

KS



KS' International Projects 2009



” Change offers opportunities to those who embrace it, but destroys those who deny it ”
Written by a Latvian poet



FOREWORD

- Sigrun Vågeng

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“Change offers opportunities to those who embrace it, but destroys those who deny it,” wrote a Latvian poet at the end of the 19th century. This eternal truth applies in today’s society more than ever before.

To influence development and at the same time take part in the possibilities that it gives, we need participation in many fields and at many levels. Cooperation between countries on the national level is necessary but not enough. Achievements, understanding, contacts and network building are possible only when individuals, organisations, municipalities and regions are involved. One simple activity alone may seem inconsequential, but it can be an important element in a joint contribution towards a common goal.

One might easily assume that it is primarily national administrations that manage development cooperation or the changes caused by EU and EEA legislation. Local governments, however, are responsible for implementing many of the services at the local level and for the well-being of the whole local community. It might also be at the local and regional level that one experiences most directly the effect of global policies, especially of those aimed at promoting social cohesion and harmonising conditions in order to support a well-functioning market economy.

Capacity building is the key issue when it comes to providing efficient and democratic services at the political level closest to people in both Norway and cooperation countries. International cooperation programmes allow

local and regional authorities to tackle issues together. Working with their counterparts in Africa, Latin America or Europe, local and regional authorities can learn from each other, exchanging experience, knowledge, skills and expertise. The benefits derived from technical cooperation as well as formal and informal links are mutual.

The goals of municipal cooperation are to build the competence of local professional staff, and to contribute to the development of administration where local authorities are administratively responsible, while also being democratically accountable for their actions.

Local and regional authorities are important drivers of economic development, where even small municipalities can play a vital role. There are different ways in which local authorities are economic developers. These authorities organise and coordinate local development plans. They create the context within which private initiatives can be taken. They create the preconditions for local economic development through appropriate and flexible licensing procedures, as well as sustainable development. A fair and transparent system for local taxation, a proper dialogue with the private sector and civil society, well-considered urban planning and good governance that is effective and targeted - all these measures can create a business-friendly environment. Local authorities wishing to create a good climate for enterprise will not only invest in human capital, but also promote quality in both education and life-long learning.

