

REPORT MIC CONFERENCE MARCH 2010

Municipal International Cooperation (MIC)

“East African Cluster”



Oslo, April 2010

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1. Introduction

At the moment there is an increased focus on results in Norwegian development cooperation, this comes about as a result of evaluations conducted on the Norwegian development cooperation in its entirety. And one of the main weaknesses pointed out was that reporting has tended to be on activity-level rather than on results. This affects all projects and programmes funded by the Norwegian Government, including the Municipal International Cooperation Programme (MIC).

NIBR¹ was hired by NORAD² in order to review KS' international projects regarding the organisation's capacity to coordinate and advice the municipal international cooperation. The review does not focus on results as such; neither does it focus on the involved actors' individual performance, but rather KS' administrative and professional capacities to deliver. Whether KS is able to deliver is contingent upon MIC as a practicable, viable programme, and NIBR's review points out that KS has all the prerequisites to continue coordinating MIC: the MIC concept is a well-developed programme by KS; however there are a few challenges that need to be taken seriously for the continuation of the programme.

The challenges in the MIC programme include low cost efficiency; the programme goal being too broad and general for a programme of this nature, scope and size; it is difficult to identify the added value to the programme of the complicated relations between municipalities in Norway and partner countries; and outcome and impact on programme level cannot be clearly demonstrated on the basis of output produced in the individual partnerships.

The review looked into the MIC programme theory and the realism of the assumption it is based on. The review also provides recommendations on how NORAD and KS can follow-up the findings. As a result of this evaluation KS and NORAD entered into a one-year agreement for 2010, and this year will be used to improve and develop the programme based on NORAD's recommendations.

The objective of the MIC conference for the Eastern African cluster³ is to focus, concentrate and develop a more cost efficient MIC programme, with clearer goals and objectives, as well as a common base of understanding regarding MIC. The meeting centered on methodology, setting of goals, roles of different stakeholders, expectations, as well as more specific themes that all partnerships are involved in: people participation, waste management and environmental affairs in municipal planning. For all presentation, see: <http://www.ks.no/mic-conference-EA>

This report will look at the challenges in the MIC programme – with the main focus on the East Africa cluster – that will have to be met in 2010, how KS recommends tackling these challenges, as well as the discussions, debates and suggestions from the partnerships during the conference.

The partnerships in the East African cluster per 2010: Eid & Mbala, Jølster & Mpulungu (Zambia), Gran, Mukono & Lugazi, Ringeby & Mityana (Uganda), Tingvoll & Bunda, Arendal/Aust-Agder County & Mwanza (Tanzania), Porsgrunn & Kisumu and Melhus & Taveta (Kenya).

¹ The Norwegian Institute for Urban and Regional Research.

² The Norwegian Agency for Development Cooperation.

³ The Guatemala cluster had a conference in Guatemala in April 2010.

2. Programme Quality Improvement Process

The report from NIBR can be a good toolkit to ensure quality and increased cost efficiency in the MIC programme. Thus in 2010 KS will develop the methodology further, as well as focus the activities to some municipal tasks in a selected number of countries. In consultation with NORAD, KS will take a series of steps in 2010 in order to gain momentum in the ongoing programme quality improvement process. These steps are expected to include:

- Introduction to the notion of *priority* in addition to *local government task* as a requirement when selecting areas of cooperation.
- Concentration of partnerships in three clusters in order to achieve critical mass for results as well as reduce costs of counseling and programme management.
- Establishment of improvement indicators with a monitoring and assessment mechanism.
- MIC counseling for the south partners.
- Revision of MIC guidelines and methodology.

Based on the presentations and plenary discussions during the seminar some elements distinguished themselves regarding the improvement and development of the MIC programme based on NORAD's recommendations. This chapter will also highlight the most important elements of the discussions and suggestions, as well as look at how it will be tackled.



2.1 Low Cost Efficiency

The way in which the programme was run in the past show low cost efficiency, both regarding how KS utilised the time vis-à-vis the municipalities, as well as regarding how municipalities worked together, i.e. exchange of experience across partnerships. There has been a lack of synergies, and too many one-to-one relations in the programme.



The currently focus on clusters and networks – both thematically and geographically – will make it easier to receive common guidance by KS and sharing of experiences between partnerships. KS and the partnerships will be working towards an increased focus within each partnership, i.e. the partnerships will focus on one or two themes only. This concentration will build synergies and help achieve critical mass in a programme with limited resources.

This MIC conference was the beginning of this concentration, and there was also a MIC conference in Guatemala for the cluster of Norwegian-Guatemalan partnerships in April 2010.

2.2 The Added Value

The NIBR review also showed that the added value of municipalities working with development cooperation was too low, or too hard to spot, as the review stated. However, as NORAD states on their website; “to move political, fiscal and administrative powers from the central level to the local level, can contribute towards poverty reduction”. This statement is built on the belief that local authorities have better insight into local issues and challenges, thus is better equipped to come up with better suited solutions: local solutions are based on local knowledge.



Norway has a well-developed and efficient system of local self-government thus Norwegian municipalities possess experience and knowledge of interest to other municipalities. Through partnering and exchange, some of those skills can be shared in order to strengthen capacity in the south partners.

In addition, the partnerships should be working within the municipalities’ mandate; this will affect both the cost efficiency of the projects as well as make the added value clearer. This is not a clear-cut issue, as the roles and responsibilities in practice are not as simple, and there are unclear divisions of power. However, the partnerships have to use common sense and balance the needs in local communities and the level of responsibility of local self-governments – one has to be aware of the level of mandate. Moreover the mandates of local self-governments in Zambia, Tanzania, Uganda, Kenya and Norway are to some extent overlapping, and it should not be too complicated to find project themes that will suit the MIC criteria.

KS adds value through advice to Norwegian municipalities on how best to partner with municipalities in developing countries and how to transform Norwegian municipal competency into capacity building activities in those municipalities. Furthermore, KS manages the NORAD grant, coordinates activities, offers quality assurance, monitors implementation, reports on results as well as facilitates knowledge sharing and learning.

As stated in UCLG’s Support Paper on Aid Effectiveness and Local Government, “Local governments, in collaboration with their national, regional and global associations, are playing a vital role in the development process by sharing their experience and approaches to assist others in finding appropriate ways to solve their own issues and problems. Through decentralized cooperation programmes [e.g. MIC] that are built on the foundation of partnerships and peer-to-peer exchange, local governments in the north and in the south are working together to reinforce the local capacity to respond to an unending series of development challenges including poverty, and disease, environmental degradation, social decay, corruption and economic collapse.”⁴ Local governments alone, and working together with other local governments, can design services that are more relevant and appropriate to the needs of their citizens.

⁴ UCLG Position Paper on Aid Effectiveness and Local Government (December 2009): <http://www.cities-localgovernments.org/index.asp>

2.3 MIC Guidelines and Methodology

The gap between the programme goal and the activities were seen to be too wide – the existing programme goal is too broad and general for a programme of this nature, scope and size. It can be hard to demonstrate and isolate results that are a direct result of the MIC cooperation. A new programme goal more suited for this programme will be developed in 2010; however the existing programme goal will be kept as a vision:

“Good governance processes to be included in municipal governance and municipal services as part of global fight for poverty reduction and sustainable development in line with the Millennium Development Goals (MDG).”

The long-term impact of the programme is now expected to be a *contribution* towards decentralization. Thus, the programme no longer makes the pretences of having a direct impact on poverty reduction and MDG achievements as such, but can still argue that successful decentralization can.

The planned outputs for 2010 fall into a few main categories including learning opportunities, revised or new plans, pilots, as well as action plans. Outputs on programme level include a quality improvement process with progress indicators, assessment of progress, as well as revision of methodology and guidelines. New guidelines will thus be developed.



KS will also move beyond a limited LFA approach and introduce thinking more in line with Results Based Management (see 2.6).

2.4 Counseling for South Partners

In 2010 the possibilities regarding counseling for south partners will be explored. Two possibilities have been indentified:

1. The East African Local Governments Association (EALGA).
2. Each of the national associations in Kenya, Tanzania, Uganda and Zambia.

All the national associations for local governments in the region were invited to the conference, unfortunately KS was not able to cover any of the expenses connected to travel, accommodation and per diem, however the following associations still sent representatives:

The East African Local Governments Association (EALGA)

The Association for Local Governments in Tanzania (ALAT)

The Association for Local Governments in Kenya (ALGAK)



The Association for Local Governments in Uganda (ULGA) and the Association for Local Governments in Zambia (ZALGA) were not present; however they have voiced their interest.

During the conference a group discussion was organized where possibilities and expectations of the local governments were discussed, regarding the possible involvement of the national associations. Following are a few of the ideas voiced during the discussions:

Uganda: The national association should be involved in the linking of partners in MIC, and informing municipalities about the programme – widely publishing the programme. And once the association is successfully included, they should carry out massive publicity on the activities of the existing partnerships – through magazines, newsletters etc. The association should try to have profiles on each local authority, and ensure that it identifies more partners. The existing partners should be encouraged to share their experiences and best practices, and the national association can assist in offering an area for this activity. Possibility of coordinating all MIC activities in Uganda (e.g. Canadian, Finish, Swedish etc).

