

## Jølster - Mpulungu, Zambia

Goals: Higher income through improved collection of tax and fees.

Strengthen women in local government.

Strengthen environmental management.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Women sensitized on decision making and good governance.</p> <p>Improved tax collection system.</p> <p>Traditional leaders trained on forestry management.</p>	<p>8 workshops for 400 women in 8 out of a total 13 wards on decision making and good governance.</p> <p>Digitalized tax collection system in place and 6 users trained.</p> <p>57 people (chiefs, headmen and councilors) trained on forestry management.</p>	<p>The number of women on various committees is on the raise in the 8 wards covered by the project (10 on area development committees, 36 on village committees, 24 on parent teacher associations, 22 on home based care committees).</p> <p>Improved revenue collection through transparent process using a digitalized system simplifying accountability.</p> <p>Forestry protection and reforestation strengthen through better forestry management skills.</p> <p><b>Comments</b></p> <p>Mpulungu and Mbala have jointly worked with two Norwegian municipalities on tax and revenue.</p> <p>Resistance from taxpayers was noted when property tax was introduced. The collection system rather than the decision to tax property got the blame. Likewise, many men are suspicious on gender specific training. Gender issues might therefore in the future be discussed in mixed groups.</p>	<p>Total KS grant: NOK 450008?</p> <p>Total amount spent: NOK 452048</p>	<p>Audit received from both municipalities.</p>

## Eid - Mbala, Zambia

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

Expected outputs	Most important activities	Outcome	Accounts	Audit
Increased amount of property tax collected.	Tax and fee collection through digitalized system in place since late 2009. Software developed in MIC partnership Jølster and Mpulungu. Not yet fully rolled out in Mbala due to lack of hardware.	Property tax collection doubled between 2007 and 2009 to ZMK 200 millions.	Total KS grant: NOK 400000	Audit received from both municipalities.
Increased revenue from market fees.		The amount of fees collected in markets has more than doubled between 2007 and 2009 to over ZMK 7 millions.	Unspent: NOK 83856	
Increased number of plots for sale.	Planning and servicing (road, water, sewage) of pilot area.	A total of 110 high cost plots are ready for sale. Low cost plots are still to be developed.		
Materials and training for collaboration between unions and management.	Quarterly meetings now held regularly.	Better dialogue between employer and employees as a tool in reducing staff turnover.		
Stronger participation in school and in politics.	Meetings of Area Development Committees in all 17 wards. Functioning school democracy in one pilot school (Mbala Basic School) focusing on reduction of behavioural and disciplinary issues.	Reduced school drop out rate.		
		<b>Comment</b> The indicator for school drop out is poorly constructed and achievements are difficult to measure.		

## Skodje - Voi, Kenya

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

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Plan for waste management and pilot waste management system in one area.</p> <p>Business registration system and licensing process.</p> <p>Better confidence between service provider and users.</p>	<p>After a slow start in 2008 a waste management plan was developed and a pilot waste collection system put in place.</p> <p>Business registration and licensing procedures has been computerised and training provided to Treasury Department staff. This system will as of January 2010 also handle tax and fee collection.</p> <p>A customer satisfaction baseline survey was conducted in order to be able to track improvements.</p>	<p>70 % of households and businesses in the pilot area now have dustbins. Four collection points are functioning. The council will purchase a second garbage truck in 2010.</p> <p>The Council's accuracy, transparency and accountability in financial matters have been greatly improved.</p> <p>Quicker and better service to citizens and businesses contribute to confidence building.</p>	<p>Total KS grant: NOK 400000</p> <p>Unspent: NOK 8655</p>	<p>Audit received from both municipalities.</p>
		<p><b>Comments</b></p> <p>After a modest achievement in 2008 this partnership gained momentum in 2009. Main factors for this positive development include hiring of a project coordinator in Voi and synergies gained through networking with the Melhus – Taveta partnership.</p>		

## Fredrikstad - Lilongwe, Malawi

Goals: Improve quality of education in selected schools.

Establish school democracy in selected schools.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Improved collaboration between stakeholders in basic education.</p> <p>Well functioning SMC.</p> <p>Model shared with other schools.</p>	<p>Student councils established in three schools. Student Council represented on School Management Committee.</p> <p>Parent Teacher Association interacting regularly with SMC.</p> <p>Mentoring of other Lilongwe schools to disseminate model.</p>	<p>Higher ratio of pupils completing primary education, passing national tests and enrolling in secondary education.</p> <p><b>Comments</b></p> <p>This partnership is characterised by two features which makes it ill suited for MIC:</p> <ul style="list-style-type: none"> <li>- Malawi does not have a functioning system of local self-government</li> <li>- Partners are collaborating in an area outside of local government responsibility</li> </ul>	<p>Total KS grant: NOK 467339</p> <p>Unspent: NOK 122052</p>	<p>Audit received from both municipalities.</p>

## Flora - Nkhotakota, Malawi

Goals: Better local government decisions.

