

Template for report and accounts for organisations with annual or tri-annual contracts.

This template for reports and accounts is to be used by organisations that have contracts for projects with Norad for presentation of status for the previous year (the local partner of the Norwegian organisation is not requested to use this template but should as much as possible use own formats).

The templates are to be used for presenting **progress of the project** for the previous calendar year.

They are also to be used for **reporting results** (which means that point 4 too must be completed).

- *For tri-annual contracts this report is submitted the year after completion of the contract (according to the contract results are also reported in the annual meeting between the organisation and Norad in last year of the contract).*
- *For annual contracts results reports are submitted every third year in addition to the year after the ending of the Norad funding.*

The report must include, as attachments, an audited account and a completed “Form for statement from the auditor” for the last calendar year.

Organisations that receive support for more than one project must submit reports for each project. The status report should be approximately five pages per project, and give a short and concise feed- back. The result report can be a little longer.

The report must state, very clearly, how gender aspects and climate and environmental aspects are dealt with in the projects.

Norad might request reporting on particular thematic areas. As this may vary from one year to the other, please check updated information on www.norad.no.

The deadline for delivering the report is 31 May, electronically (postmottak@norad.no) and by hard copy.

1. General Project Information:

1.1 Name of recipient organisation:

KS – The Norwegian Association of Local and Regional Authorities

1.2 Reporting year:

2009

1.3 Agreement Number:

GLO-3136

- 1.4 Name of project in Norwegian:** Kommune til kommune samarbeid
- 1.5 Name of project in English:** Municipal International Cooperation (MIC)
- 1.6 Country and/ or region:** Africa (Kenya, Uganda, Tanzania, Zambia, Malawi, South Africa, Namibia and Madagascar) & Central America (Guatemala)
- 1.7 Name of local partner:**

17 Norwegian municipalities cooperate with partner municipalities or district councils in Africa and Central America as per the list below.

Melhus	Taveta (Kenya)
Skodje	Voi (Kenya)
Gran	Mukono and Lugazi (Uganda)
Aust-Agder/Arendal	Mwanza (Tanzania)
Tingvoll	Bunda (Tanzania)
Eid	Mbala (Zambia)
Jølster	Mpulungu (Zambia)
Flora	Nkhotakota (Malawi)
Fredrikstad	Lilongwe (Malawi)
Førde	Ntichi (Malawi)
Oslo	Mbombela (South Africa)
Stavanger	Antsirabe (Madagascar)
Sandnes	Toliara (Madagascar)
Elverum	Tsumeb (Namibia)
Kristiansand	Walvis Bay (Namibia)
Stord	Comolapa (Guatemala)
Ål	Solola (Guatemala)

1.8 Financial support to the project from Norad for last calendar year 2009:

17 partnerships	NOK	6.200.000
1 peer review	NOK	100.000
2 network meetings	NOK	100.000
Publications	NOK	40.000
KS overhead	NOK	560.000
Total Norad support 2009	NOK	7.000.000

1.9 Very brief project overview (3-4 sentences):

International law as expressed in Human Rights conventions establishes individual citizens' right to protection, participation and a series of social services. States' duties to provide primary health, education, participation, inclusion and protection have in many countries been partially or wholly delegated to local or district councils.

All countries covered by this programme implement decentralisation reforms transferring political, fiscal and administrative powers to (elected¹) district and municipal authorities or devolution.

¹ Malawi is an exception.

Good local governance and local democracy are key factors in fulfilling citizens' rights to participation and enabling individuals to influence their lives. Moreover, good local governance and local democracy are key element in political systems appreciating individual, political, social, economic and cultural rights and accepting states' duties for fulfilling all Human Rights.

Decentralisation contributes to poverty reduction because decisions are perceived to be more relevant and more appropriate the closer to the concerned citizens they are taken. Local solutions build on local knowledge and local priorities. Local self-government hones citizens' participation and decision-makers' accountability.

Duties and work of local councils directly influence achievements of the Millennium Development Goals. Poverty and exclusion are primarily local in nature and Municipal International Cooperation therefore focuses on how to build capacity for improved local governance with subsequent improved municipal service delivery as a way to fight poverty and promote development.

