

# mic

Municipal International Cooperation Programme • (Kommune-til-kommune samarbeid)

Local government partnerships for good governance, democracy and eradication of poverty.



Eid • Mbala, Zambia  
Jølster • Mpulungu, Zambia  
Flora • Nkhotakota, Malawi  
Fredrikstad • Lilongwe, Malawi  
Førde • Ntchisi, Malawi  
Stavanger • Antsirabe, Madagascar  
Sandnes • Toliara, Madagascar  
Gran • Mukono & Lugazi, Uganda  
Melhus • Taveta, Kenya  
Tingvoll • Bunda, Tanzania  
Aust-Agder & Arendal • Mwanza, Tanzania  
Oslo • Mbombela, South Africa  
Elverum • Tsumeb, Namibia  
Kristiansand • Walvis Bay, Namibia  
Stord • Comalapa, Guatemala  
Ål • Solola, Guatemala



## ***Table of contents***

<b>3</b>	Background Principles and focus of cooperation Methodology
<b>4</b>	The Logical Framework of the MIC programme
<b>5</b>	Cooperative partners 2008
<b>6</b>	Eid - Mbala (Zambia)
<b>7</b>	Jølster - Mpulungu (Zambia)
<b>8</b>	Flora - Nkhotakota (Malawi)
<b>9</b>	Fredrikstad - Lilongwe (Malawi)
<b>10</b>	Førde - Ntchisi (Malawi)
<b>11</b>	Stavanger - Antsirabe (Madagascar)
<b>12</b>	Sandnes - Toliara (Madagascar)
<b>13</b>	Gran - Mucono&Lugazi (Uganda)
<b>14</b>	Melhus - Taveta (Kenya)
<b>15</b>	Tingvoll - Bunda (Tanzania)
<b>16</b>	Aust - Agder County&Arendal municipality-Mwanza (Tanzania)
<b>17</b>	Oslo - Mbambela (South Africa)
<b>18</b>	Elverum - Tsumeb (Namibia)
<b>19</b>	Kristiansand - Walvis Bay (Namibia)
<b>20</b>	Stord - Campalapa (Guatemala)
<b>21</b>	Ål - Solola (Guatemala)

## **Background**

In international cooperation governance reform and decentralisation programmes support is generally channelled through central government. Poverty and exclusion are, however, experienced locally. It is primarily at the local level that the services and programmes to tackle poverty and underdevelopment are delivered. While countries are committed to the Millennium Development Goals at the highest political level, the Goals are fundamentally about the rights and aspirations of individual citizens. People live in local communities and local authorities can have a direct impact on the achievements of the goals locally.

Norwegian municipalities possess unique competences that can play an important role as part of the Norwegian development cooperation. It is also important that in many Norwegian municipalities there are a number of links between individuals, friendship associations and organisations with developing countries, which provides a good basis for starting a municipal institutional cooperation. Municipalities themselves create a natural direct link to the population which could enhance the understanding and the will to support development cooperation as such. The very concept of municipal cooperation is based on the idea of sharing information and mutual learning.

KS, (The Norwegian Association of Local and Regional Authorities) wants to support the Norwegian municipalities as our members in their international cooperation endeavour. The vision of KS is a strong and efficient local government sector that addresses the needs of the citizens.

NORAD provides funds for municipal international cooperation and uses KS as a coordinator through entering into an agreement for MIC. Through the agreement it is stated that KS shall ensure support to the involved municipalities through facilitation of capacity building, experience sharing between the involved partnerships and quality control in order to secure that the projects of the supported municipalities follow the priorities of the Norwegian Parliament (Stortinget), the policies of NORAD and the conditions set in the MIC program agreement.

The MIC programme has grown since its start in 1997 to include 16 partnerships in 2008.

## **Principles and focus of cooperation**

The overall strategic goal of the programme is for 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.

The programme goal sets the frame for what to do, while each partnership with its projects can have a wide range of activities within the frame set to fit the priorities and conditions in the different countries and in line with the defined needs and capacities of the partnership (how to do it).

However, the underlying understanding of good governance aspects is that effectiveness means poverty reduction and sustainable development in line with the Millennium goals. Efficiency is that all services should be provided as-

fast and cost-efficient as possible, that persons who take decisions should represent the population with regard to e.g. gender and age, that a broad participation in decision making and planning should be catered for, decisions and financial matters should be transparent to all and administration and politicians should be held accountable.

It is important to underline that the projects' main focus should not mainly be on the physical results, but on the learning and democratic processes that can be experienced through the work. For example construction of a water pipe can be an efficient vehicle to promote capacity building within the municipality, e.g. to be able to plan with the inhabitants, transparent budgeting procedures and procurement, accountable financial management and system to manage and maintain the pipe and water supply after the actual construction itself.

