

Twinning Programmes with Local Authorities in Poland, Estonia, Latvia and Lithuania

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List of Content

SUMMARY AND CONCLUSIONS

A. BACKGROUND

- 1. THE ROLE OF THE TWINNING IN SWEDEN'S PROGRAMMES OF COOPERATION WITH CENTRAL AND EASTERN EUROPE**
- 2. THE CONSOLIDATED TWINNING PROGRAMME - a brief background**
- 3. PRESENT GUIDELINES**
- 4. THE ASSIGNMENT AND METHODS USED**
- 5. OTHER PROGRAMMES OF COOPERATION FINANCED BY AID FUNDS**
 - 5.1. Institutional cooperation, for example through the Swedish Association of Local Authorities (SALA) and the county associations of local authorities**
 - 5.2. Democracy project in Lithuania**
 - 5.3. Programmes of cooperation between regional offices of the Swedish state administration**

B. OBSERVATIONS

- 1. LOCAL SELF-GOVERNMENT IN THE FOUR COUNTRIES**
Successes - but still immature democratic systems
- 2. HOW DOES A TWINNING PROGRAMME START?**
 - 2.1. Similar contents and methods in the start-up phase**
- 3. RECIPIENT LOCAL AUTHORITIES - IMMEDIATE PROBLEMS AND PRIORITIES**
 - 3.1. Technical improvements and investments - financial issues**
 - 3.2. The environment, education and social issues**
- 4. AREAS OF COOPERATION IN TWINNING PROGRAMMES**
- 5. EFFECTS OF THE TWINNING PROGRAMME**
 - 5.1. Positive effects of twinning programmes**
 - 5.2. Diffusion effects**
 - 5.3. A cost-effective and cost-efficient programme**
- 6. SOME WEAKNESSES AND DIFFICULTIES IN THE PROGRAMME OF COOPERATION**

SUMMARY AND CONCLUSIONS

A. BACKGROUND

Twinning arrangements between cities and municipalities in Sweden and in Central and Eastern Europe emerged on a wider scale after the dissolution of the Soviet Union. In the initial stage they were financed by the cities and municipalities themselves. Normal elements were exchange visits within the areas of youth, culture and sports.

In 1991 the Swedish government commenced to offer additional financing for twinning arrangements for Poland, the three Baltic states and some parts of northwestern Russia. The objective was to deepen and broaden the scope of activities and support the democratic development in those neighbouring countries. Swedish municipalities could apply for a maximum amount of SEK 300.000 per project. Sida had made an agreement with the Swedish Association of Local Authorities (SALA) that it should assess all applications according to guidelines agreed upon and decide on Sida's behalf, which projects should be given this government financial support.

In the six years of the programme, until April 1996, about 50 MSEK has been granted in about 300 decisions. More than 200 major projects (over 100.000 SEK per project) have been started. Some of these are however continuations of earlier, successful projects and it is estimated that the present stock of ongoing projects is about 120. About eighty Swedish municipalities have participated in the programme. The Swedish regional associations of municipalities have also carried out projects in cooperation with newly formed counterpart organisation in these countries.

In March 1996 Sida decided to evaluate the democratic effects of the support to the twinning programmes in Poland and the Baltic states as an element in the preparation for a possible continuation of the programme. The Russian projects were still considered too young to be evaluated. Mr Håkan Falk, consultant on Human Rights and Democracy issues and Börje Wallberg, Consultant in Management and Competence Development were employed for this evaluation. The evaluation was made over six weeks in March - April with almost four weeks in the four cooperation countries, visiting municipalities and national associations. About one hundred persons were interviewed individually or in groups.

B. THE EVALUATION

A rough study of the main purposes of the Swedish government funded twinning projects gives that in the 300 projects funds, which had been granted by SALA, have been used as follows:

- deepening of democracy and strengthening of a democratic culture	43%
- improved social environment	23%
- social issues and education	21%
- advice on infrastructure planning	9%
- support for the transition to market economy	4%

The evaluators found that this Sida's support to the twinning programmes in all four countries:

- was *clearly cost-effective* and had a definite influence on the development of local democracy and also on wider circles like the new regional associations of local authorities;
- in some cases, the programme had even *influenced national politics*. Municipal laws in Estonia and planning laws in Poland have been written on the pattern of Swedish laws;
- was *clearly cost-efficient* when looking at the sustainable results of the projects studies in

cooperation has been established.

2. There are some smaller grants that have not resulted in any major projects. If, after the first meetings between high-level politicians there are no competent and committed people to carry on the work, no project will materialise. Therefore, the programme is “self-corrective”.
3. Many of the present projects are continuations of earlier cooperation, sometimes in the same lines as the old projects, sometimes taking new directions. Where cooperation has matured, the partners know better what to expect from each other. In this respect the programme is “self-improving”.

