signed a Memorandum of Understanding. The partnership will focus on solid waste and will address the critical service delivery needs of the citizens of Cebu, Philippines. Cebu City is committed to reducing its greenhouse gas emissions by ten percent annually. ICMA will work with the International Council for Local Government Initiatives to ensure that Cebu City remains committed to its pledge.

II. Major Accomplishments

The third Resource Cities exchange visit occurred during this quarter (June 1-10). U. S. City personnel included Susie Gordon, Environmental Program Manager in the Natural Resources Department of the City of Fort Collins, and Cheryl Kolus, Environmental Education Specialist in the Natural Resources Department of Larimer County, Colorado. Ms. Gordon and Ms. Kolus represent key staff responsible for implementing local policies regarding solid waste management and recycling in Larimer County and the City of Fort Collins.

A number of Cebu stakeholders participated in the June 2001 exchange, including staff from the City's Planning Department and the Department of Public Services, representatives from the Ayala Foundation, and members Barangay Pari-an.

The objectives of this third trip/exchange were to:

- Introduce U.S. staff to the Cebu community, its existing solid waste management system, and project stakeholders;
- Introduce U.S. staff to the barangay system;
- Provide Cebu staff with an overview of education and outreach campaign elements;
- Further refine the waste segregation pilot
- Continue to refine what will be addressed in the Resource Cities project and draft a work plan.

Key Accomplishments Include:

An Action Plan drafted in March was reviewed, completed tasks were checked off, and the status of remaining tasks was updated.

The pilot waste segregation project identified in the March Action Plan was further defined and scheduled for beginning stages of implementation. A neighborhood, or barangay, called Pari-an was enlisted to serve as the study area for the pilot.

A partnership with a corporate, non-governmental organization (Ayala Foundation) was established, and Ayala representatives accepted specific roles for the NGO to support neighborhood based source separation and recycling efforts.

An introduction to potential public outreach and education tools was presented.

As a result of the third exchange visit, we were able to adjust the pilot programs to address an area – segregation of organic material from the waste stream to be composted – that needs more attention than recycling. A good framework for the curbside collection and trial compost operation projects has been outlined, with a number of details filled in concerning assignments and schedules.

A new “corporate” project has been added to the work plan, whereby the Ayala Foundation will provide assistance in educating the public about segregation and composting activities. The NGO may also be able to help establish economic mechanisms for other pending recycling activities, since they have already found markets for a number of commodities. Ayala may be able to assist Barangay Pari-an officials, who are very interested in the idea of creating a recycling cooperative as a possible source of revenues.

III. Projected Activities

The fourth exchange is tentatively planned for September 2001, at which time Cebu City representatives will visit Fort Collins. Prior to that visit, Cebu delegates and their partners in the Philippines will:

- Complete an MOA with the City, the corporate sector and the university
- Achieve policy support for segregation and composting
- Establish baseline data for the waste stream
- Develop policy guidelines for the 10-Year SWM Plan
- Continue or complete a market study on recycling and composting
- Address greenhouse gas measurement methods and economic and environmental impact assessments
- Gather information on a coupon system for households in exchange for their recyclables
- Develop educational materials on segregation
- Determine a suitable area for temporary storage of compostables and recyclables in the corporate sector

Partnership No. 6: Ulaanbaatar, Mongolia – Bakersfield, California
Project No. 4760-F01: March 2001
Program Manager: Brancy Finkler
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 revenue and to provide services to the citizens of Ulaanbaatar City.

Goal:

Conduct a comparative analysis of fees charged in Ulaanbaatar City and Bakersfield in order to identify new revenue sources for Ulaanbaatar City.

Projected Impacts:

- Analysis is completed and distributed to both partners in English and Mongolian.

Goal:

Identify possible fees to be charged including but not limited to hotel room fee, cell phone, taxis, construction, land-use license, and inspection of restaurants and bars, etc.

Projected Impacts:

- Fees and collection mechanisms are identified.
- Strategic steps to implement collection of fees are identified.
- Accounting system is reviewed.

Goal:

Design procedures for collection, accounting, appeals and information dissemination

Projected Impacts:

- Collection mechanisms for fees are identified.
- Strategic steps are identified for collection implementation.
- Ulaanbaatar City staff will review Bakersfield's accounting system.
- Ulaanbaatar City will design accounting system to incorporate the new fee revenue.