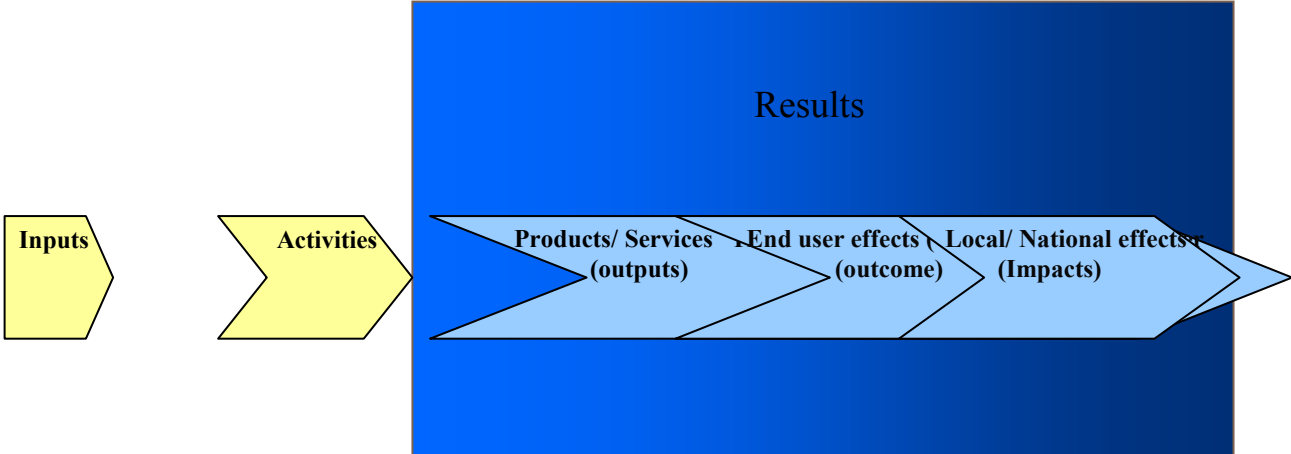
Norwegian local democracy is vibrant and Norwegian municipalities provide first rate social services. This competency is of importance in development processes and Norwegian municipality capacity can add value to local governance and democracy in many developing societies.

Many Norwegian municipalities have international relations. Many more wish to develop such relationships. This programme aims at channelling international interest into capacity building programmes in partner municipalities in Africa or Central America with a goal to fight poverty and strengthen democracy through enhanced participation and improved social services.

2 Describe the project's progress for previous calendar year:

Result chain:

Result based management:



With reference to the Result Chain as illustrated above, Norad requires feedback mainly on products/ services (output) and end user effects in the status report.

2.1 Give a short description of the project's target group(s) and what the baseline for the target group was at the start of the project.

Direct beneficiaries of the project are elected local council members and employed municipality staff in Norwegian and African/Central American local or district councils. Indirect beneficiaries are staff of selected municipality services in Norwegian as well as the general population of cooperating municipalities/districts in Africa/Central America.

Norwegian municipalities possess unique competencies of importance in Norwegian public development cooperation. International development cooperation is moreover starting to recognise subsidiary responsibility in duty fulfilment as well as in opportunities, and in many countries decentralised cooperating is now more strongly emphasised.

Norwegian municipalities maintain numerous contacts (individual, friendship associations and organisations) with counterparts in developing countries which provide interesting entry points to structured municipal institutional cooperation.

Norwegian municipalities have experience in working with civil society for delivery of basic services. Local councils in developing countries in many cases rely on civil society as the only provider of such services.

African and Central American councils in general have scarce resources, as well as limited capacities and competencies. Capacity building for efficient and effective use of available resources paired with expansion of the resource base is critical for improved service delivery and attainment of MDGs.

In its capacity as facilitator of exchange of experience between municipalities and through collaboration with international structures for local or regional government, KS is well placed to coordinate this programme and to provide advice and quality guidance to participants as well as quality assurance and results documentation to the donor.