Increase citizens' participation.

Improve transparency and accountability in financial management.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Training sessions for VDC (Village Development Committee members organised.</p>	<p>Training for members of 30 VDCs.</p>	<p>VDC are able to initiate, implement and monitor projects.</p>	<p>Total KS grant: NOK 386764?</p>	<p>Audit still lacking from both municipalities.</p>
<p>Business plans for women's groups.</p>	<p>30 women's groups have developed business plans.</p>	<p>Women's groups able to access credit from micro finance institutions.</p>	<p>Total balance: NOK 749?</p>	
<p>Computerised accounting procedures.</p>	<p>A computer network has been installed in the Finance Department and 10 staff trained in using a computerised accounting system.</p>	<p>Improved accuracy, transparency and accountability in financial matters.</p> <p><b>Comments</b></p> <p>This partnership is characterised by lack of a functioning system of local self-government in Malawi.</p> <p>MIC is a component in a wider partnership which includes FK Norway and school to school contacts.</p>		

## Førde - Ntchisi, Malawi

Goals: Improve delivery system and management of basic education.

Improve environmental management for improved hygiene and health.

Strengthen women in local government.

Expected outputs	Most important activities	Outcome	Accounts	Audit
Better cooperation between teachers and School Management Committees.	No activity took place as emphasis shifted to youth and local elections.	Stronger ownership and management participation by users of the educational system.	Total KS grant: NOK 400000	Audit received from both municipalities.
Strategy and management plan for waste collection and water pump site sanitation.	Sanitation events and briefings on waste collection during visit from Førde.	A waste management system has been devised, a landfill site has been identified and planning for a water distribution system is under way.	Total amount spent: NOK 409678	
More women in local politics and local public management.	Several gender empowerment activities took place.	Local elections did not take place as expected and local self-government is neither a reality for women or men I Malawi.		
		<p><b>Comments</b></p> <p>This partnership is characterised by two features which makes it ill suited for MIC:</p> <ul style="list-style-type: none"> <li>- Malawi does not have a functioning system of local self-government</li> <li>- Partners are collaborating in part in areas outside of local government responsibility</li> </ul>		

## Stavanger - Antsirabe, Madagascar

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

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Environmental Management Plan.</p> <p>New financial management procedures.</p> <p>Training programme for councillors and managers established.</p>	<p>Report lacking.</p>	<p>Report lacking.</p> <p><b>Comments</b></p> <p>The political situation is 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 commitment in a transition agreement between political rivals.</p> <p>Local self-government is to a large extent affected by national politics as mayors have been replaced and decentralisation reforms are suspended.</p>	<p>Accounts lacking.</p>	<p>Audit received from both municipalities.</p>

## Sandnes - Toliara, Madagascar

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

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Strategy and management system for public service improvement.</p> <p>Strategy and management system for public health and environment improvement.</p> <p>Strategy and plan for gender equality and empowerment.</p>	<p>A project office established. Representatives from Toliara observed local elections in Norway.</p> <p>The way forward was discussed during a visit from Sandnes to Madagascar.</p>	<p>Few outcomes can be identified to date as the partnership is new and the political context in which it operates currently is very unclear.</p> <p><b>Comments</b></p> <p>The political situation is 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 commitment in a transition agreement between political rivals.</p> <p>Local self-government is to a large extent affected by national politics as mayors have been replaced and decentralisation reforms are suspended.</p>	<p>Total KS grant: NOK 400000</p> <p>Total amount spent: NOK 477748</p>	<p>Audit received from both municipalities.</p>