Goal:

Design an implementation plan that incorporates a participatory process for charging fees.

Projected Impacts:

- Bakersfield will identify methods of including the public within the fee collection process.
- Ulaanbaatar City will identify ways that their city might include the public in the fee collection process.

Goal:

Identify and target the uses of the new non-tax revenue and establish a budgetary control system.

Projected Impacts:

- Ulaanbaatar City will identify uses for the non-tax revenue.
- Ulaanbaatar City will distribute revenue to identified uses.

Enhance the budgetary and financial management systems of Ulaanbaatar City

Goal:

Develop accounting procedures for tracking revenues that conform to international accounting standards. Design and implement a plan to inform elected and appointed officials, citizens and others on the record and performance of the revenues associated with the exchange. Study methods for prioritizing expenditures.

Projected Impacts:

- Ulaanbaatar City will write/prepare an annual report documenting the revenues and expenditures related to the new revenue generated by the non-tax fees.
- Report will be presented at the Best Practices symposium at the conclusion of the partnership. This report will serve as the model for other revenue/expenditure reports prepared by Ulaanbaatar City officials.

II. Major Accomplishments

After the first exchange visit in March, Ulaanbaatar City officials agreed to supply Bakersfield officials with baseline data so that preparations could be made for the second exchange in May. This baseline data included the size of the city budget, city expenditures, current non-tax fees, total revenue generated from non-tax fees, and the legal capacity to charge non-tax fees.

The second exchange between Ulaanbaatar and Bakersfield took place from May 6-11. Enkhbold Mieygombo – Mayor of Ulaanbaatar City; Bat Choimpog – Chief of Economic and Strategic Policy Department; Ganbold Davaa – Chief of Financial Division; Amraa Ichinkhorloo – Officer of Economic and Strategic Policy Department,; Bayar Budragchaa – subcontractor to ICMA and exchange interpreter; Jon Bormet – Director of Resource Cities, ICMA; and Brancy Finkler- Partnership Manager, ICMA traveled to Bakersfield, CA on March 5 to begin a full week of meetings with the city of Bakersfield officials. During the week of May 7, the participants from Ulaanbaatar met with various officials in Bakersfield including the Mayor of Bakersfield – Harvey Hall; City Manager – Alan Tandy; Assistant City Managers – John Stinson, Darnell Haynes, and Alan Christensen; council members; Director of Development Services – Jack Hardisty; Finance Director – Gregory Klimko; Nelson Smith – Assistant Finance Director; City Treasurer – William Descary; Chief Appraiser for the County of Kern – Jim Fitch; engineering department staff; Solid Waste Director – Kevin Barnes; Water Resources Director – Florn Core; Director of Recreation and Parks – Stan Ford; etc.

During this exchange, Ulaanbaatar officials became familiar with the structure and functions of both the City of Bakersfield and Kern County. They also met with the various Bakersfield officials involved in designing and implementing non-tax revenue generation plans. At the end of the week, officials from both cities finalized the partnership work plan. Finalizing the work plan included setting indicators and objectives for the two partnership priority areas: improve the ability of Ulaanbaatar City to raise non-tax revenue to provide services to the citizens of Ulaanbaatar City and enhance the budgetary and financial management systems of Ulaanbaatar City in relation to the non-tax revenues. They also agreed upon dates (July 21-27) for the third exchange. Jack Hardisty, Alan Christensen, and Nelson Smith will represent the City of Bakersfield.

The Mayor of Ulaanbaatar City - Enkhbold Mieygombo, Mayor of Bakersfield – Harvey Hall and Bakersfield City Manager - Alan Tandy also discussed the possibility of forming a Sister City relationship between Bakersfield and Ulaanbaatar in addition to the existing Resource City partnership. The Head of Bakersfield’s Sister City Committee was not available during the exchange but both cities expressed their commitment exploring this topic further in the near future.