Sigrun Vågeng

OVERVIEW OF PROJECTS 2008 AND 2009

Country	Project	Partners	Funding
Azerbaijan	Pre Study: Waste Management	RettØst	€ 69 000 NMFA
Bosnia and Herzegovina	Municipal International Cooperation; Anti-drug information in schools, open kindergarten, environmental issues	Orkdal – Mostar (2008)	€ 62,500 NMFA
Bosnia and Herzegovina	Municipal International Cooperation; Community Development through Strategic Planning Focusing on Environment and Agriculture	Sund – Konjic (2008)	€ 75,000 NMFA
Bosnia and Herzegovina	Institutional Cooperation with Sister Organizations; Councillor Training Programme and Training of Municipal Staff	Association of Local Authorities of Republic Srpska, ALVRS, and the Association of Cities and Municipalities of the Federation of Bosnia and Herzegovina, SOGFBiH	€ 130 000 NMFA
Bosnia and Herzegovina	Pre study: Social Dialogue	The Union of Education in Norway	€ 62,500 NMFA
Bulgaria	Energy Efficiency and Renewable Energy for the Reduction of Greenhouse Gases in Public Sector in the Black Sea Region. Development of Energy and Climate Plans and Pilot Cases	Union of Bulgarian Black Sea Local Authorities – UBBSLA New Energy Performance AS Arendal, Trysil, Elverum, Åmot, Stor-Elvdal, Engerdal	€ 900 000 Norway Grants
Georgia	Councillor Training Programme in Pilot Municipalities, Municipal Planning, Crisis management and Planning	National Association of Local Authorities of Georgia, and Council of Europe	€ 650 000 NMFA
Guatemala	Municipal International Cooperation; Waste	Ål – Solola	€ 50,000 NORAD €
Guatemala	Management and other environmental issues, Women Participation	Stord - Comalapa	€ 50,000 NORAD
India	Training Programme for Women Elected Representatives	Aagaz Foundation	€ 625,000 Norwegian Embassy, Delhi
Kenya	Municipal International Cooperation	Melhus – Taveta Skodje – Voi	€ 50,000 NORAD € 50,000 NORAD
Kosovo	Pilot project in 5 municipalities for strengthening of local government and local economic development	The Royal Norwegian Society for Development, Business Innovation Programs (BIP) and KS-Kosova	€ 700,000 NMFA
Macedonia	Development of water supply system in Jegunovce Municipality	Macedonian Centre for International Cooperation and Jegunovce Municipality	€ 700,000 NMFA
Madagascar	Municipal International Cooperation	Stavanger – Antsirabe Sandnes - Tulear	€ 50,000 NORAD € 50,000 NORAD
Malawi	Municipal International Cooperation; Good governance processes in the local governments for better primary education	Fredrikstad – Lilongwe	€ 50,000 NORAD
Malawi	Municipal International Cooperation; Exchange of experiences for more effective and efficient local service delivery to the inhabitants	Flora – Nkotakota	€ 50,000 NORAD
Malawi	Municipal International Cooperation; Local governance systems for administration and educational services	Førde - Ntchisi	€ 50,000 NORAD
Montenegro	Municipal International Cooperation; Local democracy and local government development	Levanger – Herceg Novi (2008)	€ 50,000 NMFA
Namibia	Municipal International Cooperation; Cooperation to improve municipal services	Elverum – Tsumeb (2008)	€ 12,000 NORAD
Namibia	Municipal International Cooperation; Improved dialogue and cooperation in local government and better services to the inhabitants	Kristiansand – Walvis Bay (2008)	€ 12,000 NORAD

OVERVIEW OF PROJECTS 2008 AND 2009

Country	Project	Partners	Funding
Portugal	Balance among personal, family and professional life in Portugal and Norway	Catholic University in Lisbon, The Portuguese Ministry of Social Affairs, the Association for Numerous Families and the Association of Portuguese Municipalities and Provinces	€ 68 000 EEA
Poland	Capacity Building of Local Governments for Better Delivery of Public Services	Association of Polish Cities in cooperation with other National Municipal Associations in Poland	€ 800,000 EEA/EU
Romania	Partnership to improve Regional Waste Management in Region 7 Center Romania	Regional Environmental Protection Agency in Sibiu, Transylvania (REPA Sibiu) Stavanger Municipality Waste Management Norway Green Living	€ 432 215 REPA Sibiu/ Norway Grants
Russia	Presidential Initiative – Training of Russian Managers and Civil Servants	Confederation of Norwegian Enterprise (NHO), Federal and Regional Commissions on Training of managers and executives in Russia	€ 175,000 NMFA
Serbia	Programme for Environment and Sustainable Development in Serbian Municipalities	Standing Conference of Towns and Municipalities (SKGO)	€ 156,250 NMFA
Serbia	Decentralisation pre-project	Centre for Liberal-Democratic Studies (CLDS) and Serbia Standing Conference of Towns and Municipalities (SKGO)	€ 98,000 NMFA
Serbia	Municipal International Cooperation; Local democracy, local economic development, improved services and gender	Buskerud – Obrenovac (2008)	€ 50,000 NMFA
Serbia	Municipal International Cooperation; Improved service delivery, local democracy and local economic development	Vefsn – Gornji Milanovac (2008)	€ 50,000 NMFA
Serbia	Municipal International Cooperation; Local democracy, local economic development, improved service delivery	Saltal – Nis (2008)	€ 50,000 NMFA
Serbia	Municipal international cooperation; Local democracy, local economic development and centre for environment	Hemnes – Prokuplje (2008)	€ 50,000 NMFA
Spain	Balance among personal, family and professional life in Spain and Norway	Spanish Federation of Municipalities and Provinces (or FEMP for its initials in Spanish).	€ 38 000 EEA
South Africa	Municipal International Cooperation; Good governance, focused on sustainable development and environment management	Oslo – Mbombela (2008)	€ 25,000 NORAD
Tanzania	Municipal International Cooperation	Tingvoll – Bunda Aust-Agder/Arendal - Mwanza	€ 50,000 NORAD € 50,000 NORAD
Uganda	Municipal International Cooperation; Financial transparency and accountability, gender balance, south-south cooperation	Gran – Mukono – Lugazi	€ 50,000 NORAD
Ukraine	Efficiency Networks, with an applied research component	Norwegian Institute for Urban and Regional Research (NIBR) and the Association of Ukrainian Cities (AUC)	€ 220,000 NMFA
Zambia	Municipal International Cooperation; Cooperation for better planning in local government and improved municipal income	Eid - Mbala	€ 50,000 NORAD
Zambia	Municipal International Cooperation; Improved financial management, increased municipal income and gender balance	Jølster - Mpulungu	€ 50,000 NORAD