## Gran - Mukono & Lugazi, Uganda

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

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Workshops on new revenue by-law.</p> <p>Sensitizing sessions organised.</p> <p>Councillor training.</p> <p>User grievance and complaint system.</p>	<p>Workshops and seminars on revenue collection and new revenue by-laws were conducted.</p> <p>By-law was distributed to citizens.</p> <p>Public meetings were held.</p> <p>Councillor training seminars conducted on role and responsibility of councillors and municipal managers, consensus building, team building etc.</p> <p>A citizens' complaint desk was established.</p>	<p>Substantially more of mandated tax is to collected in 2009 as compared to 2007.</p> <p>Revenue has increased by 39 % in Makono and 27 % in Lugazi from 2007 to 2009.</p> <p>Revenue per capita has increased substantially between 2007 and 2009.</p> <p>Reduced miscommunication and conflict amongst councillors and between councillors and managers.</p> <p>Improved citizens trust in local authority and satisfaction with services.</p> <p><b>Comments</b></p>	<p>Total KS grant: NOK 400000</p> <p>Unspent: NOK 9360</p>	<p>Audit received from all three municipalities.</p>

## Melhus - Taveta, Kenya

Goals: Incorporate business development in municipal planning.  
Incorporate waste management in municipal planning.

Expected outputs	Most important activities	Outcome	Accounts	Audit
Strategic market plan as part of municipal plan.	New baseline on business friendliness linked to a Performance Contract.	Improved system for business licensing and collection of revenues leading to increased municipal income.	Total KS grant: NOK 400000	Audit received from both municipalities.
Municipal business advisory service.	Advisory services provided at Town Hall and at a newly established branch at the market.	Relevant and well functioning municipal business advisory service.	Total amount spent: NOK 403846	
Staff training on business development and market management.	Capacity building on allocation of market stalls, financial monitoring etc.			
Waste management plan integrated in municipal plan.	Activities were conducted to develop a strategic plan for waste management for the next five years. The plan was drafted and includes establishment of new landfill and implementation of waste collection in pilot areas.	A healthier and cleaner municipality through improved waste management and increased municipal income through improved collection of fees levied on municipal services.		
By-law on waste management.	The by-law text developed in 2008 was approved and came into force in 2009.	<b>Comments</b>		
Staff training and sensitizing citizens on waste management.	Several trainings were conducted for staff. Sensitizing meetings were postponed for 2010.	This partnership has benefitted from synergies from networking with the Skodje – Voi partnership. Also, the partnership operates within national programmes such as Kenya Local Government Reform Programme (Performance Contracts and Rapid Result Activities) and Local Authority Service Delivery Action Plan (including the Corruption Prevention Plan).		

## Tingvoll - Bunda, Tanzania

Goals: 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.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Procedures developed and published.</p> <p>Training of staff for use and compliance with new procedures.</p> <p>Master Plan and Environmental Management Plan.</p> <p>Procedures for collaboration with civil society in service delivery.</p>	<p>20 staff attended training over three days in procedures, management, budget and ICT.</p> <p>Councilor training for 54 councilors.</p> <p>Capacity building of staff and councilors as well as sanitation of citizens preparing for drafting of Master Plan.</p> <p>Survey undertaken on existing collaboration and sanitation of possible partners.</p>	<p>Reduced number of complaints on non compliance.</p> <p>Better procedures (budget, accounting, tendering) and more rigorous compliance.</p> <p>Strategic plan with concern for the environment.</p> <p>Better municipal services through partnering.</p> <p><b>Comments</b></p> <p>New tendering procedures have not been developed, but compliance mechanisms have been reemphasised.</p>	<p>Total KS grant: NOK 400000</p> <p>Unspent: NOK 205122</p>	<p>Audit received from both municipalities.</p>

## Aust-Agder & Arendal - Mwanza, Tanzania

Goals: 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 city financial management.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Identified areas of exchange of best practice on delivery of primary health services in two wards.</p> <p>Waste management plan.</p> <p>Student councils at schools in two wards.</p> <p>Improved computerised revenue collection system.</p>	<p>Two study tours conducted on birth control education and ICP (International Child Programme).</p> <p>Letter of intent signed with CDM project, feasibility study at Mwanza landfill, study tour to Arendal's landfill.</p> <p>Exchange of experience through study tours. Establishment of teacher led student council at Pemba Secondary School.</p> <p>No activities in 2009.</p>	<p>Water pipe connected to one health station through investment from Arendal Rotary Club chapter.</p> <p>Landfill and waste collection improvement through linkage with Clean Development Mechanism project.</p> <p>Stronger participation of pupils in school matters at secondary schools in two wards.</p> <p><b>Comments</b></p> <p>The revenue collection improvement component was not implemented in 2009 due to capacity constraints.</p>	<p>Total KS grant: NOK 400000</p> <p>Unspent: NOK 29563</p>	<p>Audit received from Norwegian municipality.</p> <p>No funds transferred to partner municipality and no partner audit required.</p>