The subcontract with ELC (Economic Legal Consultancy) has been finalized. Bayar Budragchaa, Director of ELC, will serve as the liaison between ICMA and the city of Ulaanbaatar and partnership interpreter.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

A third exchange is scheduled to take place July 19-27. A three-person delegation from Bakersfield will travel to Ulaanbaatar. The Bakersfield delegation will include the following officials: Director of Development Services – Jack Hardisty; Assistant City Manager – Alan Christensen; and Assistant Finance Director - Nelson Smith. The focus of the third exchange will include designing procedures for non-tax revenue collection, accounting, appeals, and information dissemination. The procedures will incorporate a participatory process for charging fees. In addition, an accounting procedure will be developed for tracking revenues that conform to international accounting standards.

The officials of both cities will set dates during the month of September for the fourth exchange scheduled to take place in Bakersfield. In addition, the Ulaanbaatar officials will choose their delegation team.

Partnership No. 7: Subotica, Serbia – Szeged, Hungary – Akron, Ohio
Project No. 4760-G01: August 2000
Program Manager: Corinne Rothblum
Focus Area: Wastewater, Solid Waste & Economic Development
Funding Source: Serbia

I. Introduction

After eight years of being starved of resources by the Serbian government for being in the political opposition and fifty years of communist mismanagement, the City of Subotica faces formidable challenges in providing its citizens with basic services, and with taking charge of its own economic future as the new Serbian government begins a major decentralization initiative. In August of 2000, Subotica initiated a partnership with the cities of Akron, Ohio and Szeged, Hungary to help it meet some of these challenges. During the first exchange visit in Szeged, the partners developed a memorandum of understanding and preliminary work plan that focuses on assisting Subotica in three areas: (1) improving the treatment and methods of wastewater disposal; (2) reducing the amount of solid waste going into its nearly-full landfill and developing plans for a new landfill; and (3) 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

In April, a delegation from Akron traveled to Subotica. The objectives of the visit were to assist the City identify a suitable site for its new landfill and develop a scope of work for its future solid waste disposal needs, and to conduct a preliminary SWOT analysis of the economic sector. The delegation was comprised of Mike McGlinchy, Utilities Services Division Manager, Public Utilities Bureau, Paul Barnett, Public Works Manager, Department of Public Service Bureau of Public Works, and Mark Albrecht, Economic Development Manager. The partners spent several days in Subotica addressing water and wastewater issues, and helping Subotica to begin the process of identifying strengths, weaknesses, opportunities and threats to its economic development. Representatives from Szeged, who shared their experience in developing successful EU funding proposals for the construction of new solid waste and wastewater treatment facilities, joined the Akron delegation. Szeged has offered to provide assistance to Subotica in developing similar proposals for infrastructure improvements as funding sources become available. In addition, Szeged's experience in redeveloping its downtown has many applicable lessons for Subotica.

Mayor Donald Plusquellic, who was in the region on unrelated business, followed up with a brief visit to Subotica in mid-May to provide additional assistance to Subotica in thinking through an appropriate institutional framework to support the city's economic development efforts.

The outcomes of the April visit include:

- A proposed addendum to the partnership action plan to assist Subotica create the institutional framework to support an active role for the City in economic development
- A preliminary strategy for Subotica's economic development
- A job description for an economic development officer for Subotica. Subotica is currently recruiting for this position and anticipates hiring a full-time economic development officer by early August.
- Recommendations for improving the management and treatment of environmental waste.
- The identification of a site for a new regional landfill for Subotica and surrounding communities.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Akron has proposed that Subotica's new economic development officer visit for a week in mid-late August to gain exposure to the tools and techniques that the City of Akron uses to support economic development, including public-private partnerships, business incentives and technical/financial support (small business incubators, industrial park development, tax incentives, etc.). This visit will then be followed up – possibly at the end of August to coincide with Subotica's 'Sister Cities' day - by a trip to Subotica/Szeged by an Akron delegation to further the objectives identified in the economic development addendum to the partnership work plan.