The Swedish Association of Local Authorities, SALA, has managed the programme in a good way. At the same time SALA and the regional associations have worked as an institutional development consultant to support the establishment of national and regional association of local authorities. This work has not been assessed in this evaluation, but it has been described by partners in national and regional associations as “very important”.

C. RECOMMENDATIONS

The evaluators' main recommendation is that Sida should continue to support the twinning programme for as long as new and well-conceived applications are made by Swedish municipalities for support to cooperation programmes. They see no direct threat to the quality and management of the programme. Gradually, the cooperation between twinned municipalities may develop into a type of relation that will not need Swedish government aid support. A gradually diminishing enthusiasm may lead to less willingness on both sides to undertake the considerable extra work with relatively small remuneration for those involved. The development of the twinning programmes to deal with areas like education, social welfare and environment is considered natural and well worth supporting with Sida funds.

Another recommendation is that on the Swedish side meetings for exchange of experience and training and information materials are organised to avoid unnecessary double work.

The present Sida guidelines to SALA are quite acceptable, but “gender awareness” should be given more importance as an objective for the future programme.

Not only the twinning arrangements merit continued support, but also the cooperation between SALA and its regional associations and their counterparts. Many aspects of local democracy are dependant on national legislation and decisions by national parliaments. A cooperation regarding these issues is also needed and valuable for the whole notion of strengthening local democracy in the neighbouring countries.

The evaluators therefore see a need for increased institutional consultancy in all four countries regarding necessary municipal reforms and for national training of municipal politicians, management and employees. Such interventions side by side with the twinning programme will also give greater diffusion effects on a national level.

D. LESSONS LEARNT

The lesson learnt is that the combination of committed people on both sides, the relatively small amount of Sida-support to each project and the bottom-up approach in the decision-making process between the partners is a very viable alternative to a more traditional, expert-oriented approach. When feasible, this approach has some clear advantages, as described above.

Stockholm in May 1996

Swedish Support For The Consolidation Of The Twinning Programmes

With Local Authorities In Poland, Estonia, Latvia And Lithuania

An evaluation of the programme's effects in respect of democracy

A. BACKGROUND

1. THE ROLE OF THE TWINNING IN SWEDEN'S PROGRAMMES OF COOPERATION WITH CENTRAL AND EASTERN EUROPE

To define the role of twinning in the overall programmes of cooperation with Central and Eastern Europe, a short description of these overall programmes is firstly given here.

Extensive programmes of cooperation with central and eastern Europe, financed with government funds, were commenced in connection with the dissolution of the Soviet Union. A systematic presentation of the objectives of these programmes of cooperation is given in Government Bill 1994/95:160. In this bill the Government stipulated four objectives for the programmes:

- *to promote common security,*
- *to strengthen the culture of democracy,*
- *to support a socially tenable economic transformation,*
- *to support environmentally tenable development.*

For the purposes of this evaluation the following statement in the bill is particularly relevant:

"It is a historic task to integrate countries in a Europe that is characterised by common security, the culture of democracy and economically viable development."

"This shall take place...(through dialogues on foreign policies and security policies)... and perhaps above all through the network of contacts which, over a period of many years, has been developed between people in the different countries in Europe..... Companies, organisations, universities, local authorities and many other parties are creating, through their considerable networks of contacts, the increasingly deeper integration that is the ultimate objective of our programmes of cooperation."

Where the objective of *promoting common security* is concerned, projects are now being carried out in some of the newly independent countries in guarding coasts and borders. , Twinning does not have any significance for this objective other than contributing to a type of network between people.

Consolidating the culture of democracy concerns a great number of areas in society. One of the most important forms of cooperation beside twinning is the projects of non-governmental organisations and popular movements. Support via foundations affiliated to the Swedish political parties is another. Projects which have the purpose of making it

these programmes of cooperation have the aim of promoting democracy and not merely promoting more efficient management of local council matters in general. Support in practical and technical issues can be a way to create trustful cooperation and to get object lessons in democratic procedures. However, the element of strengthening democracy shall be clear and prominent. It is important that even support provided for local democracy promotes equality between men and women."

On 4 March 1996 Sida submitted its request for the 1997 appropriations to the Government. Where cooperation with Central and Eastern Europe was concerned, a continuation of the policy laid down in this Government bill was proposed. A slightly greater emphasis was placed on democracy and the environment. Support for democracy was expected to develop in line with the proposed strategy. The following statement by Sida is of relevance for twinning: "The cooperation now financed by development assistance shall, as soon as possible, be replaced by normal cooperation between neighbouring countries."

A fundamental notion on which Sida's support the consolidated twinning programme has been based, is that competent and democratic local governments will develop and deepen democracy more than a democratisation process on a national level.

2. THE CONSOLIDATED TWINNING PROGRAMME - a brief background

The Evaluation Team has not investigated when and how Swedish towns and local authorities started their twinning programmes with towns in the Nordic countries, Europe or other parts of the world. It is well known that these types of programmes have been going on for decades. Usually the content of the programmes has included culture, sport and youth exchanges. As far as we are aware, the government has not provided extensive financial support for this. It appears as if there were few twinning contacts with places in Poland, Lithuania, Latvia, Estonia and Russia during the Soviet regime.