At project start in 2007 relatively few women were represented at local development committees or on local councils in Zambia, Madagascar, Guatemala and elsewhere. Few women managed to access microfinance in Malawi or to run for elected office in Guatemala, Zambia or Madagascar.

A relatively large portion of council taxes and fees were not collected in Zambian, Malagasy or Ugandan municipalities. When collected, systems did not allow for tracking payments all the way to the local treasury (Zambia, Malawi, Uganda and Tanzania).

Local councils in Zambia, Kenya, Madagascar, Tanzania and Guatemala were not properly attending to environmental challenges such as management of forestry resources (Zambia), waste collection and management (Kenya and Guatemala), public hygiene (Madagascar), environmental concerns in municipal planning and management (Tanzania and South Africa).

In several countries limited attention was given to educational cycle efficiency (Malawi and Namibia) resulting in high drop out rates (Malawi and Namibia), juvenile crime and substance use (Namibia), as well as weak school democracy (Malawi and Tanzania).

Considerable mistrust between elected and appointed manager in Uganda and Namibia resulted in significant staff turn over.

Slow and cumbersome business licensing procedures in Kenya resulted in lost business opportunities and less taxable activity in Kenyan municipalities.

2.2 Please repeat the project's

Development goals (expected impact. Desires / what was planned for the end of the project period).

Project Goal (expected outcome. Desires/what was planned for the target group by the end of the project)

The development goal set for Municipal International Cooperation is to establish good governance processes in selected local or district councils in Africa or Central America leading to delivery of improved municipal services for poverty reduction and sustainable development in line with the Millennium Development Goals.

Project goals include (dependent on partnership) supporting efforts in

- improvement of local governance for better service delivery
- integration of environmental consideration in local planning
- increased participation and representation of women
- transparency and accountability in local affairs

Not all partnerships supported interventions in all areas, but gender and environmental commitments were generally strong. Climate considerations beyond general environmental concern were not included when KS entered into this tri annual agreement with Norad in 2007. Also, it was not a stated objective in budget and application for 2009.

Goals for individual partnerships are listed in the following.

Melhus Taveta (Kenya)

- Incorporate business development in municipal planning.
- Incorporate waste management in municipal planning.

Skodje Voi (Kenya)

- Establish registration system for tax and fee payment.
- Build confidence between local authorities and citizens & business community.
- Improve environmental planning and waste management.

Gran Mukono – Lugazi (Uganda)

- Improve understanding of roles and responsibility between councillors and managers at Town Hall.
- Improve municipal revenue mobilisation and collection.

Aust-Agder/Arendal Mwanza (Tanzania)

- Improve health services in two wards.
- Establish a waste management plan and carry through pilots in two wards.
- Improve the participation of youth in decision making.
- Improve the city's financial management.

Tingvoll Bunda (Tanzania)

- Transparency and accountability in local self-government.
- Integrate environmental concerns in local plans and programmes.
- Civil society in service delivery to orphans, widows and the elderly.

Eid Mbala (Zambia)

- Higher income through improved collection of tax and fees.
- Develop area plan for Mbala town.
- Citizens' participation improved.
- Better human resources management.

Jølster Mpulungu (Zambia)

- Higher income through improved collection of tax and fees.
- Strengthen women in local government.
- Strengthen environmental management.

Flora Nkhotakota (Malawi)

- Better local government decisions.
- Increase citizens' participation.
- Improve transparency and accountability in financial management.

Fredrikstad Lilongwe (Malawi)

- Improve quality of education in selected schools.
- Establish school democracy in selected schools.

Førde Ntichi (Malawi)

- Improve delivery system and management of basic education.
- Improve environmental management for improved hygiene and health.
- Strengthen women in local government.

Oslo Mbombela (South Africa)

- Implement system for sustainable development and environmental management.
- Implement democracy training programme.

Stavanger Antsirabe (Madagascar)

- Environmental concerns in local plans and programmes.
- Transparent and accountable financial management.
- Better local government decisions.

Sandnes Toliara (Madagascar)

- Transparent and accountable financial management.
- Establish Environment and Health Department.
- Improve participation of citizens in municipal affairs.

Elverum Tsumeb (Namibia)

- Secure continuation of a longstanding partnership.
- Secure sustainability in MIC programme achievements in service delivery.