Kenya: The national association should include international relations in the mandate (e.g. MIC). The association can aid in identifying needs for capacity building, organize a database of professionals whom can work with MIC, assist in creating arenas where the partners in MIC can share their experiences and best practices with other municipalities. The association can perhaps also aid in monitor the MIC projects in Kenya. Share experiences during ALGAK conferences, and on the ALGAK website. However, funding was a question raised by the ALGAK representative. Can coordinate all MIC activities in Kenya (Canadian, Swedish, Finish etc). The ALGAK representative wrote in the Questback (appendix 4: 8) that the national associations can;

“...build capacity around which themes of MIC are focused on – e.g. waste management, environmental conservation, climate change etc. Another involvement could also be in documentation of best MIC case studies, and giving out to the associations’ members for information and replication at the local level. They can also look for policy issues around MIC, which they can present to their respective governments in order to mainstream MIC programmes in the Local Government Development Agenda.”

Zambia: The mandate of the Zambian local authorities association (ZALGA) includes facilitation of city to city cooperation, and they also have a desk for international affairs which can be of help to the MIC programme. It is important that the MIC programme is not dependent on one person on the association – it needs to be institutionalized in order for it to be effective. ZALGA can also monitor the MIC projects, as well as contribute towards workshops, seminars and so forth. ZALGA was used in

the MIC programme a few years ago. ZALGA has also conducted peer reviews for some projects. Use ZALGA as a platform for sharing of best practices and other experiences (e.g. every July there is a national conference for local authorities in Zambia, and they have a quarterly newsletter).

Tanzania: The association of Tanzanian local authorities (ALAT) is interested in being involved in MIC. The association can be utilized for dissemination of results. They can create an arena for exchange of best practices, as well as offer local authorities information about the MIC programme. They can conduct training and capacity building for the MIC municipalities in Tanzania – consultancy service.

From the plenary discussions during the conference it became clear that the national associations could possibly:

- Monitor the impact of the programme within each country, as well as the region. This could also include the other MIC programmes that might be present in the country (e.g. the Canadian-, Swedish- and/or Finish MIC programmes etc).
- Generate possibilities for best practice and experience sharing between the MIC partners in the country – also to benefit other local authorities that are not a part of MIC.
- Be a link between the south partners, as well as between north and south.
- The national associations can gather information on the development trends in the local government sector.

The East Africa Local Government Association (EALGA) wrote in the Questback (appendix 4: 8) that; “The NAs [national associations] and the RAs [regional associations] can be involved in MIC through programme activities, i.e. enhancing dialogue and promoting the exchange of knowledge and experiences on topics such as good local governance, intergovernmental fiscal relationship, building local democracy etc. Such involvement of the NAs helps on taking the message far to reach a wider audience of stakeholders, but also strengthening the existing cooperations and improving capacity. MIC is a good vehicle for NAs and RAs to raise the concerns in their relationship with local authorities. MIC is also an excellent platform for participatory research on local development and progress through cooperation”.

KS will discuss how the local and regional associations can be of use, also in regards to expenses.

2.5 MIC General Principles

It is significant for the programme and the partners involved that one has a common understanding of what MIC entails. The MIC programme’s basis is capacity-building within municipalities, in order to create good governance processes, more efficient and improved service delivery. “Efficiency” is that all services should be provided as fast and cost-efficient as possible, that persons who make decisions should represent the population with regards to, e.g., age and gender, that a broad participation in decision-making should be catered for, decisions and financial matters should be transparent to all and administration and politicians should be held accountable.

The MIC programme should build capacity in selected areas in a limited number of municipalities within the mandate of the municipality, in order for these to deliver better and more efficient services for the inhabitants. It is a method of mutual capacity learning and development of the municipalities focusing on democratic processes, through the exchange of knowledge and ideas, thoughts and best practice examples.

It is also important to highlight that the project's main focus should not be mainly on physical results, but on the learning and democratic processes that can be experienced through the work – planning with the inhabitants, transparent budgeting procedures and procurement, accountable financial management and system to manage and maintain the physical goal.

It is important that the partnerships involved in the MIC programme have discussions regarding the principles of the MIC programme, the definitions of the themes and what is meant by e.g. poverty, democracy, what are the priorities in the south partner and so forth. Thus, creating a common understanding and platform from which one can work on/from. This increases the chances for a successful project.

2.6 Results Based Management

The LFA (Logical Framework Approach) methodology is a tool that has been commonly used in development cooperation, and is meant to illustrate the logical connections between goals, activities, output and outcome. The MIC partnerships that have been involved in the programme for quite some time are now familiar with the LFA methodology. Thus, the Results Based Management (RBM) methodology now introduced is not something entirely new; the methodology is just a continuation of LFA as well as a simplification.

RBM is meant to be a more dynamic tool, it allows projects to use the methodology and follow the effects and achievements of the activities, and also re-adjust the activities during the project period based on the plan. RBM is a method developed in order to simplify the process of reporting on outcome.

The reporting level for each year is kept to an output-level, at minimum, however after a three-year period the projects have to be able to report on **outcome**, and outcome represents the planned effects on the users of the intervention/activity. Thus, it becomes very important to set measurable goals at the level of outcome, as well as defining the target group. Many projects have a tendency to report on activities implemented and completed, however one has to look at what has *happened/come out of the activities implemented and completed*. This is the interesting and significant element in projects: From what we have done, to what we achieved!

The choice of **indicators**⁵ has to be clearly considered in order for the indicators to offer a foundation for reporting on results, and be an aid during the project to see if the project is on the right track. Thus the indicators should be easily measurable and quantitative; however it is also good and helpful to have one or two indicators that are qualitative, as far as that is possible – so as to give a more holistic picture. Indicators should also not exceed three per outcome.

⁵ More on indicators see "Governance Indicators: A User's Guide" (2nd Edition):
http://www.undp.org/oslocentre/docs07/undp_users_guide_online_version.pdf

A qualitative indicator can be “How has the sensitization affected the councillors”, and the affect can be measured through interviews and questionnaires. And compared then to the quantitative indicators can give a more detailed representation of the results of the activities. Including qualitative indicators in the project overview also means that funding for conducting interview and/or questionnaires will have to be included in the budget.

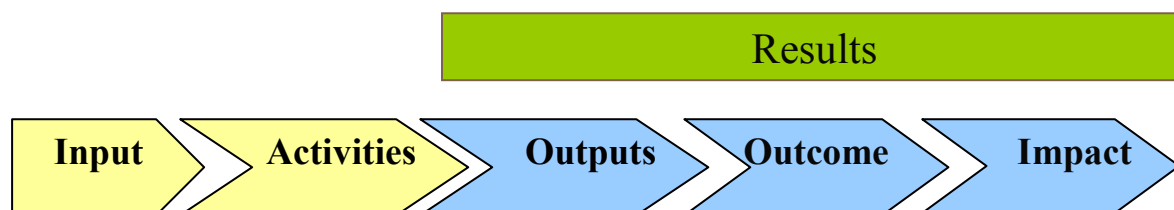
You can use indicators that already exist, for instance:

UNDP in Oslo: <http://www.undp.org/oslocentre/resources/publications.html>

Web-severs at Statistical Agencies: <http://www.ssb.no/english/links/>

UCLG: <http://www.cities-localgovernments.org/>

One cannot ever be totally clear that outcomes and impacts are results solely from the MIC-programme activities, nonetheless the projects should be aware of other projects working within the same field (national projects and programmes, business development projects and so forth), then, when reporting on outcome and impact, you analyse and list all the other factors that could have affected the outcome and impact. There will always be other factors affecting the project, both external and internal, and negative and positive.



Good reporting on results is good planning. In the project document, this must be clearly formulated through objectives and goals, how the objectives should be monitored during the programme and how, when and at which level should the reporting on results take place. And a good **baseline** is necessary for a successful project. Good reporting and a successful project come from a solid starting point – knowing where we were, and where we would like to go:

FOUNDATION

Problem → what is the challenge that we will work with? status? → **Baseline**

Objective → what results do we want? What do we want to reach? → **Setting objectives**

Objective achieved → how do we know that we have reached the desired objective? → **Indicators**

RESULTS

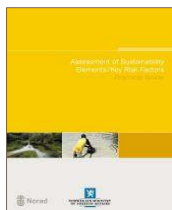
Analysis → what have we achieved? → **Evaluation**

Report → this is what we have achieved → **Documentation**

USE

Management → shall we alter, adjust, reduce, increase, continue, end the project?

Learning → what have we learnt / our experiences?



Every project should have conducted a **risk analysis**. There are risks on all levels, and it is important to be aware of the internal and external factors so as to be able to tackle these risks. A good tool for risk analysis is NORAD's brochure *Assessment of Sustainability Elements/Key Risk Factors – Practical Guide*. The brochure can be found on NORAD's website (www.norad.no). Here you will also be able to find the brochure on *Results Management in Norwegian Development Cooperation – Practical Guide*, which will give you a good understanding of results management and RBM.