The idea behind the consolidated twinning programmes, as is evident from the documents presented above, has been to give the programmes greater depth and breadth with the aid of Swedish government grants. The consolidated twinning programme is one method of many that can work towards the stipulated goals.

BITS,¹⁾ which previously administered this part of Swedish cooperation with Eastern Europe, chose to cooperate with the Swedish Association of Local Authorities in this work. The Swedish Association of Local Authorities undertook to make decisions on grants for projects within the twinning programme. The Swedish local authorities were to specify the content of the planned exchange in their applications. BITS gave the Swedish Association of Local Authorities certain guidelines to follow. The first grants were approved in 1991.

In October 1993 a first evaluation of the twinning programme was presented. This had been commissioned by BITS from Lennart Gustavsson, Stefan Sjölander and Lars Ångström. The evaluation suggested that the consolidated twinning programmes seemed cost-effective compared to commercial alternatives. Already at that stage the

¹⁾ the activities of BITS, the Swedish Board for Investment and Technical Support, were taken over by Sida in July 1995.

3. PRESENT GUIDELINES

The following points from the guidelines will serve to provide a background to this evaluation. The following shall apply for projects:

- they shall be additional to what can be considered part of a normal twinning programme,
- overall objectives shall be to strengthen local democracy and to increase the skills and qualifications of the local administration,
- they shall have been given priority by the recipient,
- knowledge and experience shall be the most important Swedish contribution, and only in exceptional cases the financing of equipment,
- all types of areas can be considered in respect of local democracy, local administration or local technical issues, preferably with an environmental connection,
- the project shall be intended to have a permanent effect or strategic impact in the ongoing process of change,
- a maximum amount of SEK 300 000 per project decision (After 1/1 96 the maximum amount has been increased to SEK 350 000),
- an assessment of the results shall be presented when the project has been completed.

In addition to the above there are rules on the expenditure which shall be covered. The intention is that the local authorities on both sides shall contribute and that the "self-help" character of the twinning programme should lead to the persons involved providing lodging, time, etc themselves.

4. THE ASSIGNMENT AND METHODS USED

The Department for Central and Eastern Europe at the Agency for International Development Cooperation invited tenders on 4 March 1996 for an evaluation mission. Terms of reference are attached (**Appendix 2**).

On 11 March 1996 the Union of Consultants, Scandinavia, UCS, submitted a tender containing certain proposals for the organisation of the evaluation. An agreement was reached with the Department for Central and Eastern Europe that the evaluation should be performed by Börje Wallberg, UCS, and Håkan Falk, engaged by UCS.

The method agreed with Sida, which was followed in the implementation, was the following:

- The evaluation has been based on studies of documents and interviews with a sample of persons who have participated in the programmes.
- The evaluation has been carried out in close cooperation with the Swedish Association

We are aware that the study can contain the following possible sources of error:

- the sample of towns and municipalities was rather small. It was not possible to obtain a fully representative sample;
- many of the interviewees are, in one way or another, responsible for the organisation or implementation of the programmes. There was no time to hold interviews with persons totally outside the programmes or with a statistical sample of citizens in the recipient local authorities;
- many of those interviewed most certainly look upon the continuation of the programme as an advantage for their towns and for their ambitions to demonstrate results to their citizens and could therefore possibly be tempted to give a somewhat too positive picture of the programme;
- the desire for contacts with West Europe can sometimes be so strong that it is felt that one cannot afford to make a critical analysis of the actual effects of the programmes.

We have been fully aware of this situation throughout the evaluation and we have tried to make an assessment of the correctness and credibility of what we have been told. We have also asked many counter-questions to be able to judge the underlying motives of the interviewees. Yet, we have not, on any occasion, been able to establish any noticeable influence from such possible sources of error.

Our informants have either been reliable, or possibly, we have been very easy to convince. The positive conclusions on the programmes we present below in this report have however such a wide margin that they remain positive even if, on theoretical grounds in consideration of the possible sources of error, we considerably tone down the positive statements made to us.

5. OTHER PROGRAMMES OF COOPERATION FINANCED BY AID FUNDS

The Swedish twinning programme is one of many programmes to support the growth of a democratic culture and to strengthen local self-government in these countries. Besides the Swedish twinning programmes there are similar programmes from most European countries and the USA. Denmark, for example, has a very strong position in Latvia and Germany has established an extensive twinning programme in Poland. The EU has now also started a multi-party twinning programme with a similar purpose, ECOS-OUVERTURE. However, these programmes are not taken up in this report.

International aid to the countries is relatively extensive. At the time of this evaluation Lithuania, for example, had received support from foreign sources amounting to over SEK 1 billion for more than 1 400 projects of which 240 were in the "government" sector, which includes twinning. Of the 1 400 projects, 175 were from Sweden.