Partnership No. 8: Kragujevac, Serbia – Pitesti, Romania – Springfield, Ohio
Project No. 4760-H01: July 2000
Program Manager: Corinne Rothblum
Focus Area: Public Service Delivery, Economic Development & Municipal Management
Funding Source: Serbia

I. Introduction

The City of Kragujevac is partnered with Pitesti, Romania and Springfield, Ohio. In July 2000, delegations from the three cities met in Pitesti to sign a Memorandum of Understanding that outlines the partnership's objectives. The cities agreed to focus on the following areas: introducing efficiencies in the delivery of basic public services (specifically water treatment and distribution), enhancing Kragujevac and Pitesti's economic development capabilities, and introducing strategic planning as a planning and management tool. In February 2001, delegations from Kragujevac and Pitesti traveled to Springfield to finalize the work plan and to gain exposure to new municipal management and strategic planning concepts, and to learn more about modern water treatment and distribution techniques that they may apply at home. The Springfield delegation will travel to Kragujevac and Pitesti in May 2001 to conduct an organizational analysis of city service departments, to review the existing standards for water treatment and offer suggestions for improved treatment, identify leak sources and begin plans for metered water distribution, and conduct a workshop on basic strategic planning.

II. Major Accomplishments

A delegation from Springfield visited both Pitesti and Kragujevac from May-15-27, 2001. The May 2001 trip focused on two of the three priority areas for the two cities. The Springfield delegation led by Matthew Kridler, City Manager along with Al Wansing, Senior Projects Manager and Shannon Kroeger, Economic Development Assistant worked with the two cities to evaluate various public services currently being provided as well as management training, local budget presentation discussions, and strategic planning.

Together, Matt Kridler and Shannon Kroeger worked with each senior department official to discuss professional management strategies, professional local budgeting techniques and strategic planning for the future. Al Wansing worked with technical staff members in the two cities to explore service delivery techniques including solid waste pickup, landfill management, water treatment, and wastewater treatment.

In both cities, Matt Kridler and Shannon Kroeger presented two workshops to members of Pitesti and Kragujevac staff members on professional management. The sessions were centered on Steven Covey's *Seven Habits of Highly Effective People*. Overall, the sessions were well received and discussions on the topic continued over the course of the visit.

Outcomes of the visit:

The City of Springfield delegates have a better understanding of the issues and concerns the City of Kragujevac faces. This was the first visit to the Yugoslavian city since the partnership was created in 2000. The management and budget sessions held in Pitesti were well received. The technical issues, including problems at the landfill will continue to be addressed in future discussions and visits between the three partner cities.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

Another delegation from Springfield will travel to Pitesti and Kragujevac July 28-August 4, 2001. During this visit, the delegation will meet with Kragujevac officials and Pitesti representatives to begin work on Economic/Business Development strategies as well as to continue the strategic planning process and begin relations and partnerships between professors at the participating universities.

Partnership No. 9: Nis, Serbia - Sofia, Bulgaria – Columbus, Ohio
Project No. 4760-I01: July 2000
Program Manager: Daniela Kissova
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

The work plan includes the following program objectives:

Water/Wastewater Management

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

Solid Waste Management

Goal: Review and improve solid waste management systems of Sofia and Nis.

Citizen Information

Goal: Improve and expand the dissemination of information to the public in Sofia and Nis.

II. Major Accomplishments

A delegation consisting of Greg Moore, water specialist, John Johnson, solid waste specialist, Victoria Rulli and Tom Heaphey, public information specialists from the City of Columbus visited Sofia and Nis June 1-10, 2001. The purpose of the visit was to initiate actions on specific technical projects under the work plan.

Water Management/Sofia

1. The city of Sofia is projecting a shortage of potable water in the foreseeable future. Columbus is helping Sofia develop a water conservation project that will reduce citywide water usage. On this third trip the Columbus team visited a former water tower identified by Sofia as a future citizen training and information site. The building will be reconstructed and re-furbished with the technical guidance of Conrad Hines, Columbus Water Department Architect, to function as a center where citizens will receive information and training on efficient water usage. This pilot project will be centered on the school system in Sofia and will draw students from different age groups to learn

water conservation techniques. Following the third technical exchange the visiting Columbus expert provided Sofia with training materials for the program. The reconstruction of the water tower building reconstruction is expected to finish by the end of this year and the education center will be up and running by the beginning of next year.

Water Management/Nis

Nis is experiencing problems in both its water supply and water distribution systems. Several actions will be taken to help the city improve the water delivery service to its citizens.