Kristiansand Walvis Bay (Namibia)

- Establish dialogue capacity.
- Design youth programme to fight school drop out, juvenile crime and substance use.

Stord Comalapa (Guatemala)

- Improve waste management.
- Increase women's participation in local affairs.

Ål Sololà (Guatemala)

- Increase women's participation in local affairs.

2.3 Summary of the most important planned and carried out activities (max 1 page). Give reasons for not reaching planned results.

Several workshops for women on decision making and good governance were held in Zambia. Gender empowerment events were organised in Malawi. Training aiming at women directorships in Development Committees took place in Guatemalan and training materials for future capacity building was published.

Tanzanian local council staff was trained in new management and budgeting procedures.

Digitalized tax collection systems were installed in Zambia and users trained. An automated business licensing system, which later also will handle tax collection, was established in Kenya.

Zambian chiefs, headmen and councillors were trained in forestry management. A waste collection pilot was established in Kenya and a Kenyan strategic plan for waste management was formulated. Guatemalan technical and administrative staff took part in environmental procedures capacity training. Pilot waste collection was established in schools in Guatemala.

A functional school democracy in a Zambian school worked on school behaviour and discipline. Student Councils were established in three Malawian schools. A teacher led student council was established in Tanzania. A collaboration model between Parent Teacher Associations and School Management Committees was tested in Malawian schools.

A customer satisfaction survey for improvement tracking was carried through in Kenya. Business friendliness indicators were incorporated into a Kenyan local government Performance Contract.

Malagasy local councillors observed Norwegian parliamentary elections in Sandnes.

A full summary of annual reports from individual partnerships is enclosed.

Several activities were also carried out at the programme level:

- peer review undertaken in Guatemala February 2009
- network meeting for all Norwegian municipalities in Oslo June 2009 and network meeting Madagascar – Norway municipalities in Stavanger September 2009
- updated MIC guidelines published February 2009
- organisational review of KS third quarter of 2009

2.4 Results: What has the project achieved for the year in question and what changes has the project made for the target group. Please specify what indicators were used to measure achieved results as stated in the project plan. State also what was not achieved.

Reporting of results must be at the out put level (a level above the activity level). In addition outcome must be stated where possible (see result chain above). Where it is too early to mention outcome, please explain why.

The number of women on various committees is on the raise in Mpulungu (Zambia). The number of women on development committees in Solola (Guatemala) has gone up from 4 % in 2007 to 12 % two years later. The trend is similar in Comolapa (Guatemala).

Council revenues from tax and fees have increased in Mpulungu (Zambia), it has doubled in Mbala (Zambia), has gone up by approximately 40 % in Makono (Uganda) and close to 30 % in Lugazi (Uganda). 110 serviced plots are for sale in Mbala (Zambia).

70 % of households and businesses in the Voi (Kenya) pilot area now have and use dustbins which are emptied according to an established schedule. Bunda (Tanzania) and Taveta (Kenya) are well under way to adopting environmental friendly strategic municipal plans.

More pupils from supported schools in Lilongwe (Malawi) pass national tests and enrol in secondary education. Several schools in Lilongwe (Malawi) and Mwansa (Tanzania) have functioning student councils.

User satisfaction with selected municipal services has gone up in Voi (Kenya) as well as in Mukono and Lugazi (Uganda). The number of complaints has fallen in Bunda (Tanzania).

Improved dialogue between employers and employees or between elected councillors and appointed managers have resulted in falling staff turn over in Mbala (Zambia) and Mukono and Lugazi (Uganda).

2.5 Are there any internal and/ or external factors that have affected the project in any significant way?

Malawi does not have a functioning system of local self-government and remains ill suited for MIC programmes until elected councils are in place.

I a few instances partners are collaborating in areas outside of local government responsibility. This often happens in the education sector which is a local government task in Norway, but mostly a national government task in East Africa.

The political situation remained very unstable in Madagascar after the unlawful government change in 2009. Civil unrest preceded change of government and erupted again after the transition. International cooperation with the country is largely suspended due to non fulfilment of commitments in a transition agreement between political rivals. Local self-government is to a large extent affected by national politics as mayors have been replaced and decentralisation reforms are suspended.