## **Methodology**

The Logical Framework Approach - LFA is a method for objective oriented planning. It is a management tool which facilitates planning, execution and evaluation of a project. By the use of LFA the main elements in a project can be structured, highlighting logical linkages between intended inputs, planned activities and expected results.

A simplified LFA model has been developed for the MIC programme. Based on this each partnerships shall develop their own LFA taking as a starting point one or more of the purposes of the programme and the short terms outputs.

## The Logical Framework of the MIC programme

<b>Overall strategic goal</b>	<b>Good governance processes included in municipal governance and municipal services</b> (as part of the global fight for poverty reduction and sustainable development)			
<b>Objectives/ purposes of the programme</b>	1. Increased good governance perspectives in local government management and local government service delivery to the population	2. Increased integration of environmental aspects in local planning and management	3. Increased participation and representation of women	4. Increased financial transparency and accountability
<b>Expected results/ outcomes</b>	1.1. Improved cooperation between council members from different political parties 1.2. Improved cooperation between council and administration 1.3. Improved allocation, tendering, decision making and monitoring processes regarding municipal services e.g. market place, primary education, and facilitation for business entrepreneurs	2.1. Improved mechanisms and management systems for environmental planning, monitoring and follow up. 2.2. Improved planning, management and monitoring systems for specific environmental services, e.g. water, waste and sewerage.	3.1. Increased number of women LG councillors 3.2. Increased number of women in leading LG political positions 3.3. Increased number of women in LG technical and management positions 3.4. Increased integration of women and gender issues in LG services	4.1. Increased realisation of the financial LG potential incomes from market place, property tax etc. 4.2. Increased transparency and accountability regarding collection and use of municipal incomes. 4.3. Improved general LG financial management, e.g. transparency, accountability and auditing.
<b>Indicators of results/ outcomes</b>	Well functioning council and management	Increased payment of taxes and fees related to waste, water and sewerage  Municipal environmental plans in place.	- Increased percentage of women councillors - female councillors in leading political positions - increased percentage of women municipal staff at senior and management level	Increased municipal incomes from taxes and fees and timely elaborated and accepted audit reports
<b>Relevant Millennium Development Goal</b>	(MDG 2,4,5,6)	Number of persons receiving garbage collection, water or sewerage services and /or increased satisfaction of the users of the service (MDG 7)	(MDG 3, 8)	(MDG 1)
<b>Examples of possible activities</b>	1.1. Capacity building for council and administration 1.2. Improvement of the governance processes regarding the market place, e.g. allocation of stalls, collection and auditing of income from market, capacity building of vendors etc. 1.3. Pilot projects to facilitate market vendors, e.g. entrepreneur courses 1.4. Improvement of primary school management, school committees and parents' committees	2.1. Assessment of present waste, water and sewerage situation 2.2. Information and motivation re. possible improvement 2.3. Environmental planning 2.4. Planning and implementation pilot projects 2.5. Assessment of pilot projects	3.1. Motivation and training for female councillor candidates 3.2. Training of councillors – men and women 3.3. Recruitment, motivation and leadership training for female staff members 3.4. Identification and promotion of women and gender issues in LG services, e.g. market place, income generation, primary education and health	4.1. Computerize market register, property register etc. 4.2. Improve routines for collection of fees and financial management 4.3. Monitoring and auditing of incomes 4.4. Information to the population on incomes 4.5. Clarification of problem issues



## Cooperative partners 2008

The MIC programme presently involves 16 partnerships;

Eid – Mbala, Zambia

Jølster – Mpulungu, Zambia

Flora – Nkhotakota, Malawi

Fredrikstad – Lilongwe, Malawi

Førde – Ntchisi, Malawi

Stavanger – Antsirabe, Madagascar

Sandnes – Toliara, Madagascar

Gran – Mukono & Lugazi, Uganda

Melhus – Taveta, Kenya

Tingvoll – Bunda, Tanzania

Aust-Agder & Arendal – Mwanza, Tanzania

Oslo – Mbombela, South Africa

Elverum – Tsumeb, Namibia

Kristiansand – Walvis Bay, Namibia

Stord – Comalapa, Guatemala

Ål – Solola, Guatemala

The activities vary according to needs and priorities of the partnerships and include exchange visits, capacity building for staff and councillors, management support, as well as technical advice within the areas of finance, strategic management, performance measurement and sustainable development.