3 Experience Exchange: Field Trip Tanga City Council

In the middle of the week the conference programme included a field trip to Tanga City Council, with the focus on waste management. The Mayor of Tanga, Hon. Salim Kassim Kisauji, received the participants at the City Hall, where he welcomed the group and briefed them about Tanga. After the Mayor's welcome, the group walked over to the library where they were met by Mr. Joseph Mbathi, Health Officer at Tanga City. Mr. Mbathi took the group around for the rest of the planned programme.



The group were informed about the waste management system in Tanga, before visiting the recycling post where containers were repaired, garbage incinerated and sorted. One of Tanga's main challenges are the containers, which keep falling apart due to the salt sea air. Furthermore, the group was taken to visit the land field, as well as a community project run by women who sorted garbage in the villages.

The field trip allowed for sharing of experiences between Tanga and the MIC partners, however also opened up for increased sharing of experiences and methods between the MIC partners. It created a basis for wanting to share how one is solving challenges of waste management in one's own local government.

4 Conclusions

4.1 The Conference

The Questback had 17 unique responses, and was sent to 26 of the participants. It was sent mainly to the north partners, as KS already have all of the north partners' e-mail addresses. However, the north

partners were also asked in the Questback to forward it to their south partners. From the responses it shows that we have had quite a few responses from the south partners as well.

All in all, the participants that answered the Questback, were 100% satisfied or very satisfied with the MIC conference in Tanga (appendix 4: 1), and the length, the contents, themes and presenters were also deemed satisfactory.

The conference provided the participants with reasonable information and knowledge about the MIC programme's principles, guidelines as well as the future of the programme (appendix 4: 3). Some of the suggestions for improvements regarding the conference included:

1. *Too much focus on some of the MIC partnerships. Could have been even more country-wise discussions. Also, more time for group work.* Regarding the first point, KS will make sure to consider this in the next conference, but because of the time and cost limit for such a conference, priorities had to be made. Furthermore, the objective of this conference was mainly to introduce the MIC programme as it is developing now, i.e. the main principles, the results based management approach, new methodology, the focus areas and so forth.
2. *The national and regional local authorities associations should be present from the very first day of the conference, in order to understand the nature of the MIC-programme and be kept informed.* This comment was included in the evaluation by one of the associations, and KS agrees and will invite the associations from the start of the next conference. However, the expenses will probably not be covered by the programme, and the associations will have to cover these themselves⁶. Nevertheless, this will have to be discussed in the future.
3. *The conference should be hosted by participating partnerships to accord the partnerships an opportunity to have first-hand experience of the programme.* This suggestion has also had the complete opposite opinion, where some of the participants were happy that the conference was held at a neutral place, so that the all the participants could concentrate and focus at the task at hand.

The MIC programme has to be a cost efficient programme, thus there are many complicated priorities that constantly have to be made by both KS and the partners. Some of the suggestions for improvements are not cost efficient, thus will have to be down-prioritised for the time being. However, this can change in the future and all the suggestions are now included here in the report, as well as the appendices.

For more detailed comments and suggestions see the evaluations in the appendices:

- Appendix 3: the comments written down by the participants on the very last day of the conference. Gives a good overview of the initial reactions to the conference.
- Appendix 4: the Questback evaluation. This evaluation adds to the first one, thus offering a more holistic view of the conference as well as additional themes⁷.

⁶ The expenses of the associations were not covered this time either, and the associations were invited to the last two days of the conference. ALAT, ALGAK and EALGA attended. The Zambian association was invited, but somehow did not get the invitation via e-mail (the invitation via the post came too late). The Ugandan association also did not receive the invitation letter, however they said that they could not have attended because of the cost. KS now has all the right contact information, to all the associations.

⁷ It is very useful also just to read some of the comments in the Questback.

4.2 The MIC programme's Future

Some of the suggestions/comments in the evaluations regarding the improvement of the programme were as follows:

- Expansion, in order to include more partnerships in the MIC programme.
- Other countries in the region can also be included, e.g. Burundi and Rwanda, if possible within the working framework.
- A universal plan should be made regarding a MIC conference, so that one partner moves directly from the conference to the cooperative partners, in order to reduce costs.
- MIC meetings should be held more often for both south and north partners, in order to evaluate progress and mutual sharing of experiences – at least once a year. And the Result Based Management should be evaluated at such meetings.

In 2010 KS will develop indicators on programme level, new guidelines as well as a new programme goal and objectives – the MIC methodology will be revised. KS will also look into the possibility of involving the national associations for counseling of the south partners, and terms of references will be formulated. In addition, a possibility for expansion will be looked into.

This network meeting was a launching meeting for the clusters, i.e. the thematic and geographical focus. And was organised so as to give all the participants – both from the north and south – a common ground to start from: A common understanding of the MIC programme and the future of the programme. Hence, offering both staff and politicians the opportunity to attain the same knowledge regarding MIC and Results Based Management. This is also one of the reasons why we did not have any parallel seminars, as we felt that everyone involved in MIC should have the same understanding and awareness regarding the programme.

The partnerships will now have to work within one or two themes within the local government's mandates, and focus on environmental affairs in municipal planning (e.g. waste management) and/or women participation. As well as get acquainted with Results Based Management, and improve on their reporting of results of their activities.

4.3 Reporting 2010

KS only has an agreement with NORAD for 2010, thus reporting will differ slightly from previous and future years:

A new application⁸	1 September 2010
Progress report	1 September 2010
Final report for 2010	1 April 2011

New application and reporting forms will be developed based on the RBM methodology.

⁸ An application with modifications and amendments that demonstrate that the partnerships have understood the future of the programme.

5. APPENDICES

APPENDIX 1: PROGRAMME



MIC Conference Programme – March 2010

Tanga, Tanzania (TICC)

Monday 15.3	Programme
11:00	Bus will pick up the participants staying at Mkonge hotel
12:00 – 13:00	Registration at the reception
13:00 – 14:00	Lunch
14:00 – 14:15	<i>Welcome and Introduction of the Norwegian Association for Local and Regional Authorities</i> by KS' International projects Director Elita Cakule and some practicalities by Pernille Nesje, Adviser KS' International Projects Short break
14:15 – 15:15	<i>"Introductions" - Getting to know all the participants</i>
15:15 – 15:45	<i>General Principles of MIC</i> by Pernille Nesje, Adviser KS' International Projects
15:45 – 16:00	Snack break
16:00 – 16:30	While eating snacks and drinking coffee or tea: <i>What are your expectations regarding this conference?</i>
16:30 – 18:00	<i>Cross-Cultural Cooperation</i> by Ruth Nesje, Director TICC
19:00	Bus back to Mkonge hotel
Tuesday 16.3	Programme
08:30	Pick up participants at Mkonge Hotel
09:00 – 10:00	<i>The Organisational Review of KS' International Projects by NIBR – the challenges identified and how are these challenges met?</i> By Pernille Nesje
10:00 – 10:15	Short break
10:15 – 11:15	<i>Methodology: Result Based Management</i> by Elita Cakule
11:15 – 11:30	Snack break

11:30 – 12:30	Group work with activity plan
12:30 – 14:00	“Working lunch” <i>Long lunch in order for the partnerships to continue discussing activity plan</i>
14:00 – 14:30	<i>Local Government in Norway</i> by Elita Cakule
14:30 – 14:45	<i>Relation politics/administration in Norwegian municipality with reference to the MIC work</i> by Erling Bøhle, Mayor Melhus municipality
14:45 – 15:00	<i>Relation politics/administration in a Tanzanian municipality with reference to the MIC work</i> by Hon. Leonard Bihondo, Mayor Mwanza municipality
15:00 – 15:15	Snack break
15:15 – 16:15	Group work: Discussion
After 16:15	Time set aside for the partnerships
17:30	Bus back to Mkonge hotel
Wednesday 17.3	Programme
09:00	Participants staying at TICC will leave with bus
09:30	Pick up participants from Mkonge
10:00 – 13:00	<i>Field trip to Tanga City Council</i> - focus on waste management, environmental affairs and municipal planning
13:30 – 14:30	Lunch at Mkonge hotel
14:30	Back to TICC
15:00 – 16:00	<i>Tanzania Cities Network (TACINE) - Tanzania Cities/Municipalities Knowledge sharing Cooperation for improved Urban Planning to meet expected Service delivery and Local Economic Development</i> by Mr. Philotheusy J. Mbogoro, National Coordinator TACINE
16:00 – 16:15	Refreshments
16:15 – 17:15	Group work and discussions: <i>What did we see on the field trip? What did we learn?</i>
After 17:15	Time set aside for partnerships
18:00	Snacks will be served Bus back to Mkonge hotel
Thursday 18.3	Programme