The provincial Governor invoked section 139 of the South African Constitution in 2008 and de facto took over management of Mbombela. Although a new Executive Mayor was appointed late 2008 the difficulties persisted in 2009 and hampered implementation of agreed activities. Oslo kept KS informed throughout.

2.6 Other relevant comments

An organisational review in June 2009 found substantial weaknesses in the programme in areas such as efficiency, transaction costs and goal formulation. Findings and issues are to be addressed from 2010 and are not subject to discussion in this report.

3 Project's accounts for last year:

3.1 The accounts must relate to the submitted budget. (Refer to the application). All differences (positive and/ or negative) must be clearly shown.

Attachment: Audited accounts and completed form from the accountant for last year's accounts.

Only after a contract expires should unspent funds be returned to Norad.

4. Result Report for the agreement period.

State goals and results that have been achieved, together with lesson's learnt (experiences) from the project:

- *For three year agreements* – please fill in bullet point 4 the year after completion of the agreement (in accordance with the agreement these organisations report on results in the annual meeting with Norad in the final year in the agreement.
- *For one year agreements* – please fill in bullet point 4 every third year in addition to the year after the final support from Norad.

For results within this part of the report Norad refers to the result chain as shown above. The report is expected to refer to results from the outcome level.

4.1 Short description of the project's target group and base- line for the group at the start of the project.

Direct beneficiaries of the project were elected local council members and employed municipality staff in Norwegian and African/Central American local or district councils. Indirect beneficiaries were staff of selected municipality services in Norwegian as well as the general population of cooperating municipalities/districts in Africa/Central America totalling approximately 2.7 million people.

4.2 Please repeat the project's

Development Goals (Expected impact. Desires / what was planned for the project period).

Project Goal (Expected outcome. Desires/what was planned for the target group by the end of the project)

The development goal set for Municipal International Cooperation 2007 – 2009 was to establish good governance processes in selected local or district councils in Africa or Central America leading to delivery of improved municipal services for poverty reduction and sustainable development in line with the Millennium Development Goals.

Project goals included (dependent on partnership) supporting efforts in

- improvement of local governance for better service delivery
- integration of environmental consideration in local planning
- increased participation and representation of women
- transparency and accountability in local affairs

4.3 Summary of the most important planned and carried out activities (max 1 page). Give reasons for not reaching planned results.

Market place improvement was carried through in Mukono (Uganda) in 2007 leading to improved traffic security and hygiene, increased profit for the vendors and higher municipal revenue.

Establishment (2007) of an electronic civil register in Mukono and Lugazi (Uganda) led to better accuracy in demographic data and improved routines for issuing birth and death certificates.

Gender training and provision of gender role models led to more women in municipal leadership in Mukono & Lugazi (Uganda) and elsewhere. Gender balance in council and committees was a concern for several partnerships (Zambia, Uganda, Malawi and Guatemala). Under the slogan "Women can do it!" Mpulungu (Zambia) conducted training in 2008 for 169 women. Also, 70 women from 13 wards attended a 3 day work shop on women and democratic processes during the same year. Several workshops for women on decision making and good governance were held in Zambia in 2009. Gender empowerment events were organised in Malawi in 2009. Training aiming at women directorships in Development Committees took place in Guatemala in 2009 and training materials for future capacity building was published.

Several activities in Kenya supported improved efficiency in social service delivery and surveys were conducted to establish baseline. Workshops were, moreover, held to identify current status and future needs for administrative procedures and corresponding capacity building requirements. Many partnerships emphasise improved delivery of basic services. Lilongwe and Ntichi (both Malawi) were more specifically interested in quality primary education. A functional school democracy in Zambian school worked on school behaviour and discipline in 2009. Student Councils were established 2009 in three Malawian schools along with a teacher led student council in Tanzania. A collaboration model between Parent Teacher Associations and School Management Committees was tested in Malawian schools (2009).