The programme is funded by the Norwegian Agency for Development Cooperation, NORAD

---

### Contact information

KS (The Norwegian Association of Local and Regional Authorities)

P.O Box 1378, Vika, 0114 Oslo

[www.ks.no/mic](http://www.ks.no/mic)

Tel; +47 24 13 26 00

Senior adviser Liss Schanke

[Liss.schanke@ks.no](mailto:Liss.schanke@ks.no)

Adviser Einar Ekern

[Einar.eksern@ks.no](mailto:Einar.eksern@ks.no)

Adviser Ellen Dehli

[Ellen.dehli@ks.no](mailto:Ellen.dehli@ks.no)

---



## Eid – Mbala (Zambia)

*Cooperation for better planning in local government and improved municipal income*

### Project focus

Even through the local government systems in Zambia and Norway are different; there are still many similar aspects. The municipalities have worked together on two areas where the Zambian municipality wants to improve on the good governance aspects and the Norwegian staff has experience; electronic billing systems and master plan development. They have also established 4-H organisation in Mbala to improve self-reliance initiatives for young people – especially the orphaned youth. For Eid municipality the international cooperation is a tool for the council to build capacity among the involved employees.

The partnership has participated in the programme since 1999. For this period (2007-09) the partnership is venturing into some new areas of cooperation; human resource management with focus on cooperation between the employees and the employer at local government level, and systems for property taxing.



### Project purposes

The main purposes of the project are

- increased municipal income from the market and property tax
- developed areal plan for Mbala town
- increased participation of people in local government affairs
- improved human resource management within Mbala municipal council
- established systems for strengthening democratic processes at Mbala basic school
- to expose Mbala to potential partners in order to attract investors and serve as a door opener for civil society cooperation

As a spin-off effect, Mbala has taken the initiative to broaden its cooperation with the neighbouring municipality of Mpulungu with an aim to strengthen capacity through various joint initiatives. Activities have for example included elaboration of training materials, conducting workshops as well as holding meetings in different areas of the cooperation. Mpulungu has also entered into a partnership with a Norwegian municipality (Jølster) and been integrated in the MIC programme. The 4 municipalities of Mbala, Mpulungu, Eid and Jølster will during the period from 2008-09 cooperate to establish and implement a system for property tax.

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- A strengthened management system for collection of market fees, which



will increase the revenue from the market and increase the number of marketers.

- Established a system for property tax
- The council staff will be able to develop and maintain physical plans
- The grassroots participation in public affairs will have improved
- The cooperation between the employees and employer on local government level will have improved through the use of new forum and systems
- A system will have been established for improved cooperation between pupils, parents and teachers at Mbala Basic School
- A functional interactive website will be established

### Contact persons

Elin Leikanger, planning officer  
ele@eid.kommune.no

Kafula Chisanga, planning officer  
motomoto@zamtel.zm



## Jølster – Mpulungu (Zambia)

*Experience sharing for improved financial management in the local government, increased municipal income and a more gender balanced participation and representation*

### **Project focus**

The partnership focuses on good governance processes resulting in increased council income through implementing property tax system through computerized billing. The capacity building includes both use of computer system for register and collection and analysis of the revenue possibilities. Property tax is something Jølster has worked with recently and hence has both administrative and political experiences in this field.

Jølster has a female mayor and has focused on women in local leadership. Increased female representation and participation in local development is one of the priorities for the partnership.

The partnership is new in the MIC programme as they entered only in 2007.

### **Project purposes**

The main purposes of the project are;

- increased gender and youth participation and representation at village and municipal levels
- more efficient management in local planning with the grassroots participation
- increased district council income and revenue

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- More women in village development committees and ward committees and the District council (will depend on when local elections take place)
- Youth council established
- A participatory planning tool been operational at local level
- A system for property tax in place and operational

---

### **Contact persons**

Jostein By, Chief Executive Officer  
Jostein.by@jolster.kommune.no  
Ernest Sumani, Council Secretary  
esumani@yahoo.co.uk

---





## Flora-Nkhotakota (Malawi)

*Exchange of experiences for more effective and efficient local service delivery to the inhabitants*

### Project focus

Flora and Nkhotakota entered into the MIC programme in 2003. The MIC agreement was the initial contact between the municipalities, but this has later been followed up by a number of other cooperation agreements; Partnership agreement on the Fredskorps main programme, agreement on a Fredskorps senior exchange programme, friendship agreements between the Youth Council of Flora and Nkhotakota Youth organisation and between Flora Secondary School / Øyrane Secondary School and Nkhotakota Secondary school.