1. Despite the good source water (from mountain springs) Nis has serious supply problems, particularly in the late summer and fall when output from the spring's drops off. When this happens they must rely on water taken from the river and treated at the Mediana Water Plant with fairly conventional methods, i.e., flocculation, settling, lime softening and rapid sand filtration. This water is then routed through infiltration ponds for a final polishing before being chlorinated and pumped into the distribution grid.

A remote sensor on the river, most likely for hydrocarbons, would provide early warning of a spill or point discharge of hazardous materials into the stream. This would allow time to take the treatment system offline and avoid contamination of the plant.

To remedy the situation, Columbus has agreed to donate a hydrocarbon detection sensor to be installed in the river used as an intake source. Water experts from Columbus will also help install the part and deliver training on how to operate the sensor to the Nis water plant staff.

2. Columbus has agreed to donate computer software for ground water modeling that will help tap the potential of the ground waters in Nis. The software was identified and dispatched to Nis after the exchange trip. In addition, Mr. Greg Morre of Columbus, upon his return to Columbus, was able to locate some free software developed by the USEPA and forwarded information back for review.

3. Due to the fact that most of the water source in Nis comes from the mountain, there is a problem of high water velocity in the distribution pipes that leads to a loss of energy. The City of Nis has requested technical assistance from Columbus to reduce pipe pressure. Columbus will assist Nis to solve the problem by streaming the excess velocity into re-usable energy. Attempts will be made to tap the resources of US water associations that specialize in this field.

4. The high velocity of the water in the distribution system of Nis causes rapid corrosion of the pipe metal. Following this technical trip Columbus has started gathering technical information for its counterpart on ways to extend the life of the pipe system. Columbus experts will also create a computer model of one of the pipelines coming down from the springs. This particular pipeline incurs very high velocities and steep gradients which creates cavitations and a rapid erosion of the pipe's interior wall. Mr. Stankovic of the Nis Water Plant is sending Mr. Greg Moore of Columbus the data necessary for the model. The model will allow them to evaluate different options for correcting this problem.

Solid Waste Management/Sofia

1. During the second exchange trip in Columbus, a Sofia solid waste specialist was not present thus the third exchange trip to Sofia helped define and clarify the tasks in this area of the action plan. John Johnson, Columbus solid waste specialist visited the Sofia landfill and diagnosed the level of methane and leachate as high when compared to US and European standards. In the next months, Columbus will help Sofia develop strategies for low-cost gas emission and leachate management.
2. In addition, the life of the Sofia landfill will end in three years and a public debate has evolved on the process of selecting the next site. Columbus will help Sofia develop a site selection protocol.

Solid Waste Management/Nis

Greg Moore visited the landfill of the City of Nis and diagnosed it as an environmentally hazardous and fire-prone due to the fact that the disposed materials are routinely left uncovered. Strategies to help Nis manage better its disposal site will revolve around:

1. Assisting Nis with techniques for covering the disposed materials.
2. Assisting Nis in developing a pilot-recycling program to help reduce the volume of waste.
3. Assisting Nis to develop low cost solutions to excess emissions of methane and leachate production.

Public Information/Sofia

Victoria Rulli and Thomas Heaphey, public information specialists from Columbus met with Tsvetina Bozhilova of Sofia Department of Public Relations to begin the planning process for an internal and external city newsletters modeled after the Columbus city information brochures. Such information materials are unprecedented for the city of Sofia. Assistance was rendered in preparing an internal newsletter, which will be ready for distribution to the Sofia city employees in September. Three to six months after later an external newsletter will be generated to target the broad citizenry. The next trip to Columbus will deal with strategies for its distribution.

Public Information/Nis

The Columbus public information experts and Tsvetina Bozhinova visited the counterpart department in Nis and initiated a strategy for a "One Stop Center" based on the Columbus Mayor's Action Center. They evaluated the office space identified by the Nis Department of Public Information and discussed the acquisition of appropriate equipment.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities:

The fourth exchange trip from Nis and Sofia to Columbus will take place in September, 2001. ICMA is currently working with the three cities on logistical coordination.