2009 AT A GLANCE



International Strategy 2009 – 2013

KS' Executive Board approved 18 February 2009 KS' Strategy for International Projects 2009-2013. This strategy covers international interventions and advocacy of relevance outside of the EU where Norwegian local government can add value to development processes using own comparative advantage and competency. The strategy centres on: expanding municipal opportunities for international involvement and strengthening the internationally oriented constituency amongst KS' members; professionalise international interventions emphasising capacity and added value of Norwegian local government, and encourage involvement of more municipalities in Municipal International Cooperation.

Organisational Review of KS

As part of preparing for re-negotiation of support to KS' Municipal International Cooperation (MIC) programme, NORAD commissioned an organisational review of KS in order to establish KS' ability to support and manage such a programme. The review reveals that KS has necessary capacity, systems and policies in place for successful implementation of the programme. Several shortcomings were nevertheless identified in the areas of results documentation, efficiency and transaction costs. KS has jointly with NORAD agreed to an improvement process which will help demonstrate stronger results, lower costs, improve relevance and build synergies through geographic concentration, thematic focus and stronger counselling of partners.

The Presidential Programme: Internship in Russia for Norwegian Civil Servants

2009 was the first year that KS introduced the possibility of interning in Russia for Norwegian Civil Servants. The pilot project funded by the Norwegian Foreign Affairs was carried out in April. The programme consisted of an introductory part in St. Petersburg where the participants were given a general preamble of Russian history, society and culture; an individual internship organised on the basis of the participant's professional background and wishes; and last but not least, the programme ended with a final evaluation seminar in Arkhangelsk, where they also met the Russian Presidential Programme participants who were to go to Norway after the summer of 2009.

Capacity Building in the Georgia Local Government Association NALAG

Through a grant from the Norwegian Ministry of Foreign Affairs KS helps build capacity in our sister organisation in Georgia, in order for NALAG to deliver better services to its members in the areas of municipal planning and councillor training. The project supports local strategic planning in three municipalities in the Guria region and strives at stronger planning resulting in a clear vision and healthy finances through an enhanced negotiation position when trying to access investment budget resources. Also, the project seeks to establish a training programme for local councillors to be rolled out in 30 of the country's 69 municipalities after local elections in the second quarter of 2010.



Capacity Building for Elected Women in India

The cooperation between Aagaz Foundation in India and KS ended in June 2009 after three years of capacity building for elected women in rural village councils in five Indian states. A total of 616 elected women have participated directly in the training, and the project reached a total of 5,000 women leaders through networking events, meetings and publications. The training programme has been successful, and the 40% participation of women in the rural councils in India with more than one million elected women is in itself an impressive democratic reform. The project has been funded by the Norwegian Embassy in Delhi, and the Embassy is continuing its focus on capacity building for locally elected women in India and South Asia through a large cooperation programme with UNIFEM starting in 2010.