The partnership is by coordinating these different projects aiming to get more out of each component. They have established a model describing which focus they have under the different programmes;

Due to lack of local elections in Malawi, there are currently no elected politicians at local level (as per 2007). The target group for the project is therefore the staff at council level and the staff of different government departments and members of the District Executive Committee. The activities have also been directed towards the community level, as the indirect target group of the project.

### Project purposes

The main purposes of the project are;

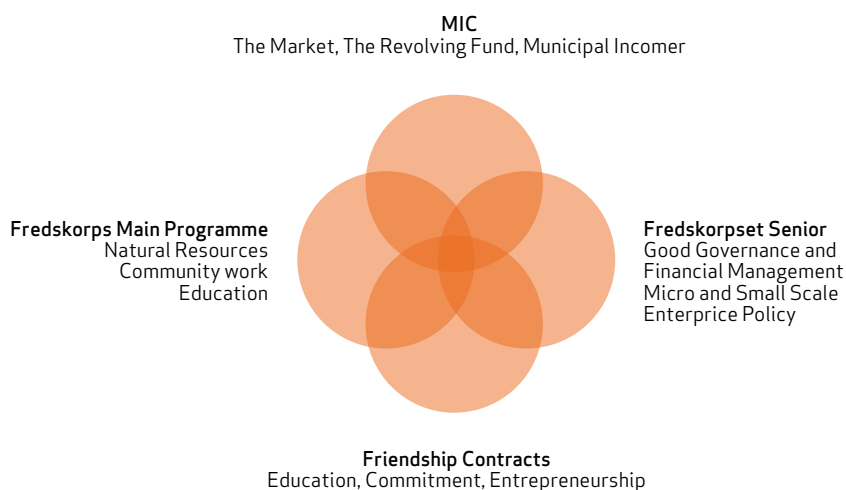
- improved confidence between members of Assembly, staff and communities
- developing a planning system that is supporting democratic decision making
- improved participation of the public in the formulation and

implementation of District Development Plan

- increased awareness on gender equity and equality
- increased municipal income

### Expected outputs

- The partnership expects that they within 2009 will have achieved;
- The production and implementation of Village Action Plans
  - Increased the number of small-scale businesses by women
  - The gender perspective has been included in area development committees and village development committees by increased number of female in key positions
  - A computer based accounting system established within the fiancé department
  - A communication centre established enabling youth and others within the two municipalities to share information on the internet



### Contact persons

**Fredrik Gulbranson,**  
Chief Executive Officer  
Fredrik.w@flora.kommune.no

**Khumbo Chongwe,**  
District Commissioner  
kkchongwe@yahoo.com





## Fredrikstad – Lilongwe (Malawi)

*Focus on how to improve the good governance processes in the local governments for better primary education*

### Project focus

The formal MIC cooperation between the partners started in 2004 with an aim to improve the quality of educational and strengthen local school democracy. The local partner in Lilongwe is, in addition to the city assembly, the District Education Officer and the staff of 3 schools: Mwyekondo, Chatuwa and Chankandwe.

The cooperation has been strengthened through other cooperation mechanisms as Fredkorpset and Vennskap Nord Sør, which still has programmes within the education sector in Lilongwe. While the MIC programme is focusing on institutional capacity building in the management of the schools by the Assembly and the District Education Officer, the exchange programme through Fredskorpset focuses on exchange of teachers.

The partnership has chosen areas of cooperation where Fredrikstad has long experiences; school management, teaching methods and models for cooperation between schools, parents and active involvement of the pupils. Primary education is in the core of the municipal responsibility in Norway and now also in Lilongwe City.

### Project purposes

The main purposes of the project are;

- to improve the quality of education in the 3 cooperating schools and establish these schools as model schools

- strengthening of local school democracy

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- Decreasing number of girls dropping out of the schools
- Better management of schools
- The experiences to be spread to at least 6 other schools in Lilongwe
- Well functioning school committees at the participating schools



### Contact persons

Ottar Bruhn  
 otbr@fredrikstad.kommune.no  
 Sezerine Misomali  
 Llurban.edu@malawi.net



## Førde – Ntchisi (Malawi)

*Cooperation with focus on local governance systems for administration and educational services*

### **Project focus**

In Norway Førde municipality is a neighbour municipality to Flora, and in Malawi Ntchisi District is neighbouring Nkhotakota. When in 2006 KS opened up for more partners in the MIC programme, the two municipalities were inspired by their neighbours in both north and south to apply. They joined the programme from 2007.

The partnership has chosen to collaborate within the areas of municipal planning, primary education and financial management, which are all within the core municipal responsibility and work area of the Norwegian municipality. Due to lack of local elections in Malawi (as per 2007), there are currently no elected politicians at local level. The target group for the project is therefore the staff at council level and the staff of different government departments and members of the District Executive Committee. The activities have also been directed towards the community level, as the indirect target group of the project.