08:30	Pick up participants at Mkonge hotel
09:00 – 09:30	<i>East African Local Governments Association – Your Voice in the Region</i> by Mr. Moses Kimaro, Programmes Head Section of Policy Research and Advocacy at EALGA
09:30 – 11:00	
11:00 – 11:15	<i>Association of Local Authorities in Tanzania - ALAT</i> by Mr. Cleophas Manyangu, Head of ALAT's Legal Section
	Snack break
11:15 – 12:15	<i>Association of Local Government Authorities - ALGAK</i> by Ms. Joyce Nyambura, Programme Officer ALGAK
12:15 – 12:45	<i>The Norwegian Association for Local and Regional Authorities - KS</i> by Ms. Pernille Nesje
12:45 – 13:15	Group work: <i>How can MIC benefit from the local governments' associations? Why should the associations be involved?</i>
13:15 – 14:00	
14:00 – 15:00	Lunch
15:00 – 16:00	<i>Town Council of Taveta and Melhus municipality - MIC as part of Taveta's 5 Year Strategic Plan (2009-2013)</i> by Mr Sharif Rashid, Taveta Town Clerk, and Mr. Jan Henrik Dahl, Project Coordinator Melhus.
16:00 – 17:00	<i>Women participation in Tanzania</i> by Ms. Millao, Regional Administrative Secretary (RAS) in Arusha (tbc)
17:00 – 17:30	<i>Women participation and gender issues in MIC – Experiences from a MIC Partnership?</i> By partnership Eid / Mbala
19:30	Group discussion: <i>Experience sharing – women participation and gender as cross-cutting issues in the MIC partnership</i>
	Formal dinner at TICC
	3 course meal with 1 bottle of water, 2 beer or 1 glass of wine included.
Friday 19.3	Programme
09:30	Pick up participants at Mkonge hotel <i>NB! Check out of hotel!</i>
10:00 – 10:30	<i>Experiences from Kisumu, a Millenium City and a MIC partner – a new MIC partnerships look at the future</i> by Kisumu
10:30 – 11:15	Group work: Continue working on the Activity Plan
11:15 – 12:15	Refreshments will be served
12:15 – 13:00	<i>Evaluation and lunch</i>

APPENDIX 2: LIST OF PARTICIPANTS

Name	Position	Partnership
Raphael Phiri	Town Clerk	Mbala and Eid
Pamela Mukupa Zulu	Admin. Project Coordinator	Mbala and Eid
Elin Leikanger	Project Coordinator	Mbala and Eid
Siv Rotevatn	Councillor	Mbala and Eid
Abdul Kigozi	Admin. Project Coordinator	Mityana and Ringebu
Edward Lwanga	Town Clerk	Mityana and Ringebu
Olav Brandvol	Project Coordinator	Mityana and Ringebu
Arnhild Baukhol	Mayor	Mityana and Ringebu
Erling Bøhle	Mayor	Taveta and Melhus
Jan Henrik Dahl	Project Coordinator	Taveta and Melhus
Pascal Kihara	Chairman	Taveta and Melhus
Sharif Rashid	Town Clerk	Taveta and Melhus
Josiah Sserunjogi	Project Coordinator Mukono	Mukono, Lugazi and Gran
Heman Ssentongo	Project Copordinator Lugazi	Mukono, Lugazi and Gran
Hon. Johnson Muyanja	Mayor Mukono	Mukono, Lugazi and Gran
Ssenyonga	Speaker Lugazi Town Council	Mukono, Lugazi and Gran
Peggy Kiggundu	Project Coordinator	Mukono, Lugazi and Gran
Kirsten Jåvold Hagen	Vice Mayor	Mukono, Lugazi and Gran
Rune Meier		Mukono, Lugazi and Gran
Kari Rasmussen	Ass. Chief of Municipality	Arendal, Aust-Agder and Mwanza
Oddvar Skaiaa	Ass. County Mayor	Arendal, Aust-Agder and Mwanza
Hans Fløystad	Supervisor	Arendal, Aust-Agder and Mwanza
Hon. Leonard Bihondo	Mayor	Arendal, Aust-Agder and Mwanza
Joseph Alex Mlinzi	City PRO	Arendal, Aust-Agder and Mwanza
Fredrik Wilhelm Gulbranson	Chief Municipal Executive	Tingvoll and Bunda
Liv Birkeland	Councillor	Tingvoll and Bunda
Hon. Pastory Ncheye	Mayor	Tingvoll and Bunda
William Mabanga	Township Executive Officer	Tingvoll and Bunda
Ingvild Hjelmtveit	Town Manager	Jølster and Mpulungu
Thor Over Farsund	Adviser	Jølster and Mpulungu
Ernest Sumani	Chief Executive	Jølster and Mpulungu
Jonathan Simbeya	Project Manager	Jølster and Mpulungu
Kjell Lillestøl	Project Manager	Porsgrunn and Kisumu
Øystein Beyer	Mayor	Porsgrunn and Kisumu
John Sande	Mayor's Assistant and Adviser	Porsgrunn and Kisumu
John Ongele	Councillor	Porsgrunn and Kisumu
Moses Kimaro	Head Section of Policy Research and Advocacy	EALGA
Joyce Nyambura	Programme Officer ALGAK	ALGAK, Kenya
Cleophas Manyangu	Head of Legal Section	ALAT, Tanzania
Elita Cakule	Director KS' International Projects	KS' International Projects
Pernille Nesje	Adviser KS' International Projects	KS' International Projects

APPENDIX 3: EVALUATIONS

Friday 19 March 2010

[Statements written down by participants on the last day of the conference]

1. KS contribution to conference – excellent.

TICC accommodation – excellent.

Good programme – but maybe a bit tight, should have had one half-day session allowing for sightseeing. It would have been a benefit I think.

Minus: trouble with hearing, because of fans and windows – microphone.

Big minus for the bus trip from Dar.

2. Planning, organizing and conducting has been perfect!

Very interesting. We've learn a lot. Useful for a new partnership to listen to experiences from others.

Framework for a good dialogue between partners. Good atmosphere.

3. The press should have been invited, especially to the opening session to allow for nationwide publicity and worldwide.

The partnerships participating in the MIC meeting should be allocated at least one presentation to show the positive and negative achievements in MIC, so that others can learn.

4. It would be better in future to hold such a meeting in a partnership municipality.

If gender balance should be realized in the future, KS/NORAD should consider increasing the delegation to four members.

KS/NORAD should consider allowing projects of a capital nature (through a limited magnitude) eg. Tree planting. Sometimes these have a more lasting affect on the communities.

5. Nyttig å treffe andre samarbeid – mye å lære av å snakke med andre.

Viktig å samle ulike samarbeid og land – sør-sør læring / sør-nord læring.

6. Interesting subjects.

Long and warm days. Maybe the meetings could have been before lunch, siesta, and then continue in afternoon.

The acoustic conditions in the conference room was good, but there could have been a microphone as some people talk low.

7. New and good experience.

Wish all good luck.

8. Ni støyende vifter, 5 doble, åpne dører, lyden fra biler, fugler, trimmer, plenklipper. Kombinert med afrikanernes lave stemmer med en, for oss, litt merkelig uttale, aksent.

Varmt, veldig varmt.

Kanskje mest utbytte av samtalene i to og to grupper.

9. Location: Having location in Tanga and at TICC has been very good, especially for me, as I have ample time for concentration. I would give this 120%

Presentations, facilitation and deliberation. I am truly impressed with all presentations. I only regret to have missed the first day.

I comment all facilitators and moderators for a job well done.

Food and organization: Superb and my sincere gratitude to the host, staff of TICC and in a special way KS duo-team. Thanks up to all!

10. Bra med presentasjon av ulike partnerskap.

Bra mat, men gjerne mer kaffe.

Bra med gruppearbeid på ulike tema. Dette kunne kanskje blitt utviklet til parallelle sesjoner der ulike partnerskap hadde spesielt ansvar.

11. ALGAK – Joyce Nyambura

The Conference was a big eye-opener. I have known how it can be integrated into our development programmes.

It would have been good for the associations to be present from day 1 of the conference, so as to learn about the activities within the MIC partnerships.

Methodology of presentation (partner and partner) was great.

12. The conference was organized well in terms of the presentations, time management and group meetings.

KS can start thinking of expanding to include more partnerships into their work and such meetings.

Other countries can also be included in the region, such as Rwanda and Burundi, if possible within the working framework.

Overall this partnership is good and should be promoted to include various working areas and members from both north and south.

I think the conference achieved its purpose.

13. This has been a good meeting when it comes down to both the conference centre, the accommodation and the content.

Within the given timeframe I think both KS and the participants have done a good job.

14. The arrangement of the meeting was very good in that;

very good time management

relevant facilitators

very good meals

a very conducive place for such an international meeting

accommodation was good

the security was good

the organizers were very consonant with the programme

Thank you very much.

15. The meeting was generally good but time was so limited/ timetable so tight.

Meeting place is good and the organizations as well.

Lunch and dinner was ok all the days.

16. The meeting was always in time.

Accommodation arrangements were good.

Security and the place was very good.

Good topics within the entire week.

17. It would be good to have such MIC meetings in already existing partnership towns. This will help in assessing the performance at the site.

More time should be allocated to partnerships meetings as there is always a lot to discuss and agree upon.

A universal plan should be made such that from the MIC conference, one partner moves direct to the other to reduce costs.

18. Perhaps half day excursion / team building activity.

Good locations and facilities, minus for having to split accommodation.

Good programme, some long speeches and difficulties with acoustics.

19. The meeting was well-prepared and conducted.

Sometimes it is better for the participants to have copies of the presentations. This may lead them to make changes.