The International Conference with FK Norway

In 2009 two white papers (nr. 13 and 15) were published regarding Norwegian development cooperation, and in cooperation with FK Norway, KS organised a conference with focus on the role of local governments and the public sector in Norwegian development cooperation and aid. The conference opened up for debate and discussion with, among others, State Secretary of the Ministry of Foreign Affairs Ms. Gry Larsen, Deputy Chairman of KS' Executive Board Ms. Bjørg Tysdal Moe and other representatives from municipalities and counties in Norway. The conference marked the opening of more formalised discussions between the Ministry of Foreign Affairs and KS regarding the roles and place of the public sector in Norwegian development cooperation and aid.

Sustainable Development in Serbian Towns and Municipalities 2007-2009

Standing Conference of Towns and Municipalities (SCTM) and KS have for many years been cooperating on issues related to municipal development, local environmental challenges and sustainable development in Serbia. 2009 was the final year of the collaboration in this field, and a final report has been published. The cooperation between KS and SCTM in the field of Environmental Protection and Sustainable Development was already initiated in 2003. The initiative was part of the process of democratization and decentralization in Serbia.



ARTICLES

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Work-Life Balance Projects in Spain, Portugal and the Czech Republic

KS is presently involved in two EEA projects regarding work-life balance: in Portugal and in Spain. Both projects will last for three years (2008-2011) and are focusing on exchange of experience and best practices regarding work-life balance at local government level. In addition, KS has also been a partner in a one-year EEA project in the Czech Republic focusing on work-life balance as well as increasing the percentage of elected women in local governments. Several Norwegian local governments are involved as project partners: Bærum, Kristiansand, Tvedestrand and five municipalities in the Lindesnes region.

The work-life balance projects include a wide range of activities:

- comparison of statistics, legislation, policies and mechanisms regarding parental leave, financial benefits, working hours and so forth.
- development and exchange of best practices regarding local and regional services for children and elderly
- study visits and exchange of experience for local governments and enterprises
- international seminars in Spain, Portugal and the Czech Republic

Work-life balance is gaining increasing focus in Europe. Reduced population growth is combined with increased ageing, and demographic balance is seen as a key to social and economic development. Spain, Portugal and the Czech Republic – as many other European countries – have low birth rates, around 1.2 children per woman, far below the sustainable level of 2.1 children per woman. In

addition, many countries have a high unemployment rate, especially among women, which constitutes a loss of income, at family, local and national level.

One of the reasons for low birth rates seems to be that many couples find it difficult to balance family life and working life. Norway has a fertility rate of 1.9, low unemployment and a high rate of women in the formal working life – the result of long term national policies. Nevertheless, all the Norwegian project partners have important challenges in the field of work life balance and see a need for mutual learning.

KS is experiencing an interest in new projects in the field of work life balance from new countries, partly linked to the European Charter for Equality of Women and Men in Local Life which was initiated by The European Council of European Municipalities and Regions (CEMR) and has been signed by more than 800 local governments in Europe. Four countries visited Norway in 2009 to discuss possible future EEA projects, Bulgaria, Latvia and Estonia.

Reduction of Climate Gas Emission and Production of Tradable Climate Quotas

Solid waste management is an issue in many Municipal International Cooperation (MIC) partnerships, usually as part of broader environmental considerations. Aust-Agder County with Arendal Municipality working with the city of Mwanza (Tanzania) have, however, formulated specific objective on solid waste management and undertaken a pilot for localised Clean Development Mechanism (CDM).



Climate Change is internationally recognised as the single most important global challenge of our time. Technology and capacity to reduce climate gas emission, ability for climate adaptation as well as political will and commitment to confront the associated tasks are seen as elements in the way forward in mitigating and managing the impact of a warmer planet.

Many aspects of climate control and climate adaptation require local action. Capacity for local actions is not always commensurate with the task at hand. The Arendal-Mwanza experience, however, indicates that Municipal International Cooperation can be a fertile framework for Clean Development Mechanism and contribute to production of Certified Emission Reduction (CER) in countries lacking binding emission targets.