There are thus other programmes with similar objectives financed by Swedish aid. Some of the most important are described below.

have been allocated to 124 projects in Estonia, Latvia and Lithuania. In addition there are special projects in Poland and in the St Petersburg and Murmansk regions.

During our interviews people have mentioned activities financed by this programme. Their statements have been without exception positive.

Our first reaction was a fear that there might be a duplication of work in different matters but, after putting questions to many people about this risk, we found that the activities were well coordinated.

For an outside observer all these international and Swedish programmes with the same objectives can appear confusing, but in reality we have found that, even if the interviewees have sometimes had difficulties in identifying what was support to twinning and what had been financed through other programmes, they were able to distinguish in their work between the different projects and the different partners in cooperation. The lack of resources in combination with good professional skills is great enough to be able to accommodate many different programmes of support from several different sources without any problems.

B. OBSERVATIONS

1. LOCAL SELF-GOVERNMENT IN THE FOUR COUNTRIES

Successes - but still immature democratic systems

Even if only a short period of time has passed since all four countries could break free from the communist system, they have in many respects come astonishingly far in building up different types of democratic systems.

All four countries covered in this evaluation have built up local self-government with popularly elected representatives, democratic systems which the consultants consider "durable", and which constitute a solid foundation for further developments towards a more highly-developed democratic social system. Only sudden authoritarian, political changes and/or extreme pressure from abroad could change the direction all four countries have now taken where local self-government is concerned. However there is a danger that the local authorities will have to live with scarce economic resources for a long time to come.

The Swedish twinning programmes, as shown below in chapter 5, Effects of the Twinning Programmes, have been very successful though difficult to measure in terms of fulfilled objectives. However much remains to be done before all these political systems function on the same level as in a western democracy.

The oldest project in the twinning programmes is some five years old. This is important to remember when discussing different time perspectives for support to democracy in twinning programmes. However, we noted in many interviews that the work of democratic development, even if it has hitherto been successful, is still in a building up phase.

From the interviews we have extracted a number of central points of view which give a good picture of existing weaknesses and needs.

At the local level:

- *Local authorities in Estonia and Latvia and to some extent in Poland are too small to provide the community services expected by the citizens.* One of the most important issues is to start activities which build up local self-government. This is the primary objective for the new, popularly elected leadership of the twinned towns. In Lithuania the situation is different. After a local authority reform implemented several years ago there are today 56 local authorities. A new reform is planned which will divide them into 112 local authorities.
- *The national associations of local authorities in all four countries are still weak,* being built up and trying to find their roles. In Estonia and Poland they are also split into several associations and need close cooperation. At the present stage of development, with a certain tug-of-war between the central powers and local self-government, cooperation between local authorities and the possibility to present their views is of great importance.
- *In all four countries there is a lack of an intermediate level, secondary authorities or other forms of cooperation for large joint undertakings,* for example in the fields of education, health and medical services and transport. This reduces the strength of the local authorities, unless they can rapidly establish strong and effective programmes of cooperation.
- *The borderlines between those who are politically appointed and those who are civil servants in the local authorities are still vague.* After the local elections in Lithuania, for example, many civil servants holding key positions were replaced by persons who were considered to be closer to the new politicians in power. With this type of system, which lacks politically neutral civil servants, there is a danger that efficiency in the local administration will suffer.
- *The local compromise has not yet gained sufficient ground to be a consistent feature of political life.* Nor has the process of preparing matters for decision been properly recognised. It was often emphasised in our interviews, both in Sweden and abroad, that in the political life in the four countries there was a type of "macho-culture" which tended to give prominence to the need of "strong men" rather than emphasise the importance of cooperation for the common good. Much remains to be done in this respect.
- *The residents of the local authorities are still very passive.* It has been and still is difficult to get the residents to participate in local political life. People are so used to the old system, i.e. everything being taken care of centrally and all decisions being taken beyond the reach of the common man.
- *Young people shun both political life and employment in the public sector.* Politics was such a discredited subject during the communist era that many still disassociate themselves from it. The memory of what happened to politically active people in the Baltic after the Soviet Union took power in 1940 is still very vivid. Entering politics in these countries could even be dangerous in the present uncertain situation.

All in all, we feel that the above account of weaknesses and problems in building up local democracy shows, that there are still important questions both at the national and local level. The way in which these problems are handled will be of decisive importance

Many of the smaller projects, which have not been followed up by a more substantial project proposal, also give evidence, that the programme is somehow “self-corrective”. The mutual undertaking in a twinning arrangement is great and where enough interested partners have been lacking, bigger projects have not been started.

Where projects have been very successful they are often followed-up by a new phase. Thus, in this respect the twinning project is also “self-improving”. The recipients have learnt quite fast how to get the best out of the Swedish support and they now know what they can demand from their Swedish counterparts.