## Oslo - Mbombela, Sør Afrika

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

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Environmental management system in place.</p> <p>EMS users trained.</p> <p>Environmentally critical sites mapped.</p> <p>Annual workshop on democracy.</p>	<p>Activities have not been carried out according to plans as the Mbombela Local Municipality went through several difficulties in 2008 which largely impacted on work in 2009. Spending has been far behind budgets.</p> <p>Oslo took the lead in August 2009 to clarify the situation and explore opportunities for future cooperation.</p>	<p>Stronger municipal capacity in environmental management and deeper understanding of democratic principles amongst councilors and managers.</p> <p><b>Comments</b></p> <p>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, but difficulties persisted in 2009 and hampered implementation of agreed activities. KS was kept informed throughout.</p>	<p>Total KS grant: NOK 400000 (NOK 340839?)</p> <p>Unspent: NOK 302421</p>	<p>Audit received from Norwegian municipality.</p> <p>No funds transferred to partner municipality and no partner audit required.</p>

## Elverum - Tsumeb, Namibia

Goals: Secure continuation of a longstanding partnership.

Secure sustainability in MIC programme achievements in service delivery.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Council resolutions for continued cooperation through twinning in both municipalities.</p> <p>Instruments in place for continued collaboration for sustainability of previous achievements.</p>	<p>Both councils voted to continue collaboration. A new cooperation agreement was signed during Elverum's visit to Tsumeb in October.</p>	<p>Continued commitment to partnering involving a broader selection of councillors and staff than earlier.</p> <p><b>Comments</b></p> <p>Budget and capacity constraints prevent cooperation from reaching desired scope.</p> <p>2009 was the last year of Elverum - Tsumeb MIC programme participation. The partnership will, however, continue outside of the MIC programme.</p>	<p>Total KS grant: NOK 100000</p> <p>Total amount spent: NOK 100697</p>	<p>Audit received from Norwegian municipality.</p> <p>No Norad grant funds transferred to partner municipality and no partner audit required.</p>



## Stord - Comolapa, Guatemala

Goals: Improve waste management.

Increase women's participation in local affairs.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Revised environmental procedure.</p> <p>Demonstration site for organic waste treatment.</p> <p>Waste collection system for schools.</p> <p>More women in Development Committee boards.</p>	<p>Three capacity building events for technical and administrative staff and for citizens were organised.</p> <p>Sanitation event for 56 teachers of 1600 pupils in pre and primary school.</p> <p>Benchmarking of environmental knowledge through survey.</p> <p>Building and testing of demonstration site for organic waste handling.</p> <p>Collection and sorting of waste from 20 schools.</p> <p>Capacity building workshops for 300 women on Development Committee boards or standing for board elections.</p> <p>Production of workshop materials to be used over a longer period of time.</p> <p>Literacy classes for 250 women.</p>	<p>In 2007 there was no policy, procedures or system for waste management in Comalapa. A waste management system is now about to be approved by the Council.</p> <p>A demonstration site which will help roll out the new waste management strategy is now in place.</p> <p>The new system for waste management will be piloted in selected schools.</p> <p>The percentage of women on 32 Development Committee boards has increased from 10 % 12 %.</p> <p><b>Comments</b></p> <p>This partnership works closely with the ÅI – Solola partnership. MIC is a component in a wider partnership which also includes VNS and FK Norway.</p>	<p>Total KS grant: NOK 400000</p> <p>Total amount spent: NOK 403334</p>	<p>Audit received from both municipalities.</p>

## ÅI - Solola, Guatemala

Goals: Increase women's participation in local affairs.

Expected outputs	Most important activities	Outcome	Accounts	Audit
<p>Of 76 Development Committees 15 have established Women's Commissions.</p> <p>Female board members in all those 15 Development Committees.</p> <p>Councillors training for 6 members per Development Committee.</p>	<p>Identification of target committees.</p> <p>Selection of trainers and who to train.</p> <p>Production of training materials.</p> <p>Trainings in literacy, business skills and public office skills.</p>	<p>More literate women interested in running for local political office resulting in more women in 76 Development Committees and a more literate female councillors.</p> <p>Development Committee boards had 4 % women in 2007. The number increased to 11 % in 2008 and 12 % in 2009..</p> <p><b>Comments</b></p> <p>This partnership works closely with the Stord - Comolapa partnership. MIC is a component in a wider partnership which also includes VNS and FK Norway.</p>	<p>Total KS grant: NOK 400000</p> <p>Total amount spent: NOK 504790</p>	<p>Audit received from both municipalities.</p>