### **Project purposes**

- The main purposes of the project are;
- to improve the administrative capacity of Ntchisi
  - to facilitate and improve a democratic dialogue between the local government and grassroots level
  - to improve the system, management and execution of the educational services

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Increased efficiency and effectiveness in execution of assembly level
- Increased awareness of important developmental issues taking place in the district among various stakeholders and members of the community
- More efficient land management
- More effective and efficient system for adult literacy training in place
- Improved system and management of primary school administration



### **Contact persons**

**Asbjorn Fjose**, Chief Executive Officer  
af@forde.kommune.no

**Peter Jimusole**  
ntchisidistrictassembly@yahoo.com

## Stavanger – Antsirabe (Madagascar)

*Joint actions and experience sharing to develop good governance systems with special focus on planning and monitoring for environment and sustainable development*



### Project focus

Stavanger has had twin city cooperation with Antsirabe city since 1989. In 2003 Stavanger city council decided to explore project cooperation with Antsirabe connected to the climate challenges in a global perspective. Renewable energy and UN millennium goals were the focus combined with local democracy building. The partnership joined MIC in 2003.

The project is implanted in one “focotany” in Antsirabe, a part of the city with about 20.000 inhabitants. There are several local environmental NGOs operating in the area, which the municipality and the partnership involves active in the planning and project implementation i.e. TED and APED. There is currently also Fredkorps exchange between the cities, the representatives are working within the area of waste, composting, ecological cultivating and information to the inhabitants.

### Project purposes

The main purposes of the project are;

- to increase the municipal income/revenue
- establish an environmental management system
- increase the participation of civil society in council matters
- increase the transparency and accountability
- increase cooperation between Antsirabe, the region and the national government on sustainable development issues

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- Improved systems and capacity in the municipality to handle financial challenges, including register system for property taxes, market place and water charges
- Integration of the first generation of the environmental plan and monitoring system in the ordinary municipal system
- A training system for politicians, staff and inhabitants on environmental management and good governance
- Increased the number of households with access to clean water within 200 meters in the pilot area of the project
- Antsirabe used as a pilot city in Madagascar for models to work with sustainable development

---

### Contact persons

**Olav Stav**, project coordinator  
Olav.stav@stavanger.kommune.no  
**David Rakotomalala**,  
project coordinator  
projectambohimena@wanadoo.mg

---



## Sandnes – Toliara (Madagascar)

*Cooperation with focus on promoting good governance processes related to environment and health issues within local government.*

### Project focus

Sandnes and Stavanger are neighbouring cities in Norway. Toliara district is neighbouring the district of Antsirabe, although the municipalities of Toliara and Antsirabe are located far from each other. Sandnes did not have any contact with local government authorities in Madagascar prior to a pre-project in 2007, but based on suggestions from the partnership Stavanger – Antsirabe and the University of Stavanger, which runs similar projects in Madagascar, a cooperation between the city of Toliara and Sandnes was suggested as interesting based on possibilities for experience sharing in both north and south. They entered the MIC programme in 2008.

- Initiating improvement action plan for drinking water
- Initiating continuous measurements for refuse collection and deposit
- Project implemented in 60% of neighbourhoods and 60% of schools in the municipality

### Project purposes

The main purposes of the project are;

- increased inhabitants participation
- better documented and improved quality of drinking water
- better documented and improved quality of treated sewage before released back into waterway
- reduced dumping of waste
- enhanced public image concerning the municipality's public water supply, sewerage and sanitation
- enhanced self-esteem among the employees

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- Political approval of improvement action plan with budget for drinking water

### Contact persons

**Hans Ivar Somme**, project coordinator  
[Hans.ivar.somme@sandnes.kommune.no](mailto:Hans.ivar.somme@sandnes.kommune.no)  
**Hamelol Solphi Joli**, project coordinator  
[sosolyjol@yahoo.fr](mailto:sosolyjol@yahoo.fr)





## Gran – Mukono & Lugazi (Uganda)

*Cooperation for increased local government income, financial transparency, accountability and better gender balance in local government participation*

### **Project focus**

Gran Municipality and Mukono Town Council entered into the MIC-programme in 2000. From 2006 Lugazi Town Council joined the programme, and the partnership is today a north-south partnership, where transferring of knowledge from Mukono to Lugazi is an important component. Mukono and Lugazi are neighbouring municipalities in Uganda.