20. Effective / well-managed conference – to the point of issues necessary.

Experience sharing possibilities through continuous network web page – the good examples.

21. In the councils:

Gender issues should be discussed and allocated slots through council resolutions in all development / project committees in the council.

Set aside seats in the council for the nominations of women councilors.

Top management post must be divided fairly on 50/50 basis.

22. The workshop was well-organised.

Materials were well-presented especially from the three associations (EALGA, ALAT, ALGAK) – excellent.

Accommodation and food was good.

Transport was on time.

Weather was very hot. Hot in its true sense.

23. The meeting was a good eye-opener and a learning process from different cooperations.

The organization was perfect and I was happy all the way, only we did not have enough time for people to make reactions to the gender presentations.

As for the two of you! You were really superb.

24. Venue – fine! Programme – long days, but this is not a holiday!

Group-discussions – we would appreciate more time for discussions within our partnerships.

25. Very good seminar – interesting and important issues on the programme.

The bus Dar-Tanga was in bad condition and the driver was too eager to pass every car, also when two white stripes – that should not happen in a new seminar.

TICC was a very good place, with very good food.

26. Common understanding of project / challenges (groups for each project, more in detail – challenge for the people activating the projects)

Show the place where we are.

Some subjects have been less relevant to a politician.

27. Suggestions for future meetings:

The facilitation was very good – keep it up.

In Namibia, last time, it was suggested to give the participants some time to see the town in which they have gone to.

Next time, let the meeting be held on another continent, not Africa.

28. It was a very good idea to invite the national and regional local government associations. They should be involved in the MIC meetings.

MIC meetings should be more often for both south and north to evaluate progress and mutual sharing of experiences - at least once a year. The RBM should be evaluated at these meetings.

Creative forum – webpage, for information sharing for partnerships in both south and north, which can be viewed and managed by KS.

29. All partnerships to present a report for other partnerships to learn.

Allow visit to local town.

Presentations and structure of workshop was excellent.

30. Size and type of delegation: political representation, executive representation and programme level representation.

Try to organize the meetings so that the logistics / transport is easier / faster.

Transport between hotel and meeting venue should not be paid by each partnership.

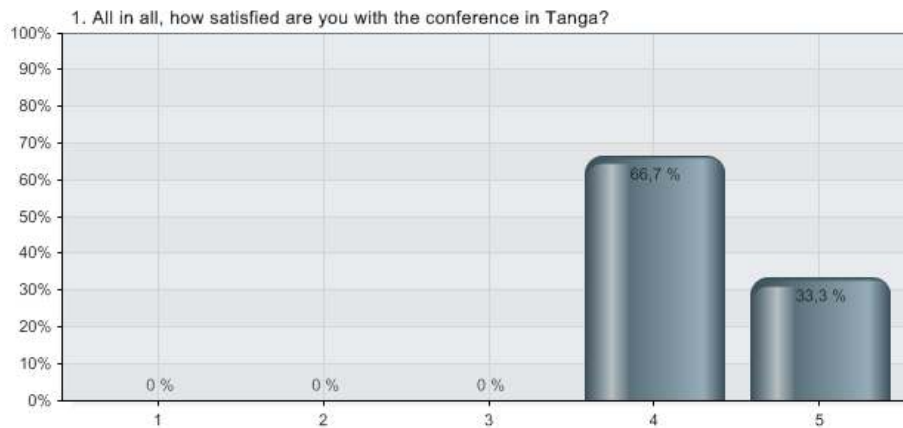
APPENDIX 4: QUESTBACK EVALUATION

Evaluation MIC Conference, Tanzania, April 2010

Published from 26.04.2010 to 15.05.2010

17 responses (17 unique)

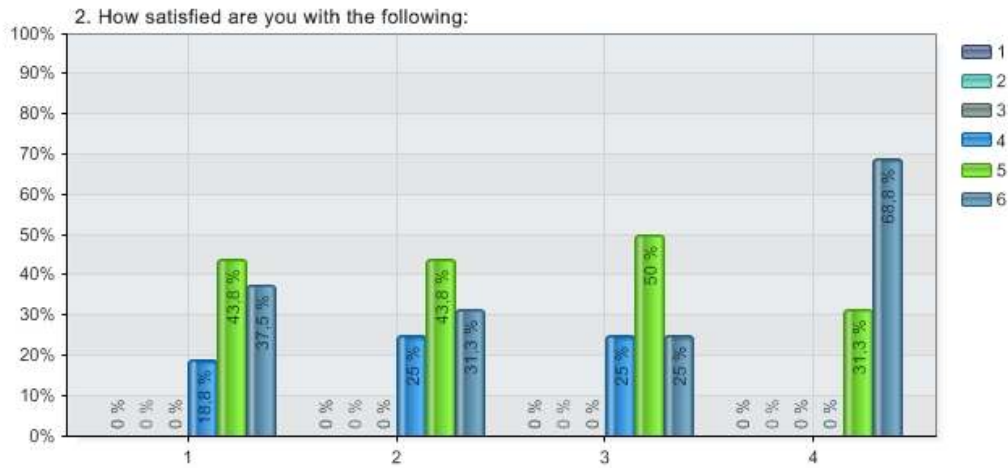
1. All in all, how satisfied are you with the conference in Tanga?



Alternatives	Percent	Value
1 Very Unsatisfied	0,0 %	0
2 Unsatisfied	0,0 %	0
3 Indifferent	0,0 %	0
4 Satisfied	66,7 %	8
5 Very Satisfied	33,3 %	4
Total		12

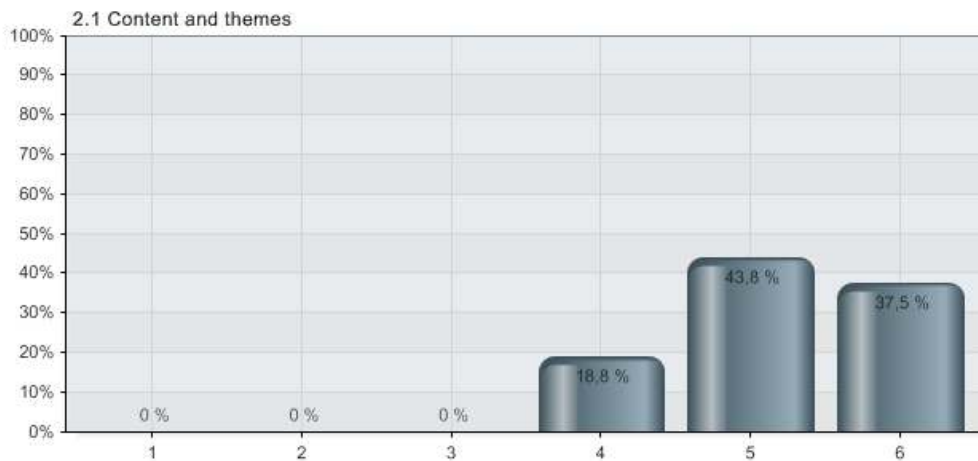
2. How satisfied are you with the following:

On a scale from 1-6. 6 is top score.



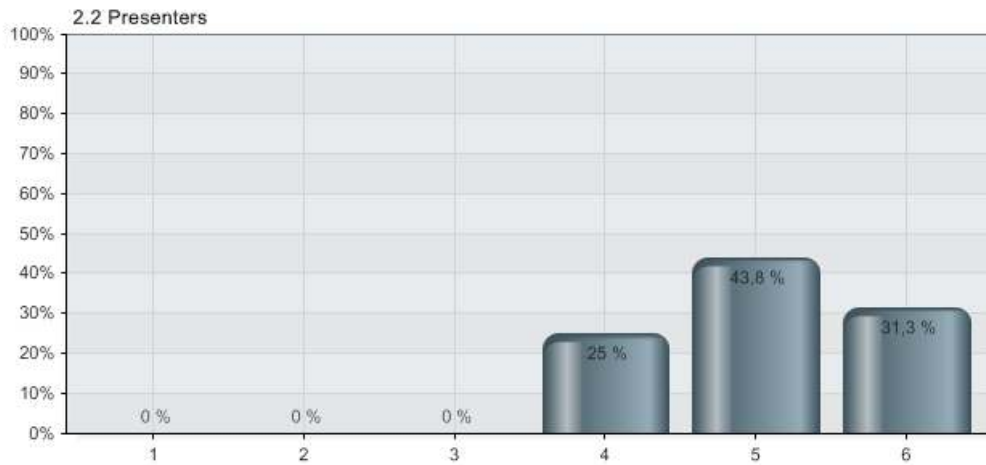
Alternatives	N
1 Content and themes	16
2 Presenters	16
3 The length of the conference	16
4 The organisers	16