Partnership No. 10: Pancevo, Serbia – Timisoara, Romania – Cincinnati, Ohio
Project No. 4760-J01: July 2000
Program Manager: Corinne Rothblum
Focus Area: Service Delivery & Economic Development
Funding Source: Serbia

I. Introduction

The City of Pancevo is partnered with Timisoara, Romania and Cincinnati, Ohio. In July 2000, the cities met in Timisoara to sign a Memorandum of Understanding and to develop a preliminary work plan. The focus areas of the partnership include: introducing efficiencies to Pancevo's district heating system, improving the efficiency and quality of the municipal water treatment and distribution system, and introducing the concepts of strategic planning for economic development. In February 2001, delegations from Pancevo and Timisoara traveled to Cincinnati to study Cincinnati's water treatment, distribution, and management systems, economic development efforts, and the University of Cincinnati's central heating system and to discuss ways to apply similar tools and techniques in both Pancevo and Timisoara. In July, a delegation from Cincinnati will travel to Pancevo and Timisoara to further the partnership work plan objectives and conduct workshops on strategic planning and economic development strategies.

II. Major Accomplishments

The cities have been actively communicating via email in the interim between visits.

III. Challenges/Remedial Actions Taken

Evonne Kovach resigned her position with the City of Lockland to take on the position of Director of Economic Development for the City of Cincinnati. In May of 2001, Ms. Kovach resigned from her position with the City of Cincinnati. Due to the uncertainty of Ms. Kovach's future she had to terminate her participation in the partnership.

The plans for the July trip are proceeding as scheduled, however there will be no work done on the economic development activities. ICMA, with support and cooperation from the City of Cincinnati, will identify another economic development expert and plan a trip in the late summer to Pancevo and Timisoara that will focus on economic development activities.

IV. Projected Activities

July 14-21, 2001 two experts from Cincinnati Water Works will travel to Pancevo and Timisoara to evaluate the existing water system to identify ways to introduce efficiencies and review results. The delegation from Cincinnati will bring leak detection equipment with them, as water loss due to leakage is a major problem for Pancevo.

Partnership No. 11: Hai Phong, Vietnam

Project No. 4760-K01: July 2000

Program Manager:

Focus Area:

Funding Source: USAEP

I. Introduction

The United States-Asia Environmental Agency (USAEP) and USAID agreed to finance a partnership between Haiphong, Vietnam Seattle, Washington. USAEP selected Seattle, Washington to partner with Haiphong in order that the two cities might build on the relationship first developed under Sister Cities. The partnership will work with the Department of Science, Technology, and the Environment and a short-term consultant on environmental zoning and management practices to promote Hai Phong's tourism and business investment strategies. The partnership will assist Hai Phong 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. A Memorandum of Understanding was drafted in June 2001.

II. Major Accomplishments

A Memorandum of Understanding was signed drafted in June 2001. This MOU encompasses activities that will commence for the broader Hai Phong-Greater Seattle partnership for which funding is also being provided by Seattle institutions with a match from the World Bank. The International Resource Cities Partnership activities will compliment all work, but will be specifically completed within the organizations of each of the two cities.

III. Challenges/Remedial Actions Taken

The City of Hai Phong often attracts attention of the central government due to its high profile. Such attention often leads to delays, as the central government is slow to act. Hai Phong officials attended the Asian Pacific Mayors Conference in Seattle in May 2001; according to Seattle and USAEP representatives, this trip established the necessary relationship between the two cities that facilitated the signing of the MOU.

IV. Projected Activities

Based on the signed MOU, a delegation from Hai Phong will travel to Seattle no later than September 2001. The exchange will focus on investigating the technical resources available in Seattle institutions that would support activities related to environmental health, the development of a comprehensive web page that reflects the overall business development strategy of Hai Phong, and developing a work plan specific to the issue of tourism development.

Partnership No. 12: Vietnam (2)
Project No. 4760-L01: Delayed
Program Manager: TBD
Funding Source: RUDO/Jakarta

I. Introduction

RUDO/Jakarta, in collaboration with USAEP, is funding a second Resource City in Vietnam. Specific attention is to be given to cities in the central and southern part of the country.

II. Major Accomplishments

The convening of the ninth Peoples Congress in April 2001 delayed work on the second Resource City partnership.