This project set out to demonstrate economic feasibility of waste management linked to CDM and sale of CER. Pilot project results show a positive balance sheet. Through burning of biogas at Mwanza's landfill emission can be reduced by 20 000 metric tons of CO₂ in year one growing to 55 000 after 20 years of operating. Total emission reduction over the lifespan of installations is calculated at 850.000 metric tons. Investments needs are calculated at some NOK 10 millions with annual operating costs of NOK 1.6 millions. A positive cash flow can be obtained from year one of operation if quotas are as currently priced at EUR 15 per metric ton of CO₂.

This pilot can be taken to scale and an institutional arrangement put in place by which operating costs are paid from sales of quotas. Remaining reduction of emission can be recorded in the balance sheet for reduction commitment or sold in the open market. Arendal has ambitions to become a climate neutral municipality through reduction of emission and purchase of CER. Mwanza will supply CER for Arendal to buy and the two municipalities will engage in a partnership of mutual benefit. Arendal can tap into technical capacities available in Agder Renovation Ltd and help transfer such technical capacity to

Mwanza which will use it to reduce its emission of climate gas. Reduction will be rewarded financially through sales of CER to Arendal.

Efficiency Networks in Ukraine and Poland

In 2008/2009 KS together with the Association of Polish Cities (APC) and other national municipal associations in Poland, launched a country-wide benchlearning programme in Poland, based on KS' efficiency networks in Norway. In the first year of the project eleven network groups were formed within six types of services offered by local governments, and each year new networks are formed. Each network group consists of 5-7 municipalities and/or counties and focus on one service, such as social welfare, transport, social housing and so forth.

Within each efficiency network, data is collected from the local governments on the service focused on in that specific network. The data is then presented, compared and discussed in the networks, and through analysis of the indicators and exchange of best practice between the local governments, the local governments can improve the service delivery.

A similar project, also based on KS' efficiency networks, was introduced in Ukraine in 2008, with the kick-off in 2009. The project is a cooperation between KS, the Association of Ukrainian Cities and Communities (AUC) as well as the National Academy of Public Administration in Norway (NIBR). Thus it has one more element than the Polish project: Applied research science.

NIBR coordinates the applied research component, where young professional researchers in Ukraine have been chosen to aid the efficiency networks' moderators regarding data, indicators and analysis, as well as following the whole process from an applied research point of view. This component adds to the mapping of the experiences and the data collected in the networks, and builds competencies and capacity within this field of expertise.



”Climate Change is internationally recognised as the single most important global challenge of our time.”

The two efficiency networks in Ukraine have chosen to focus on one field of municipal service each: Health Care and Community Housing Stock Management.

Waste Management, Energy Efficiency, Renewable Energy and Reduction of Greenhouse Gases

Bulgaria

Based on experience from Norwegian municipalities, KS collaborates with the Union of Bulgarian Black Sea Local Authorities (UBBSLA) to develop energy- and climate plans on the local level. The Norwegian-Bulgarian project focuses on energy efficiency and renewable energy for reduction of greenhouse gases in public sector in the Black Sea Region municipalities.

The objective of the project is to build capacity on energy and climate planning in municipalities on the Bulgarian Black Sea Coast, and develop Energy and Climate Plans based on the experience from such work in Norwegian municipalities.

The Bulgarian municipalities of Bourgas, Varna and Dobrich are participating in the project.

One pilot building in each of the three cities will be refurbished to demonstrate the use of energy efficiency measures and renewable energy. Energy audits will be carried out in selected buildings and Energy Monitoring Systems installed. Norwegian municipalities from Sør-Østerdalen and Arendal municipality will contribute to the project.

A kick-off meeting was held in Bulgaria in June 2009. KS had meetings with the political leadership and experts in all three cities. In October the first workshop on energy- and climate planning was held. The second workshop was arranged in Varna in January 2010 with more than 50 participants from the region. The Norwegian Guidelines for Energy and Climate Planning was translated into Bulgarian as a support to the Bulgarian municipalities on their development on Energy and Climate Plans.