2.1 How satisfied are you with the following: - Content and themes



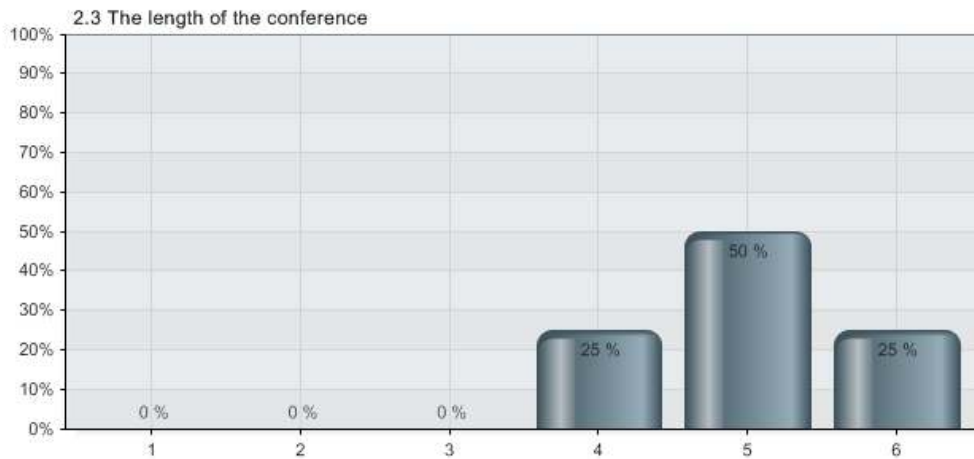
Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	18,8 %	3
5 5	43,8 %	7
6 6	37,5 %	6
Total		16

2.2 How satisfied are you with the following: - Presenters



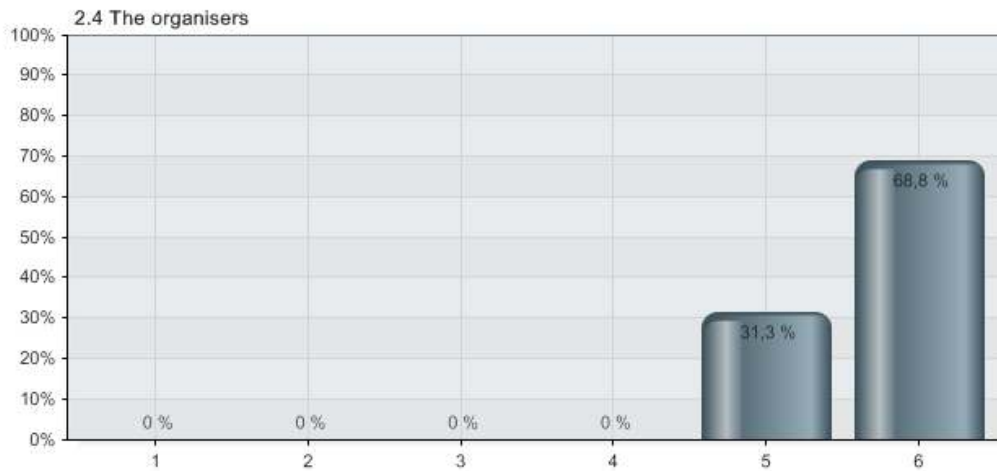
Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	25,0 %	4
5 5	43,8 %	7
6 6	31,3 %	5
Total		16

2.3 How satisfied are you with the following: - The length of the conference



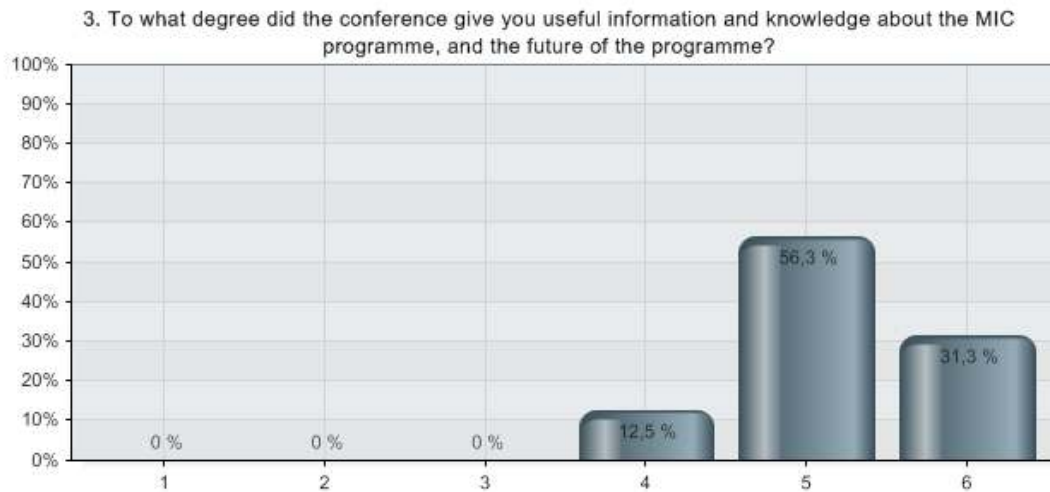
Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	25,0 %	4
5 5	50,0 %	8
6 6	25,0 %	4
Total		16

2.4 How satisfied are you with the following: - The organisers



Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	0,0 %	0
5 5	31,3 %	5
6 6	68,8 %	11
Total		16

3. To what degree did the conference give you useful information and knowledge about the MIC programme, and the future of the programme?



Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	12,5 %	2
5 5	56,3 %	9
6 6	31,3 %	5
Total		16

4. Suggestions for improvement? Or any other comments:

Too much focus on some of the cooperations. Could have been more country-wise discussions.

More time for group work.

Associations to be present from Day 1 of the conferences in order to understand the nature of MIC programmes that are on-going

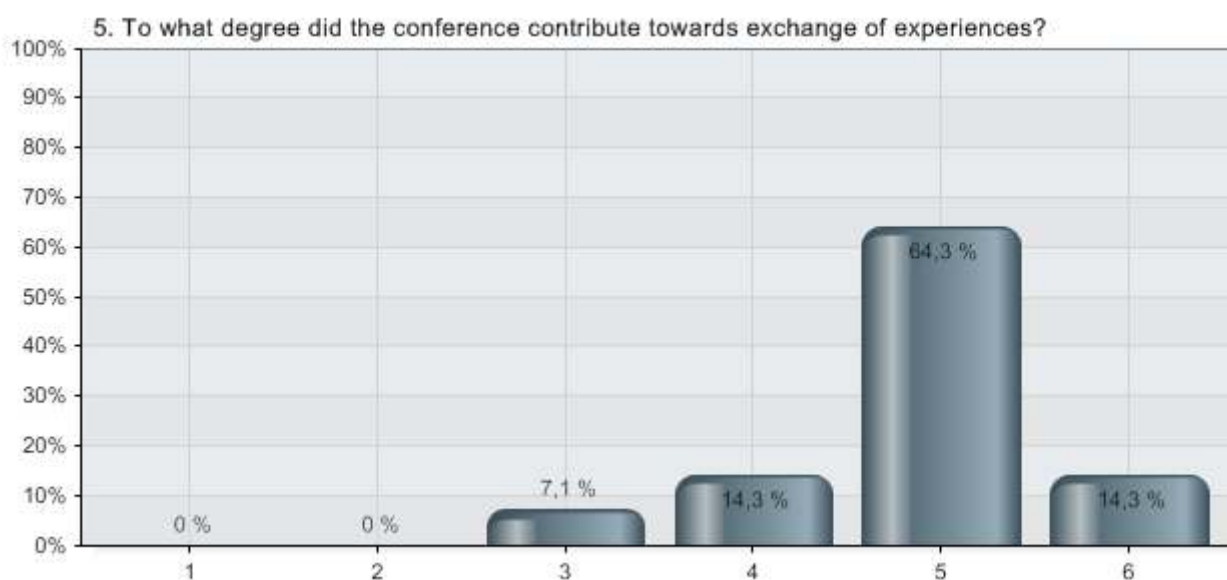
follow up meeting should be on a regular basis so that south partner can have the opportunity to share experiences in regard to challenges met during the implementation of planned activities.

It is quite understandable that MIC-Program is new. As it grows and expand, there is a great need to try and comprehend the true challenges in Africa countries that are involved in this program. To us, these challenges are key in entering such partnerships and such a program.

The conference should be hosted by participating partnerships to accord the other partners an opportunity to have a first hand experience of the programme, share experiences in a practical sense and provide an opportunity to share in the evaluation and monitoring of the success of the programme

5. To what degree did the conference contribute towards exchange of experiences?

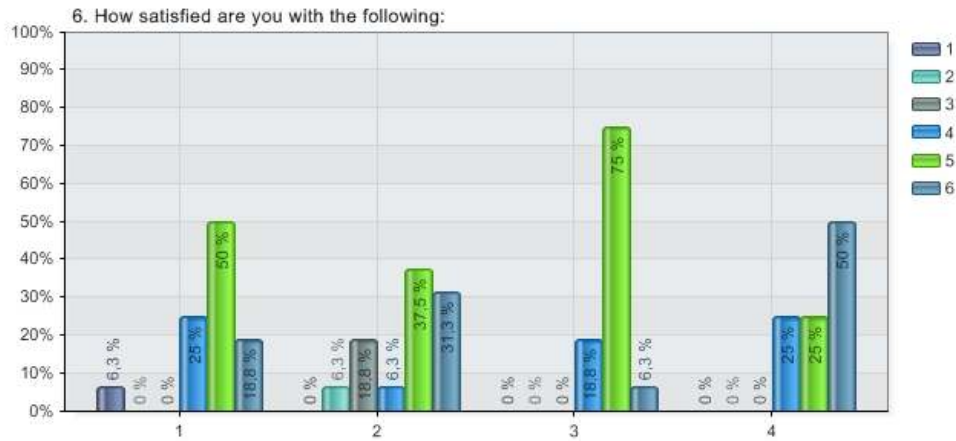
On a scale from 1-6. 6 is top score.



Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	7,1 %	1
4 4	14,3 %	2
5 5	64,3 %	9
6 6	14,3 %	2
Total		14

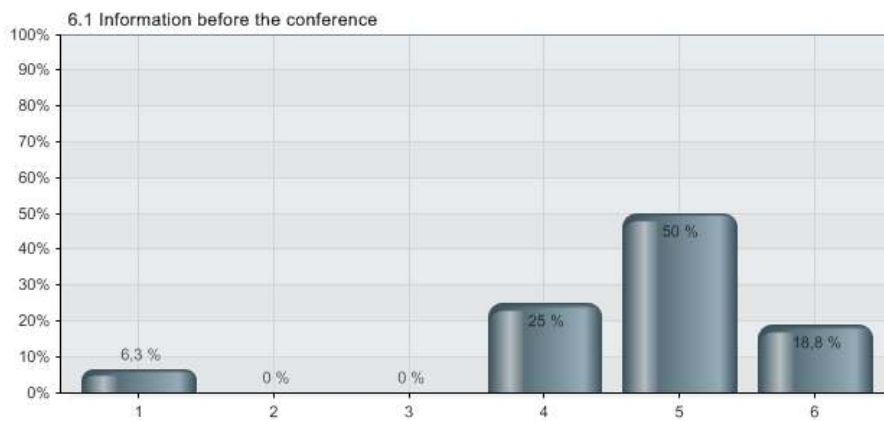
6. How satisfied are you with the following:

On a scale from 1-6. 6 is top score.



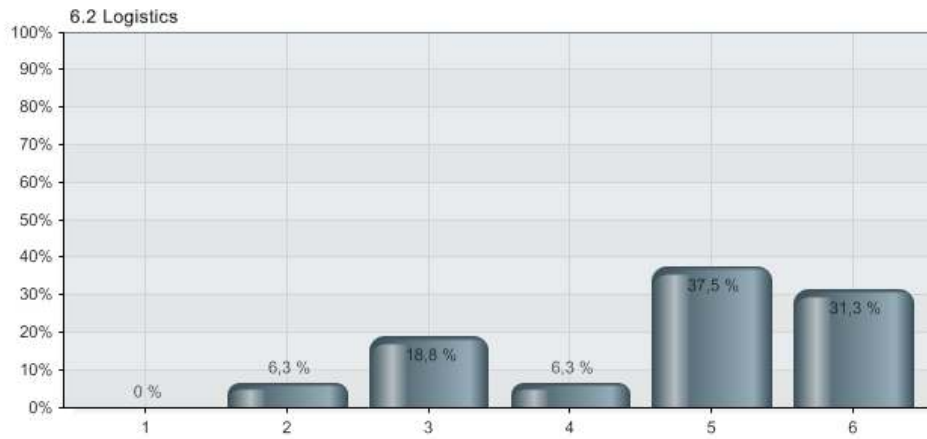
Alternatives	N
1 Information before the conference	16
2 Logistics	16
3 Conference facilities	16
4 Accommodation	16

6.1 How satisfied are you with the following: - Information before the conference



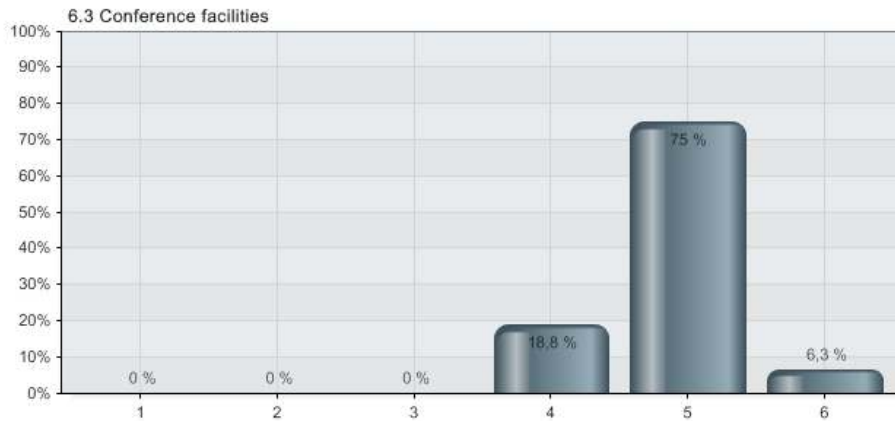
Alternatives	Percent	Value
1 1	6,3 %	1
2 2	0,0 %	0
3 3	0,0 %	0
4 4	25,0 %	4
5 5	50,0 %	8
6 6	18,8 %	3
Total		16

6.2 How satisfied are you with the following: - Logistics



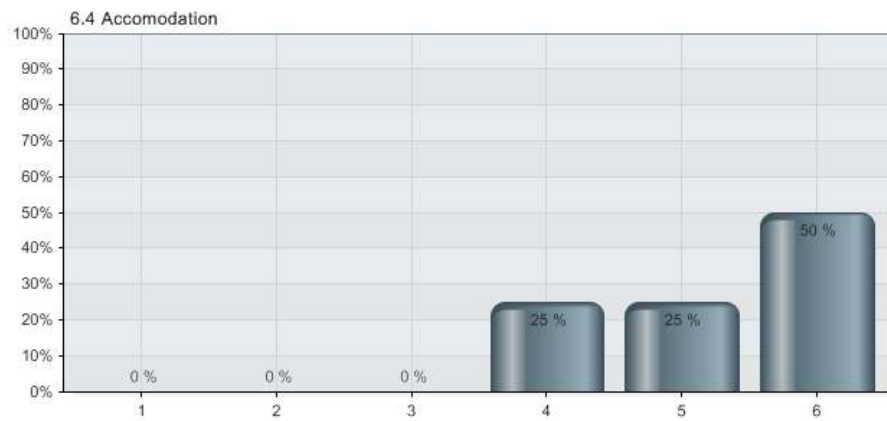
Alternatives	Percent	Value
1 1	0,0 %	0
2 2	6,3 %	1
3 3	18,8 %	3
4 4	6,3 %	1
5 5	37,5 %	6
6 6	31,3 %	5
Total		16

6.3 How satisfied are you with the following: - Conference facilities



Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	18,8 %	3
5 5	75,0 %	12
6 6	6,3 %	1
Total		16

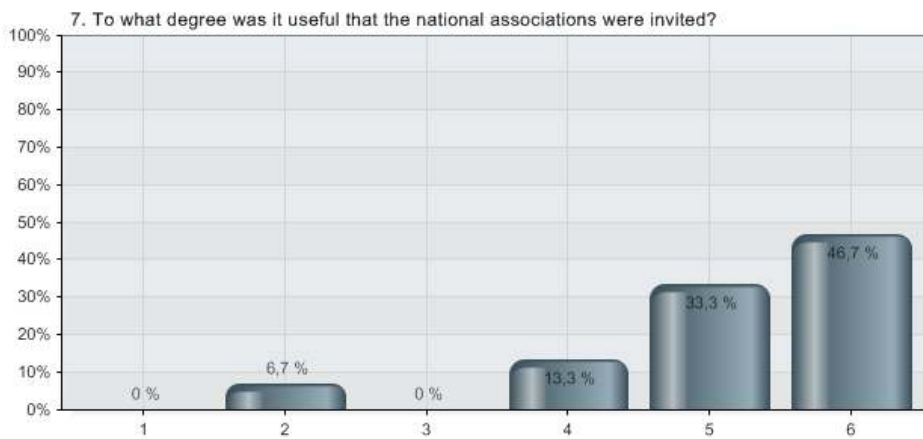
6.4 How satisfied are you with the following: - Accomodation



Alternatives	Percent	Value
1 1	0,0 %	0
2 2	0,0 %	0
3 3	0,0 %	0
4 4	25,0 %	4
5 5	25,0 %	4
6 6	50,0 %	8
Total		16

7. To what degree was it useful that the national associations were invited?

On a scale from 1-6. 6 is top score.



Alternatives	Percent	Value
1 1	0,0 %	0
2 2	6,7 %	1
3 3	0,0 %	0
4 4	13,3 %	2
5 5	33,3 %	5
6 6	46,7 %	7
Total		15

8. Include comments here regarding how the national associations can be involved in the MIC programme:

I do not believe in involving them. I am very afraid that they are too immature, and that involving them will just increase the bureaucracy around MIC.

We are not planning any use of the national associations in our project.

The NAs and even RAs can be involved in MIC through programmatic activities i.e. enhancing dialogue and promoting the exchange of knowledge and experiences on topics such as good local governance, intergovernmental fiscal relationship, building local democracy, etc. Such involvement of the NAs helps in taking the message far to reach a wider audience of stakeholders, but also strengthening the existing cooperations and improving capacity. MIC is a good vehicle for NAs and RAs to raise their concerns in their relationship with local Authorities. MIC is also an excellent platform for participatory research on local development and progress through cooperation.