2.1. Similar contents and methods in the start-up phase.

Most of the projects that we have studied in documents and in the recipient countries have a very similar story. They have started with, at first mutual visits by municipal politicians to assess the situation. Then, short, rather formal training courses have been organised by the Swedish municipalities in the cooperation countries, where the main topics have been:

- the “Swedish system”, Swedish political system, municipal politics, roles of politicians versus management and employees of state and municipal administrations;
- the democratic “culture”, how to cooperate rather than to rule by or in conflict;
- the decision-making process, how decisions are prepared in the political circles, negotiations and agreements, the registration of decisions and the dissemination of them;
- how all public documents shall be registered and how inhabitants shall be able to react to them;
- the cohesion between democracy and a functioning judicial system, which in its turn also has to be based on “transparency” and democracy;
- the establishment of public confidence in the political life which is so important in the present difficult transition from the communist society to a modern multiparty state and a market economy;

These seminars in the twinning countries have then been followed up with study visits in the Swedish twinning municipalities. Visiting politicians, and sometimes administrators, have been given a possibility to study on site how the practical work is organised. The visitors have been given possibilities to accompany the Swedish local politicians and municipal administrators in their daily work, to participate in municipal council meetings and to study how political decisions are implemented. All the time there have been vivid discussions about why and how things have been done. In this way a direct connection between the theoretical content of the seminars and the practical, municipal work in Sweden has been established.

The extent to which the building up of technically and administratively more proficient administrations is part of democratic development can naturally be discussed. However, a more effective administration is an important precondition for functioning local democracy. This is a classic problem in all development cooperation. Everything is connected to everything else - if one or two links are missing, there is a danger that the results will be lesser in others.

3. RECIPIENT LOCAL AUTHORITIES - IMMEDIATE PROBLEMS AND PRIORITIES

3.1 Technical improvements and investments - financial issues

The local politicians and civil servants we interviewed were without exception very satisfied with the pragmatic Swedish support for the development of local democracy and would gladly receive more support of this type in the future. One civil servant said that a democratic structure and clear rules were a precondition for foreign investments and a flourishing business sector. He gave an example where a German investor had withdrawn since he considered that these requirements were not completely fulfilled.

However, other issues occupied their minds; getting the communities they had been elected to lead and administer to function properly. In all local authorities visited in all four countries the reports we received on the considerable problems faced in getting purely basic functions in society to work properly were almost unanimous.

After independence all this has meant a great financial burden both for the public administration and the citizens. It is now of the utmost importance both for the national governments and the local self-governing bodies that these problems can be solved since they clearly affect the living conditions of the people and by that the political credibility of the leaders of the local authorities.

In all four countries the people are still suffering from the incapacity of their former regimes to maintain streets, water supplies and sewage systems, and housing. Electricity and heating were based on cheap Russian energy, heavily subsidised by the state, with which it was not necessary to be economical. These energy-consuming plants must now be replaced or at least be converted for more economical operation. For the local authorities this means that entire systems have to be upgraded. Heating plants must be converted from oil to pellets which are manufactured locally to avoid dependence on imports. The pipes which supply blocks of flats with district heating are badly insulated and thus need insulation or, in some cases, to be replaced. The houses also need to be insulated and tenants to be informed about and motivated to save energy.

All local authorities also had considerable problems with sewage treatment and refuse collection, another two areas which were not given priority during the communist era. Several local authorities had also made, with Swedish assistance, extensive studies on how best to solve this problem and were now seeking possibilities to find financing. A few local authorities reported that they had obtained grants through the Swedish Environmental Protection Agency.

Without it being within the direct area of responsibility of the study we cannot avoid making the reflection that the "optimisation effect" of Swedish aid funds would probably be greater if there had been a "channel" between the twinned towns' planning

social reasons and can turn into serious problem cases when they grow up. The interviewees sought experience and support in order to start to deal with these issues.

The third issue, the social sectors, was considered equally important for the residents' opinion of the value of local self-government and democratic development. It is not possible to emphasise the issue of the responsibility of the citizens for society, the environment and how one shall take care of one's fellow human-beings, if it cannot be shown that this responsibility is also taken seriously at the political level through practical action.

The social problems in the transition to a market economy are also enormous in all countries. During our visit to Vilnius thousands of pensioners demonstrated in an apparently endless procession on the main street up to Parliament against the decision to reduce their pensions for budgetary reasons. Responsibility for the social issues is therefore being placed by the governments on the local authorities but without funds being made available for the purpose. The local authorities now have to learn and seek new approaches - and they want to learn, for example through twinning with Swedish local authorities.

In the longer term the local authorities were also seeking new sources of income and job opportunities for the many people who were unemployed because of the restructuring of the economies. It was hoped that the twinning programme would lead to the establishment of new companies in the local authorities, thus creating more job opportunities. Another area was tourism, sometimes described as ecotourism, which, it was hoped, would provide more jobs.