As a Norwegian municipality Gran has long experience in the establishment and use of computerized register for collection of local taxes and fees, billing systems etc. This has been the background for sharing of experience and knowledge that has led Mukono to establish their new systems within this area.

Within the area of gender equality the partnership has formulated objectives related to increased women participation in administrative leadership, politics and community affairs. Gran has experience within this field both by participating in Norwegian campaigns to increase women's participation in local government top-management and politics, and by having had a female mayor and female top executives.

- Memorandum of Understanding signed and budgetary provisions in both north and south municipality for the MIC cooperation
- A functional interactive website

### **Project purposes**

The main purposes of the project are;

- to increase the municipal income/revenue
- better gender balanced representation and participation in local politics
- increased participation of civil society in council matters
- increased financial transparency and accountability in council matters
- sustainable cooperation between Gran – Mukono and Lugazi

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Increased revenue per capita
- Increased, or at least maintained, the number of female councillors
- Increased the number of female councillors in key positions
- More funds from the municipal budget devoted to community service delivery
- Better representation and participation in multi-party settings



### **Contact persons**

Kirsten Javold Hagen,  
project coordinator  
Kirsten.javold.hagen@gran.kommune.no  
Josiah Sserunjogi, project coordinator  
serunjogijosiah@yahoo.com





## Melhus – Taveta (Kenya)

*A partnership for improved waste management and market development*

### Project focus

A friendship collaboration between Melhus municipality and Town Council of Taveta in Kenya started already in 2001. They joined the MIC programme in 2007 and have selected two areas of cooperation; waste management and market development. Both projects are within the competence of Taveta municipality and in the local development plans. The activities undertaken in MIC will add to ongoing local initiatives and existing municipal plans. Improvement of waste management and market development is also seen as the two most important areas for development by the Ministry of Local Government in Kenya, and the Ministry supports development in this regard. The areas

chosen are areas where Melhus have long and broad experience. In the waste management area Melhus and Taveta are also having Fredskorps exchange, where the Norwegian local inter-municipal waste company Eniva plays an important role.

### Project purposes

The main purposes of the project are;

- improved service delivery on waste
- establish system for waste sorting and composting
- increased public awareness
- improved system for waste dumping
- improved framework for local economic development
- established monitoring system at the council in Taveta

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- A strategic plan for waste management
- Improved system of waste management in central business area
- A cleaner and healthier environment
- Increased understanding and participation of environmental development
- Integration of a strategic plan for market development in the municipal plan
- Improved system for market/business permit fees collection
- Increased number of inhabitants receiving services on local economic development



### Contact persons

Kristin Fosseide, project coordinator  
[Kristin.fosseide@melhus.kommune.no](mailto:Kristin.fosseide@melhus.kommune.no)  
 Sharif Rashid, project coordinator  
[tavetacouncil@yahoo.co.uk](mailto:tavetacouncil@yahoo.co.uk)



## Tingvoll – Bunda (Tanzania)

Partnership sharing experiences in building a new local government entity

### Project focus

Bunda township authority is a new local government. The town was previously part of Bunda district, but was in 2007 divided from the district. The town has 34 000 inhabitants and has been transferred budget and some staff since July 2007. Tingvoll and Bunda district have had relationship through VNS (Vennskap nord –sør) since 1990. The focus has been on contact between schools, churches, support from individuals in Tingvoll to home for orphans in Bunda and exchange of Fredskorps participants between Bunda and Bioforsk Økologiske / Norsk bonde- og småbrukerlag. In 2007 Tingvoll municipality and Bunda township joined the MIC programme. Bunda being a new municipality, has chosen to cooperate on areas where Norwegian municipalities usually have a broad experience; administrative routines, management of information systems, financial management. They will further be working on waste management.

### Project purposes

The main purposes of the project are;

- to increase the administrative skills and capacity of Bunda township
- to increase integration of environmental development in local plans and activities
- to increase the participation of local NGOs and CBOs taking care of orphans and old people in Bunda

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- Improved competence in administrative processing, using data software and having transparent investments decisions in place
- Improved awareness and competence on laws and regulations for local governments
- Improved communication system
- Have included environmental goals in the strategic plans of Bunda Township authority
- Increased the participation of local NGOs and CBOs taking care of orphans and old people

---

### Contact persons

Jens Jarl Turoy, adviser

Jens.jarl.turoy@tingvoll.kommune.no

Pastory Ncheye, mayor

butauthority@yahoo.co.uk

---



## Aust-Agder County & Arendal municipality – Mwanza (Tanzania)

*Building good governance systems in the fight to reduced maternity deaths, better waste management, increased municipal income and the participation and representation of young people in local issues.*