Several partnerships (Kenya, South Africa, Madagascar and Guatemala) emphasised consideration for environmental sustainability. A few (Kenya) commenced work to incorporate environment issues and waste management into development plans. Some (Guatemala) established an environment education programme. Solid waste management as an environmental concern was an issue in many partnerships. Mwanza (Tanzania) formulated a specific objective on solid waste management and in 2008 went forward with a localised Clean Development Mechanism initiative. Zambian chiefs, headmen and councillors were trained in forestry management (2009). A waste collection pilot was established in Kenya and a Kenyan strategic plan for waste management was formulated (2009). Guatemalan technical and administrative staff took part in environmental procedures capacity training in 2009 and pilot waste collection was established in schools.

Improved transparency and accountability was a general concern. Training in financial management as well as on clarifying local councillors' roles and responsibilities took place in many countries. Through training, procedure improvement and enhanced control systems

several partnerships expanded the municipal resource base (Uganda, Tanzania, Zambia, Malawi and Madagascar). Zambia developed and rolled out a computerised system for property tax collection. Uganda in 2008 formulated a by-law on new revenue collection sources. Digitalized tax collection systems were installed in Zambia in 2009 and users trained. An automated business licensing system which also will handle tax collection was established in Kenya in 2009. Tanzanian local council staff was trained in new management and budgeting procedures (2009).

The two Madagascar partnerships formulated south-south cooperation goals, while the two Zambia partnerships established such cooperation without stating this as a project goal. Namibia partnerships formulated goals on enhanced understanding of international relations.

An evaluation of Kristiansand's partnership with Walvis Bay pointed out that areas of cooperation at times fell outside of municipal core functions, did not clearly make use of municipal added value and lacked a phase-out strategy.

Partnerships in three countries (Zambia, Malawi and Uganda) were assessed in 2007 on gender, municipal infrastructure and south-south cooperation. A similar exercise in 2008 (Madagascar and South Africa) looked at efforts in councillor' training and sustainable development.

Findings from these assessments were discussed at a general network meeting (Namibia) in 2008 which also resulted in the publishing of a best practices guide.

A peer review was again undertaken in Guatemala in 2009. Also in 2009, a network meeting for all Norwegian municipalities was held in Oslo and KS underwent an organisational review.

4.4 Results:

Please state clearly what results have been achieved during the agreement period compared to what was planned.

Outcome level: What changes has the project brought to the target group and are the changes in line with the planned effects/ results (outcome level)?

If possible please also state whether there have been changes to a wider community (impact level).

State what Indicators were used to measure achieved goals and planned goals according to the application.

The programme has de facto offered localised solutions to poverty alleviation working on local governance and support to devolution. Main results accordingly are local and aggregated results depend on future ability to disseminate findings and share systems & models to be repeated or scaled out in other local self-governments.

The most visible result of the programme is the much improved fiscal situation in two Zambian municipalities and two Ugandan municipalities through new systems and procedures for tax and fee collection.

Also, the number of women in public office has increased considerably in two Guatemalan municipalities as well as in areas of Zambia.

Municipal planning has become more strategic in two municipalities in Kenya and one municipality in Tanzania. Also, environmental issues are more of a concern in planning and management in Madagascar, South Africa, Kenya, Uganda and Guatemala.

Surveys show the programme has contributed to improved citizens' satisfaction with council services, in particular in Kenya. Staff turn-over issues have been addressed in one municipality in Zambia, two in Uganda as well as in Namibia.

The main programme achievement has been contribution to devolution processes in countries such as Kenya and Zambia. Partnerships with Norwegian municipalities have offered capacity building opportunities to local councils in Africa/Central America with no budgets for capacity building and only limited operational budgets.

Indicators were at times constructed in ways that do not permit measuring progress. Other indicators on revenue and gender balance improvement, however, have allowed good progress tracking in six municipalities. Occasionally bench marks are lacking and it is challenging to give evidence of improvement. Furthermore, sometimes goals are at an unattainable level given available resources and time.

4.5 Have there been unexpected events of significant character (positive and/ or negative) outside the project that have contributed to the project's progress or lack of progress?

Malawi did not elect local councils as expected and required by the country's constitution. Norwegian municipalities therefore have worked without an appropriate counterpart.