The project is also a support to the Bulgarian municipalities' signing up to the EU initiative Covenant of Mayors, where the municipalities agree to develop Sustainable Energy Action Plans.

KS collaborates with New Energy Performance AS – NEPAS, on the implementation of the project.

Romania

KS is cooperating with Romanian regional authorities on low waste and sustainable development. The objective of the project is to improve local and regional-level waste management in Romania through a combination of institutional building, small-scale pilot project implementation as well as awareness raising actions.

KS collaborates with the Regional Environmental Protection Agency in Sibiu, Transylvania – REPA Sibiu – in order to support their work on improving waste management in the region. REPA Sibiu is the project promoter. KS cooperates with three Norwegian partners on the project in the implementation of the project; Stavanger municipality, Waste Management Norway and Green Living Stavanger, and will contribute specifically on three small-scale pilots: hazardous waste from households and waste from building and construction industry in Medias, and household composting in Saliste.



There will be massive capacity building with 220 staff trained on waste management issues, and twelve awareness-raising sessions on waste management will also be organised.

The kick-off conference for the project was held in Sibiu in November 2009, with participants from national, regional and local level, from NGOs and waste companies, from both Romania and Norway.

Peer Review for MIC Partners in Guatemala

The KS Peer Review in Guatemala was the third Peer Review for the Municipal International Cooperation (MIC) programme, after one in Malawi 2007 and Madagascar in 2008.

“Peer Review” is a relatively new internal method for assessing project results, a supplement to external reviews and evaluations. During a Peer Review, partners from similar projects meet, present, discuss and review their project results; their own results as well as that of other. The method constitutes a good basis for mutual learning and improvement of results.

The Peer Review in Guatemala was held in the Maya town of Solola, and representatives for the two MIC partnerships in Guatemala (Ål-Solola and Stord-Guatemala) worked together for four days. The two partnerships have a good potential for learning from each other as they have similar thematic focus: solid waste management and capacity building for women members of the local development committees.

Through this experience sharing and analysis of the partnerships, several conclusions were drawn. For instance: improve coordination of visits and work for both partnerships in order to allow for more synergy effects and learning, and increased awareness of the added positive effects and the challenges of also having projects with FK Norway and Friendship North-South – just to mention two

conclusions. In addition, the Peer Review in Guatemala represents a useful basis for the launching meeting of the new MIC projects in Guatemala starting in 2010; hopefully there will be five new partnerships in addition to the two existing ones!

Based on the three MIC reviews, KS has elaborated a collection of Best Practices containing practical advice on MIC projects.

Business Development in Kosovo: Young Entrepreneurship

KS has since 2002 supported selected municipalities in Kosovo by establishment of municipal business centers, training of farmers and other Small and Medium Enterprises' and establishment of a credit line to enhance the creation of new jobs in the municipalities.

The project has been financially supported by the Norwegian Ministry of Foreign Affairs with more than 30 million NOK since the beginning. The KS partners Business Innovation Programme (BIP), Norges Vel and KS-Kosova have substantially contributed to the success of the project.

KS-Kosova has in cooperation with BIP, and under coordination of KS, since 2004 worked on a programme

to create new jobs in the private sector. This is done in a mutual effort with previously three pilot municipalities, and from 2009 five new municipalities, where the municipalities establish for business centres and employ advisors within agriculture and other small enterprise business.

About 30,000 young people enter the labour market in Kosovo every year, many of them with a good basic education. At current growth rates, the economy cannot absorb this additional young and growing labour force. Youth unemployment is particularly high in Kosovo, almost five times the EU average. One of the components has been the introduction of a "Young Entrepreneurship Programme" for selected schools, both in the Serbian and Albanian communities.

In addition, BIP train selected representatives from the municipalities on how to prepare and maintain small enterprises in a young market economy. The enterprises with the most prosperous ideas are granted subsidized loans from a credit line established in a joint cooperation between KS and Banka Ekonomika in Kosovo.

The idea of using different tools coordinated in the efforts to create new jobs has proven to be very successful.



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