It was considered that, in all these social sectors, Sweden had a leading position and that Sweden had succeeded in the decentralisation of issues relating to health and medical care, education and the environment. The local authorities had a clear impression of what had succeeded, as well as what was less successful and wanted to learn from this.

Without in any way belittling the importance of twinning having a democratic objective, we cannot ignore the fact that the actual need of improvements in the twinned local authorities is so extensive and important that they must be included in the assessment of future cooperation projects.

4. AREAS OF COOPERATION IN TWINNING PROGRAMMES

As is evident from the section above on the immediate problems of the Baltic and Polish local authorities, it is probable that, if they had been able to choose freely the type of assistance they wanted from Sweden, they would have preferred most of all to have more direct support to cope with all the major repairs and investment needs they face, and even more help to start the work of building up the social sectors.

In the present Swedish twinning programme, this possibility does not exist. The funds available for the twinning programme do not amount to more than a fraction of all the funds needed for existing repair and investment needs, not even for more support for social rehabilitation.

The strengthening of the countries' national independence and democracy, an improved environment, and a transition to a market economy are the main goals of Swedish

"It is in the meeting of people, in our attitudes and in our way of reasoning in all different issues that we transmit our view of democracy," said one interviewee. With this approach a training programme for "smoke-diving", without any expressed democratic objectives, could also contribute indirectly to greater democratic understanding. It is thus the learning process in all its different facets, which contributes to creating democratic understanding.

However it must be emphasised that the democratic effects are very varied and depend on the types of projects which are the subject of cooperation, and the objectives and the content given to them. From this angle Sida's support to the twinning programme can be said to be both complementary and partly overlapping in the four main areas for local cooperation: democracy, environment, administration and technology.

5. EFFECTS OF THE TWINNING PROGRAMME

Sida's support to the twinning programme with the Baltic states and Poland is organised differently from a traditional aid programme. It has a bottom-up approach in which the parties themselves feel their way and agree on areas for cooperation. The amount available for each project has, by Sida standards, been small, maximum SEK 300, 000, and the projects are therefore limited in scope. Measuring the democratic effects with precision for each programme is thus not possible. Another reason why a more precise evaluation cannot be made is that the democracy objective in Sida's guidelines for twinning programmes is formulated in general terms. This state of affairs was described and criticised to a certain extent in the evaluation made in 1993.

This means that there are no concrete objectives to measure results against as is the case in other development projects where possibilities, obstacles and objectives are defined in the preparatory stage in terms of a logical framework.

Unlike the evaluation made in 1993, we find this perfectly natural. Swedish participation in the development of democracy in other countries is so varied and so difficult to influence with aid funds that setting up defined objectives with measurable indicators is hardly realistic. It is rather a matter for the Swedish side to be able to follow the process closely and adapt Swedish support at very given opportunity.

We have therefore chosen instead to support our assumptions on a large number of "indicators" which have emerged in our interviews in Sweden and the four recipient countries. However, in our opinion the most important indicator is that the recipients in general have emphasised, that the twinning programmes have been extremely well implemented, they have been cost-effective and the Swedish taxpayers' money has been well used. As a result of the first building up phase it has been possible to note the following other indicators:

5.1. Positive effects of twinning programmes

At the national level the following indicators of positive effects could be noted:

- *The development of functioning local self-government* was, in the opinion of several interviewees in Poland, the greatest democratic success in the country. The Polish reform has also been built up from the bottom as opposed to the old centrally governed structure. The bottom part of this old structure had been separated from the rest and

- *Insight into the importance of compromise in local democracy is still weak but has slowly started to spread* on the recipient side. One example, mentioned in Växjö, related to developments in Slupsk province in Poland.
- *The decision-making process has been moved closer to those concerned.* The procedure of circulating draft decisions, etc to all possibly interested groups and organisations for their comments has been started in some local authorities.
- *Questionnaires on planned developments have been distributed to residents* in some local authorities. In a Polish local authority it was reported that the selection of new chief education officers was now being performed by a selection committee and not, as was the case before, by one centrally positioned person with far-reaching powers.
- *Environmental, educational and social issues, for example care of the elderly and the situation of the handicapped,* which previously were issues dealt with centrally and as such given low priority, have today been given high priority in local self-government. Where these issues are concerned, in-depth studies are being made of Swedish models in order to learn from both positive and negative experience gained.
- *Like in Swedish local authorities head-teachers today have more decision-making powers* than before where teaching and the right to use the schools' resources are concerned. There is more participation by students and parents in the running of schools.
- *The twinning programme has also had a certain international effects.* A Polish institution, the Foundation in Support of Local Democracy in Szczecin, has been given Tacis funds to run similar projects in Beylorussia. The foundation is the Swedish Association of Local Authorities' partner in cooperation in Poland.
- *A wide variety of other contacts, not financed by Sida, have been established through the twinning programme.* Many commercial contacts have been established which have led to the setting up of permanent links, for example the Kalmar office in Gdansk. In addition many Swedish companies from South-east Sweden have established lively commercial contacts, among others in Lithuania. Several persons expressed the view that these contacts would not have been so great if the twinning programme had not first built up personal trust.