III. Challenges/Remedial Actions Taken

Upon the completion of the Peoples Congress, ICMA worked with USAEP Country Director Jim Carlson and RUDO/Director to initiate action on the partnership. The original pre-diagnostic mission report, prepared by Mr. Jim Carlson in November of 2000, was reviewed and updated. Two candidate cities were contacted to determine their interest in the program, Hue and Vung Tau.

IV. Projected Activities

None during the quarter represented by this report.

Partnership No. 13: Amman, Jordan – Des Moines, Iowa
Project No. 4760-M01: February 2001
Program Manager: Corinne Rothblum
Focus Area: Waste Management
Funding Source: Jordan

I. Introduction

In February 2001, USAID/Jordan and ICMA selected Amman, Jordan to participate in the Resource Cities Program. The preliminary focus of the program will be hazardous waste. Jordan has limited ability to confront the problems related to solid waste. USAID/ Jordan is concerned about the potential impact to the country's precious groundwater supplies. Thus the Resource Cities Partnership will provide expertise in the field of solid waste management in order to preserve their supply of drinking water.

II. Major Accomplishments

ICMA selected the City of Des Moines, Iowa to partner with Amman, Jordan.

III. Challenges/Remedial Action Taken

IV. Projected Activities

It is expected that the delegation from Des Moines, Iowa will travel to Amman in mid-to-late August to conduct the initial exchange. During such time, the delegation will become familiar with the existing facilities.

Partnership No. 14: Urban Councils Association of Zimbabwe (UCAZ) – National Federation of Black Public Administrators
Project No. 4760-N01: March 2001
Program Manager: Corinne Rothblum
Focus Area: Advocacy, Training, Research Methodologies/Information Dissemination & Financial Sustainability
Funding Source: RUDO/Pretoria

I. Introduction

The Urban Councils Association of Zimbabwe (UCAZ) is a non-profit municipal association of the 24 municipalities of Zimbabwe. UCAZ's mission is to represent local government interests before the national government, and to provide them with training and support services to enhance the quality of life at the community level. In addition to representing the interests of elected officials, the UCAZ umbrella includes subgroups for department heads (treasurers, city clerks, public works directors).

Zimbabwe's cities face enormous challenges- a national political crisis, with vigilante "War Veterans" terrorizing many in the country (including some City Halls); an energy/fuel shortage; major unemployment; and an AIDS epidemic that is wreaking economic havoc and leaving many children orphaned. Local city councils and municipal administrations are struggling to meet the needs of their citizens in the midst of these daunting problems with ever-shrinking resources. To do so, it is imperative that they operate efficiently and effectively, and more and more they are turning to UCAZ for training, coordination, and collaboration.

To enhance UCAZ' ability to meet these increased demand, USAID/Zimbabwe has funded a year-long Resource Cities partnership between UCAZ and the Washington, D.C.-based National Forum for Black Public Administrators (NFBPA). The first exchange visit to Harare took place in March, where NFBPA founding board member Sy Murray and Executive Director John Saunders met with UCAZ representatives to draft a Memorandum of Understanding and Action Plan for the partnership. The partners have resolved to include and encourage links between a wide spectrum of members and other associations through this partnership, including universities, non-governmental organizations (NGOs), and other public and private sectors of the community.

A brief summary of the focus areas and partnership objectives appears below:

Advocacy

Goal—Develop skills and strategy lobbying effectively

Product—Paper outlining methodologies/policies for lobbying and advocacy—a "tool kit" for lobbying/advocacy

Training

Goal—Provide training for local government officials to enhance their abilities to operate efficient and effective local government

***Product**—A self-sustaining Local Government Training Institute, initiated with a training session in September*

Research Methodologies/Information Dissemination

***Goal**—To disseminate practical information about local government to the membership and stakeholders*

***Product**—Library establishment; research paper on Best Practices in local government distributed to membership and stakeholders*

Financial Sustainability

***Goal**—Develop a strategy for ways to diversify revenues*

***Product**—Create a publication (finance) that may be sold; allow services of finance specialist/economist to be purchased by member cities.*