### Project focus

It is the first time in the MIC history that a Norwegian County (fylkeskommune) Aust-Agder and a municipality-Arendal, are cooperating as a "joint" Norwegian partner. Since the county level in Norway has a limited scope of tasks and responsibilities within their jurisdiction, entering into a partnership with a Norwegian municipality means that they together will fit better with the jurisdiction of a Tanzanian district. Both of Aust-Agder county and Arendal municipality have decided by their councils for seeking partnership with local governments in Tanzania. Mwanza was identified on the criteria that the city had shown interest in entering into MIC and that

it is neighbouring Bunda (who cooperates with Tingvoll). The partnership joined the programme in 2007. The partnership will be working together on different aspects of the inclusion of good governance processes within 4 selected areas; health, waste management, education and finance. The Norwegian partners have divided the theme amongst them in order to find the appropriate knowledge and experience – Arendal municipality will be responsible for health and finance, while Aust Agder county will work with education and Agder renovation on waste management. KS hopes to gain useful experiences of how such a partnership can work in order to search for possible new cooperating models.

### Project purposes

The main purposes of the project are;

- improved routines for safe and secure waste management in some selected pilot wards
- increased participation and representation of young people in local issues
- strengthen focus on democracy and sustainable development in local education curriculum
- transparent and accountable management system in place for collection and management of local revenue
- improved administrative and executive systems connected to maternal health and child mortality in some selected wards

### Expected outputs

The partnership expects that they within 2009 will have achieved;

- A more comprehensive system for the entire process of waste management (collecting, handling and recycling) in the selected geographical area
- Strengthen the elements of democracy and sustainable development in the local curriculum
- Established mechanisms to stimulate young peoples' participation in the municipal decision making processes
- Improved systems for revenue collection and management of local revenue in place
- New routines and procedures at the municipal level at some health stations and dispensaries in the selected wards



### Contact persons

**Tor Arne Johnsen**, project coordinator  
[Tor.arne.johnsen@aa-f.kommune.no](mailto:Tor.arne.johnsen@aa-f.kommune.no)  
**Joseph Alex Mlinzi**, project coordinator  
[mwacity@thenet.com](mailto:mwacity@thenet.com)

## Oslo – Mbombela (South Africa)

*Good governance with special focus on systems for sustainable development and environment management*

### **Project focus**

Oslo and Mbombela entered into the MIC programme in 2006. They do, however, prior to this have a long term relationship through a decentralisation programme funded by the Norwegian Embassy in Pretoria. In this period from 1998 to 2006, the partners cooperated focusing on capacity building, management training and democratic development. They are currently focusing on development of comprehensive sustainable development system to ensure sound environmental management

### **Project purposes**

The main purposes of the project are;

- establishment and implementation of a certified system for sustainable development and environment management in Mbombela
- better understanding among councillors and administration on democratic principles and good governance

---

### **Contact persons**

**Bjarne Johannessen**, project coordinator

Bjarne.johannessen@radhuset.oslo.kommune.no

**Nic Erasmus**, project coordinator

nic@mbombela.gov.za

---



### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Implementation of a certified comprehensive environmental management system
- Established a training system on democratic principles, gender and disability and good governance as part of the governing system of Mbombela



## Elverum – Tsumeb (Namibia)

*Cooperation to improve municipal services*

### **Project focus**

Elverum as a community has worked for and with Namibia since 1980 through the Namibia Association. The two municipalities have had a MIC partnership since 2002. The partnership has focused on more efficient service delivery to the population within the areas of old age home, women and children centre, cultural village, youth centre and a local newspaper. The partnership is phasing out of the MIC programme (by 2009), and is therefore focusing on how to secure systems for continuation of the service delivery systems establish/strengthen by the MIC projects by making sure that the services are integrated in the Local council decision making, in the administrative management structure, in the budget and in the municipal human resource structure and capacity building plans and activities.

### **Project purposes**

The main purposes of the project at this stage are;

- clarify and secure systems for continuation of project results and service delivery after the end of the MIC project
- clarifying future relationship between Elverum and Tsumeb after the end of MIC

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Securing continuation of services from; Nomtsoub Old Age Home, Tsumeb women and children centre, Tsumeb Cultural Village, Tsumeb Youth Centre and Tsumeb News
- Developed systems for future relationship between Elverum and Tsumeb

---

### **Contact persons**

**Steinar Hovland,**  
project coordinator  
Steinar.hovland@elverum.kommune.no  
**Alpheus Benjamin,**  
Chief Executive Officer  
muntceo@mweb.com.na

---





## Kristiansand – Walvis Bay (Namibia)

*Experience sharing connected to system for better dialogue and cooperation in local government and better services to the inhabitants*

### **Project focus**

Kristiansand and Walvis Bay have been part of the MIC project since 1997, and are presently phasing out, with the final date 31.12.2009. The focus has been on experience sharing and mutual learning for increased democratic trust, participation and representation, enhanced international understanding in the municipalities and more effective and efficient service delivery to the population.