On the general value of the Swedish twinning programme the following was noted:

- *The Swedish support had provided unique knowledge on local self-government* and local democratic forms of management in a time of political turbulence with a great need for rapid build up.
- *The Swedish twinning programme has a long-term character.* Good relations have been slowly built up and extended.
- *According to several interviewees the Swedes have listened more and have tried to understand the problems of the twinned town* to a greater extent than many other foreign advisers.
- *The demonstration effect in the twinning programme has been very positive,* i.e. when participants in different training programmes have been able to come to Sweden and

In many ways the spontaneous growth of the twinning programme can be said to have resulted in a somewhat random diffusion. Many local authorities in the four countries do not participate in the programme and will have little chance of finding a Swedish partner. In Poland alone there are 2500 local authorities (in the northern part of Poland chosen for this cooperation, around 300) and in Lithuania, after the planned restructuring of the local authorities, there will be 112.

Even if the achievements in the form of democratic development through the programme can be said without much doubt to be fairly extensive, it is not possible to say that it is the Swedish projects in particular that have meant more than the programmes of cooperation with, for example, local authorities in Denmark and Germany, or the multilateral projects.

According to certain sources, perhaps *only 20% of those who would benefit from studying their working areas in Swedish local authorities have had the possibility to do so with the aid of the programme.*

Nevertheless we have been struck by how the recipient local authorities and organisations have taken up on each occasion the great importance of Swedish support for the results which have been achieved. It was claimed that those who have participated in the study visits and training programmes under the twinning programme behave quite differently in their professional roles than those who have not participated. Therefore it was considered that there is still considerable scope for further cooperation in the twinning programme.

The fact that Sweden is a neighbouring country has been of great significance for the close contacts which have been established. The Swedish model, with a mixture of market economy and social responsibility, was interesting. Sweden has something to offer! The great Swedish interest in the recipient countries during their national liberation struggles has most certainly also contributed to the close contacts in the introductory phase.

To obtain a better diffusion of the twinning programmes in their countries the recipient local authorities have now started to take action themselves.

In the different training programmes both in Sweden and in recipient countries other people than those from twinned local authorities are participating in order to obtain information about what has been learned in Sweden. In Poland good results have been obtained from sending members of Parliament on local authority study visits in Sweden. After having obtained an understanding of the actual problems, these MPs voted on their return against their own party in an important issue for the local authorities. In Varena in Lithuania persons from neighbouring local authorities are regularly invited to take part in courses and seminars in the Swedish twinning programme.

In Poland representatives of local authorities not in the twinning programme have been invited to take part in different training programmes and study visits in Sweden. At first they came individually on visits to Sweden and when they returned to their local authorities their reports were met with scepticism. Now several participants from the same local authority are sent so that their experience can have a greater impact. During several interviews it emerged that there were now plans in the twinning programme to implement joint projects for several local authorities, for example in the fields of water treatment and education, so more people could learn new technologies and new ways of working in these areas.

language problems. However as closer contacts are established, these problems will decrease.

- *The time factor is important.* Speeding up cooperation is not possible. In one twinning project it took one and a half years to start important and close discussions on what the parties really wanted to obtain from their programme of cooperation and then things started to run smoothly.

On the recipient side:

- *"Democracy" is still in many respects an unclear concept* for many in the recipient countries. It has also been particularly difficult to teach democracy to the old generation, brought up under authoritarian conditions in the Baltic states and Poland.

From the Swedish side it has been emphasised that in Sweden there is an "ideal model" that we cannot always live up to ourselves. It has therefore perhaps been difficult to convey the concept of democracy to another culture, which has its roots in a centralised, authoritarian system.

However, we have not been able to establish that this uncertainty has had a decisive effect on the other side in the twinning programme. On the contrary it was emphasised in all our interviews how well the Swedes have succeeded in transferring their knowledge in these matters. It is our opinion that this contradiction is based on different, unspoken, objectives. The Swedes have wanted to teach what they consider to be of importance for democracy, while the recipients have accepted information and training on what they have needed on each occasion. The changes have also been comprehensive and positive, and they are satisfied both with the help they have received and the results which have been achieved.

- *Sometimes the parties have different views on leadership and administrative issues,* for example making procurements. Personal connections are very important. Sometimes there are other attitudes in respect of corruption etc.
- *The twinning programme provides no direct resources to the recipient local authorities.* Instead it consumes resources which certain residents can regard as an incorrect use of money. The gains are made in the long-term and it is important to explain this to the critics.
- *It is expensive for the twinned local authorities, with their limited resources, to pay SEK 3 000 or 4 000 just for journeys to Sweden.* It is even more difficult for Varena in Lithuania which is twinned with Kalix. Possibly a so-called "high cost cover" could provide greater cost neutrality. The national associations or the county associations, sejmik in Poland, could administer such a system.