The political situation became very unstable in Madagascar leading to unlawful government change in 2009. Civil unrest occurred on several occasions and local self-government came under pressure. Decentralisation reforms were suspended.

The provincial Governor took over management of Mbombela (South Africa). Project activities were for expended periods de facto disrupted.

Some partners collaborated in areas outside of local government responsibility and capacity was built in wrong institutions.

4.6 Has the project produced results (positive and/ or negative) that were not a part of the original plans of the project?

Support to a localised Clean Development Mechanism initiative in Tanzania was not part of initial plans.

4.7 If relevant: How was the project phased out and how are the effects of the project continued?

This programme is continuing under QZA-10/0193 with revised programme goals and other adjustments in accordance with recommendation in the organisational review of KS (2009). Malawi is no longer covered by the programme due to lack of local self-government. Programme activities in Namibia have been phased out, but partnerships between Norwegian and Namibian municipalities are continuing with funding from own resources.

4.8 Are there lessons learnt or experiences made that have resulted in Norwegian development cooperating applicants changing their strategies/ methods in relationship to other projects? Have local cooperating partners had similar experiences?

2007 - 2009 MIC programme goal read "Good governance processes to be included in municipal governance and municipal services as part of the global fight for poverty reduction and sustainable development in line with the Millennium Development Goals."

Evaluations of the 2007 – 2009 programme and an organisational review of KS in 2009 indicate that the goal is too broad and general. Ambitions must be realistic and reduced to capacity expansion in selected limited areas of prioritised municipal tasks. Activities must further be reduced to municipalities clustered in geographical areas in one country or in neighbouring countries. Concentration will build synergies and help achieve critical mass in a programme with limited resources.

The longer term impact is the programme's contribution to decentralisation, in particular devolution. It is not as previously expected to have a direct impact on poverty reduction and MDG achievement. But successful decentralisation will.

4.9 How has the cooperation between the receiver of the financial assistance and the local cooperating partner been during the contract period? Emphasise sharing of responsibility and work, dialog, meeting arenas and competence building of the local partner.

KS main role in the programme was to advise, coach and coordinate Norwegian municipalities' partnerships with African/Central American municipalities. Several group counselling sessions for Norwegian municipalities were organised. A general meeting involving all partners took place in 2008. Moreover, KS provided advice on a one-to-one basis and participated in a range of meetings between Norwegian and African/Central American partners.

Particular challenges during programme implementation include conveying the programme's limitation to capacity building, setting realistic ambitions and concentrating on municipal tasks. African/Central American municipalities usually have limited operating budgets, scarce investment budgets and no capacity building budgets. In such a context foreign assistance tend to be directed to activities building support for re-election rather than to longer term capacity improvement.

Also, at times it has been challenging to limit Norwegian municipalities' contacts to interaction with direct counterparts and to understand limitations in mandates of African/Central American municipalities.

Evaluations have pointed out that programme efficiency depend on geographical focus and concentration on selected priority tasks. KS has established dialogue and exchange of experience with partner municipalities in view of results improvement.

4.10 Please state what evaluations and/ or project reviews were carried out during the contract period. Did they contribute to changes in the project?

1. Peer Review Report, 2007
2. Evaluation report Kristiansand – Walvis Bay (NIBR Report 2008:6)
3. Peer Review Report, 2008
4. Peer Review Report, 2009

5. Organisational Review of the Norwegian Association of Local and Regional Authorities (KS), Norad Report 25/2009

Findings from peer reviews and evaluations served as background for advising and coaching partners. Some projects were adjusted or reshaped as a consequence of review. The programme's goal has been revised in the follow up programme QZA-10/0193 where several partnerships also have been phased out because they do not fulfil criteria recommended in evaluations.

4.11 Other relevant comments:

4.12 Additional documentation is given in the following documents:

Date 31 May 2010

Signature Bjørn Rongevær

Attachments:

1. Project reports summery 2009
2. Audited accounts 2009
3. Peer Review Report, 2009
4. Organisational Review of the Norwegian Association of Local and Regional Authorities (KS), Norad Report 25/2009