### **Project purposes**

The main purposes of the project at this stage are;

- ensure systems for continuation of the dialogue project after 2009 – as a tool to improve cooperation between the different ethnic groups on both political and administrative level and thereat create more effective and efficient local service delivery to the population
- ensure systems for continuation of Sunshine Centre for handicapped children after 2009 – as a tool to improve the living conditions for handicapped children
- ensure systems for continuation of Youth activities – as a tool to improve the situation for youth in Walvis Bay and address issues as school dropout, alcohol and drug abuse
- ensure systems for continuation of contact between the two municipalities after 2009

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Improved understanding of the tool of dialogue at political, strategic and operation levels
- Increased competence of dialogue working group and dialogue coordinator
- Transferred skills and knowledge to minimum five facilitators and trainers to work with handicapped children
- Improved participation from marginalised groups in society in Walvis Bay
- Determined most appropriate development projects for youth development through participatory methods
- Implemented and identified youth projects
- Determined and planned a system for twinning contact and communication between Walvis Bay and Kristiansand



---

### **Contact persons**

**Jan Odegaard**, project coordinator  
Jan.odegaard@kristiansand.kommune.no

**Jan Kruger**, project coordinator  
jkruger@walvisbaycc.org.na

---

## Stord – Comalapa (Guatemala)

*Cooperation for better systems for waste management and increased participation of women in local politics*

### **Project focus**

Stord and Comalapa have had contact since 1989 and there is a broad knowledge and contact base between the two municipalities. The municipalities have had friendship committees, they are official friendship municipality and in 2002 the first agreement with the Norwegian Fredskorpset exchange program was signed by the mayors of Comalapa and Stord. Up to 2007 there have been three exchange periods of one year each. A total of 6 young people from Comalapa and 7 from Stord have worked in this exchange program. They have worked within schools, environment, biological diversity, waste treatment, local government and administration and health care. A fourth exchange period is starting in September 2007 within music and waste management. The partnership joined the MIC programme after a pre-study in 2007 and has focused on systems related to waste management and increased participation from women in politics.

### **Project purposes**

The main purposes of the project are;

- to improve the understanding of environmental development
- improved municipal systems related to waste management
- increased participation from women in politics

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Improved knowledge and motivation by the inhabitants for handling of solid waste
- Have developed and implemented a pilot project for handling of waste from the market
- Motivation and capacity building for women in the COCODES (Development Committees in the approx. 20 small villages belong to the Comalapa municipality)



### **Contact persons**

**Aase Bjerck**, project coordinator  
[Aase.bjerck@stord.kommune.no](mailto:Aase.bjerck@stord.kommune.no)  
**Nemesio Mux Sanic**,  
 project coordinator  
[globarnbiente@yahoo.es](mailto:globarnbiente@yahoo.es)

## Ål – Solola (Guatemala)

*Capacity building for local community committees for development and increased participation of women in local politics*

### **Project focus**

Ål and Solola have been official friendship municipalities since 1999 through a friendship agreement. The agreement refers to mutual exchange of experience in the following topics: culture, local democracy, education, agriculture, environmental questions, tourism, gender and youth questions. Since 2005 there has also been a Fredskorpset exchange program for teachers. This program is still going on (3th round). The partnership joined MIC after a pre-study in 2007. The MIC project focus on capacity building for the local community committees for development, COCODES, because they are the basis for local democracy development and are located in all the 64 different small villages of Solola.

### **Project purposes**

The main purposes of the project are;

- better systems for pedagogic management and teaching in order to increase the number of students passing graduation test
- establish systems for reaching reading and writing in combination with practical education and/or work
- increased participation of women in local government
- improved political participation, local management and work in the local community committees for development

### **Expected outputs**

The partnership expects that they within 2009 will have achieved;

- Knowledge on reasons why pupils don't pass graduation test in primary and secondary school and have developed a plan for improvement
- Tried out the new education program in cooperation between the municipality and state Literacy Agency
- Motivation and training systems for the communities
- Workshops for members of COCODES about local democracy processes



---

### **Contact persons**

**Reidun Aaker**, project coordinator

Reidun.aaker@aal.kommune.no

**Esteban Toc Tzay**, project coordinator

solola@inforpressca.com

---