We missed the Zambian association.

In future we hope that LGAZ can monitor the activities in Mbala and Mpulungu.

To build capacity around which themes of MIC are focused on - e.g. Waste management, environmental conservation, Climate Change, etc. Another involvement could also be in documentation of best MIC case studies, and giving out to the associations' members for information and replication at the local level. They could also look for policy issues around MIC, which they can present to their respective national governments in order to mainstream MIC programmes in the Local Government development agenda. Another role would be to "match make" local authorities in Norway with those in the respective associations in Africa. That would be through creation of a data base of areas of co-operation that local authorities need in Norway. The associations would then communicate with the association in Norway for identification of municipalities that strong programmes on the requested areas.

by allocating them a budget to use in creating awareness on good practices and transparent accountability to Urban councils in the south.

- Follow up on partnerships
- Organize annual national meetings that will bring together all councils participating in MIC Program in their nations
- Organize regional meetings at least once in every two years

The National associations can be used to mobilise member local councils for partnerships - they can create awareness among the members on the benefits of these partnerships to benefit from the MIC programme. They can be used to lobby governments to have a positive attitude towards MIC programme and support and facilitate those local authorities that have established partnerships

9. Other comments?

Nice place, Tanga, but I think that most participants would have benefitted from flying via Zanzibar instead of the bus ride through Dar Es Salam.

I was delighted to attend the MIC programme in Tanga for the first time and I am looking forward into another MIC participation given the different avenues that MIC can ably create and sustain.

How about having some form of communication before the conferences? Quarterly Bulletins or Website postings, etc could help us know what is going on around MIC programmes around the world.

The fans in the ceiling of the conference meeting room made it difficult to hear what the speakers said.

In future more time should be allocated for questions and supplementary contributions after topic presentation before moving on to the next presentation.

Keep it simple and Smile!

In conclusion, the conference was very useful to partnerships and presents an opportunity for bench marking and the information and experiences shared was invaluable and worth the participation. As a result, we have been able to generate interest in other councils, especially through the network organization of local authorities within the Lake Victoria region, the Lake Victoria Region Local Authorities Cooperation (LVRLAC) as a best practice

APPENDIX 5: INVITATION LETTER

Oslo, January 2010

To the MIC partnerships,

MIC NETWORK MEETING 2010

Please find enclosed information regarding the planned MIC network meeting in 2010.

The MIC meeting will take place in Tanga, Tanzania from the 15 to 19 March 2010, at Tanga International Conference Centre (TICC): www.meetingpointtanga.com

The meeting depends on NORAD's decision regarding the application. NORAD's final answer will probably come around February/March, thus no financial agreements can be made until this decision has been communicated to you – KS will let you know at once we know.

We would need the partnerships to fill in the participation form (enclosed) and return it to KS before **12 February 2010**. The form is to be returned by the Norwegian partner on behalf of the partnership to pernille.nesje@ks.no or fax +47 22 83 22 22. However, before the deadline please get back to us on the following:

Please let us know as soon as possible, and at the latest by the **end of January** which hotel you would prefer to stay at, as there is a choice between three hotels. You will not be financial liable for these reservations.

And please let us know what you think about setting up a bus Dar – Tanga – Dar (see more information under "Practical Information" enclosed here). Would this be suitable for you? And for how many people could this be an option?

We are grateful for any suggestions and opinions on the preliminary programme included here, so please do not hesitate to get in touch with us if you have some input.

Warm regards to you all – and looking forward to seeing you all again!

Elita Cakule

Pernille Nesje

Director KS' International Projects

Programme Manager

PRACTICAL INFORMATION

1. DATES

The meeting will take place at Tanga International Conference Centre (TICC): www.meetingpointtanga.com from **Monday 15 March midday to Friday 19 March midday**.

We will come back to you with exact times.

All participants should arrive in Tanga Sunday 14 March. However we have allowed for some time on Monday in case of delays.

2. OBJECTIVES

The objectives of the seminar are

Ensuring the quality of the MIC programme regarding methods and strategies

Exchange of experiences between the partnerships

Motivation and inspiration

3. PARTICIPANTS

The partners (south and north) are invited to send **2 representatives** from each municipality, preferably;

The administrative project coordinator

One politician involved in the project

Including KS, there will be approximately 36 participants in total.

4. TRAVEL ARRANGEMENTS

The Norwegian partner is responsible for the travel arrangements for themselves and their partners; however do not hesitate to get in touch with KS in order to find the best possible travel route.

It is possible to make reservations for flights, however **the tickets should not be bought until NORAD has approved the application**. There will be no refunds.

KS will communicate NORAD's decision as soon as we know.

Bus from Dar to Tanga Sunday 14 March: We can organise a bus from Dar to Tanga Sunday 14 March at 16:00, however this depends on how many of the participants are interested. Please let us know what your intentions are as soon as you know. The tickets will also depend on how many decided to take the bus, but will range from approximately 150 – 300 NOK.

This can also be organised Tanga to Dar Friday 19 March.

5. ACCOMMODATION AND VENUE

As we are many participants the accommodation will be at three different hotels:

1. Tanga International Conference Centre (TICC): www.meetingpointtanga.com

At TICC there are 16 rooms with two beds in each room: shared \$60 / single \$40

Resident-prices for all African countries: shared 32 000 Tsh (23\$) / single 22 000 Tsh (16\$)

NB! Shared showers / bathrooms but in very good condition.

2. Mkonge Hotel: <http://mkongehotel.com/> situated in Tanga city centre.

Single rooms w/ ensuite bathroom: garden view: 70\$ / sea view: 80\$

Resident-prices (Tanzania, Uganda and Kenya): garden view: 70 000 Tsh (49\$) / sea view: 80 000 Tsh (56\$)

There will be a bus for transport to/from TICC (appr. 20 minutes). The cost of transport will be miniscule but dependent on how many of the participants stay in the city centre: for a bus for 23 people it is 500 NOK per day.

3. Dolphin Hotel: <http://dolphintz.com/> situated in Tanga city centre.

Single rooms w/ ensuite bathroom: 35 000 Tsh (appr. 25\$) – flat rate for all, residents and non-residents.

There will be a bus for transport to/from TICC (appr. 20 minutes). The cost of transport will be miniscule but dependent on how many of the participants stay in the city centre: for a bus for 23 people it is 500 NOK per day.

6. FINANCIAL ARRANGEMENTS

The meeting (travelling, accommodation and most meals) must be entirely funded by the partnerships through their project budgets.

KS will cover the following:

- Snacks, lunch and coffee/tea during the day
- Transport for the field trip Wednesday
- One formal dinner Thursday

The partnerships will cover:

- Travel to/from Tanzania
- Bus Dar/Tanga
- Accommodation (breakfast is included)
- Dinners (excluding one formal dinner)

7. ADDITIONAL INFORMATION

KS will forward documents in due course.

PARTICIPANT FORM

The form must be filled and returned to pernille.nesje@ks.no, or fax +47 22 83 22 22

before 12. February

The north municipality sends **one** form on behalf of the whole partnership

Name of participants

Municipality	Name of participant	Title

Preferred accommodation (se invitation letter for more information on the hotels)

!Please let us know before the end of January which hotel you would prefer!

- Tanga International Conference Centre (TICC) www.meetingpointtanga.com
- Mkonge Hotel <http://mkongehotel.com/>
- Dolphin Hotel <http://dolphintz.com/>

Choice of hotel

Name	Date of arrival	Date of departure	Country of origin	Which hotel?

NB! Note that "country" needs to be filled in because of the different prices for residents and non-residents, and the procedure "first come, first served" is applied to the choice of hotels.

Arrival information

Name	Date of arrival	Time of arrival	Flight number	From

NB! We realise that this might not be finalised before the date when this form should be returned to KS, however an indication would be useful.

Preliminary programme

Day/ Date	Programme	Comments
Monday 15.3	Welcome Introductions General Principles of MIC Cross-Cultural Cooperation in Projects	The first day will start after lunch.
Tuesday 16.3	Methodology: Result Based Management Cross-cutting issues: Gender Ethics/ Transparency/ Accountability	Possible parallel session for decision-makers.
Wednesday 17.3	Field trip to Tanga City Council - focus on waste management, environmental affairs and municipal planning Group work and discussions: "What did we see on the field trip? What did we learn?" Experience sharing	

Thursday 18.3	<p>Women participation and gender issues in MIC</p> <p>Group work: Discussions</p> <p>Experience sharing</p>	<p>We will invite <i>one</i> representative from our sister organisations in the four countries, thus there might be a parallel session for these representatives on this day. They will be invited from Wednesday – Friday.</p>
Friday 19.3	Summing-up and evaluation	We will end this day at lunch time.

This is a preliminary programme just to illustrate in which direction we are headed. We are open to suggestions. And if you feel that your partnership can contribute to some of the themes listed above, or others, please do not hesitate to get in touch with us: It would be a great input to the programme.