II. Major Accomplishments

In mid-April, a delegation from UCAZ traveled to the U.S. on a two-week exchange visit. The participants were: Francis Perkins, UCAZ Training Director, Middleton Nyoni, City Treasurer of Bulawayo and Head of the UCAZ Treasurers Forum, and Muzawazi Obert, Town Secretary of Rusape and UCAZ Board Member. The delegation traveled to Las Vegas to participate in the NFBPA annual conference, where they spent several days participating in a number of workshops and other conference activities. The group then traveled to Washington, D.C. where they met with NFBPA staff to work on partnership objectives and also visited several other organizations including ICMA (which included a brownbag luncheon discussion with ICMA and USAID staff), the Washington Council of Governments, and the Joint Centers for Political and Economic Research, and the National Association of State Workforce Agencies. The delegation also traveled to Richmond, Virginia for a day to meet with municipal staff to discuss common management and service delivery issues.

The agenda for the April exchange visit and the ICMA program are attached.

III. Challenges/Remedial Actions Taken

N/A

IV. Projected Activities

The third and final exchange visit under the partnership is scheduled for September, to coincide with a UCAZ conference. The exchange visit will include a training workshop to launch the new Local Government Training Institute, and presentations by NFBPA staff/members at the UCAZ conference.

Annex 1: Program Obligations

Funding Source	Partnership/purpose	Program Start Date	Total Budgeted Amount	Total Obligated Amount	Date Obligated	Fully funded	Balance	Expenditures to date	Unexpended	Cost Share
USAEP	Rayong, Thailand	Mar-00	\$ 203,110	\$ 203,110	09/10/1999 and 8/2000	yes	\$ -	\$ 78,155	\$ 124,955	\$33,024.69
Kazakhstan	Kazakhstan (2)	Oct-00	\$ 349,984	\$ 350,000	9/10/1999	yes	\$ (16)	\$ 159,398	\$ 190,602	\$121,390.53
Kyrgyzstan	Kyrgyzstan (1)	Nov-99	\$ 200,000	\$ 200,000	9/10/1999	yes	\$ -	\$ 118,812	\$ 81,188	\$118,812.03
G/ENV/UP	Admin/symposia	Nov-99	\$ 451,522	\$ 341,686	09/10/1999 and 8/2000	no	\$ 109,836	\$ 162,408	\$ 179,278	
RUDO/Pretoria	Ghana	Delayed	\$ 53,992	\$ 53,992	9/10/1999	yes	\$ -		\$ 53,992	
RUDO/Pretoria	Zimbabwe	Mar-01	\$ 100,000	\$ 100,000	9/10/1999	yes	\$ -	\$ 50,375	\$ 49,625	
USAEP	Haiphong, Vietnam	Jul-00	\$ 233,482	\$ 197,000	Aug-00	no	\$ 36,482	\$ 40,381	\$ 156,619	
RUDO/Jakarta	Vietnam (2nd city)	Delayed	\$ 180,000	\$ 180,000	Aug-00	yes	\$ -		\$ 180,000	
Mongolia	Ulaanbaatar, Mongolia	Mar-01	\$ 204,249	\$ 204,250	Aug-00	yes	\$ (1)	\$ 89,069	\$ 115,181	\$34,548.33
Urban GCC Team	Philippines	Mar-00	\$ 87,980	\$ 90,000	Aug-00	yes	\$ (2,020)	\$ 39,488	\$ 50,512	
USAEP	Philippines	Mar-00	\$ 87,980	\$ 90,000	Aug-00	yes	\$ (2,020)	\$ 39,488	\$ 50,512	\$ 23,535.31
Serbia	Serbia (3)	Aug-00, Jul-00	\$ 749,775	\$ 749,775	Aug-00	yes	\$ -	\$ 318,265	\$ 431,510	\$103,477.10
Serbia	Serbia - fourth partnership	Jul-00	\$ 274,455	\$ 250,000	Aug-00	no	\$ 24,455	\$ 110,615	\$ 139,385	\$9,231.69
Jordan	Amman partnership	Feb-01	\$ 233,259	\$ 233,259	Aug-00	yes	\$ (0)	\$ 27,716	\$ 205,543	
TOTAL			\$ 3,409,788	\$ 3,243,072			\$ 166,716	\$ 1,234,170	\$ 2,008,902	\$444,019.68

Total Partnership Budget: \$ 3,803,149
Total Budgeted Partnerships: \$ 3,409,788
Balance to Ceiling: \$ 393,361