On the Swedish side:

- *There was a certain amount of ethnocentrism,* especially in the building up phase. It took some time to make everyone understand that this was not a programme of cooperation with a developing country in the usual sense, and that the recipient's need of knowledge was rather advanced. Where Poland is concerned this has led to a situation today in which new Swedish resource persons are given an obligatory one-day introduction to Polish conditions before they start their assignments.

- Negotiator with Sida on behalf of the local authorities;

For the local authorities and county associations both in Sweden and the recipient countries, the section has been:

- Co-ordinator, inspirer and adviser.

In addition to its work with the twinning programme the SALA has, as described above, under Chapter A. 5.1. had an important role as an institutional consultant in the establishment of both the national associations and, in Poland, of the new county associations, sejmik. With its considerable training resources the Association has been able to take part in different forms of training programmes. In Lithuania the Association has played a major role as an institutional consultant in the building up of the country's electoral system. After making studies of the last Swedish election (arranged by the Association), the country's electoral commission has built up its electoral system on the Swedish model and gratitude was expressed for this help and this source of inspiration. (See **Appendix 4** again).

This type of institutional role at local and regional levels will be even more important in the future when twinning programmes become stronger and more comprehensive. The need of strong central organisations in the recipient countries which can speak on behalf of the local authorities at national level will increase, as will both the immediate and future needs of qualified training for tens of thousands of local government employees.

For the local authorities, as for the national and regional associations, the trend will be to leave solving immediate problems and to go over to a more long-term strategic thinking and planning. In countries with many small local authorities which cannot meet the needs of the community for social and technical services, for example in Estonia, Latvia and Poland, there will be a need to cooperate over local authority borders or to merge local authorities into larger units.

The SALA also has a great deal of knowledge about the positive and negative results of Sweden's merger of local authorities, and the Association has many years' experience of building up and implementing training and other human resource development programmes, partly at its course centre Stora Brännbo, in Sigtuna.

We believe therefore that the SALA's role will need to change from its present administrative emphasis - with assessments of project proposals and allocations of funds and reporting results, as well as its more indefinite consultant and service role - to a clearer role as an institutional consultant for institution and organisation building and human resource development at the national and regional levels in the recipient countries.

We are also of the opinion that such institutional development and educational projects in the next stage should be assessed in one context together with the twinning projects. Sida should therefore consider whether to make it possible to build up a number of "twinning arrangements" which shall function in the same way as the twinning programme with the same small amounts to establish cooperation between the association and a central or regional partner. These two parties would then draw up and implement joint programmes.

considered particularly urgent by the recipients. It was evident in several places that help was received in other problem areas from other countries or the European Union or from non-governmental organisations. They saw no problems that there might be a possible duplication of areas of cooperation.

Most of the people we talked to were quite clear as to what type of help they could count on receiving through the twinning programme. It was clear, however, that they were in great need of grant aid or concessionary credits for different investments and that they often had difficulties in meeting essential operating costs. Most of them realised that these problems neither can nor should be solved with Swedish aid funds, but would place a very high value on access to other types of assistance.

Our overall impression is that the twinning programme is used very adequately in relation to the problems of the local authorities, as far as the amounts allocated suffice in relation to the much greater problems.

2. THE TWINNING PROGRAMME IN RELATION TO CURRENT GUIDELINES

It is our assessment that current guidelines have been followed in a correct way. The guidelines state, that projects shall take place where there are possibilities to achieve permanent effects or a strategic impact on ongoing processes of change. We consider that, among the projects we have come into contact with, such effects have often been achieved. In the light of our experience of development cooperation we consider that the selection of projects fulfils these requirements.

We are rather astonished that such small projects can have such great effects.

3. THE TWINNING PROGRAMME IN RELATION TO THE OBJECTIVES OF COOPERATION WITH EASTERN EUROPE

In section A. 1. we presented those parts of the government's objectives for cooperation with Eastern Europe which we consider are of relevance for the twinning programme. The twinning programme has, to varying degrees, contributed to fulfil all these objectives.

3.1 "... to promote common security"

The twinning programme has built up a number of good relations between Sweden and our neighbours on the other side of the Baltic. The value of the personal relationships was emphasised repeatedly on both sides. The fact that the programme takes place within an institutionalised framework succeeded clearly, for the most part, in "bridging" the difficulties arising from election results, which from time to time lead to a situation in which representatives of the local authorities were replaced. Swedish government funds had made possible a more concrete, permanent and broader form of cooperation than traditional twinning activities, such as cultural and sporting events, the personal contacts have been broader and deeper.

on the location of a refuse tip. We heard many statements about learning democratic methods or attitudes as a side-effect in a technical area. The environment was one such area.

The concept "culture of democracy" need not only include those aspects of how a country is governed, it can also include the values which characterise most democratic states. This includes respect for the individual in all contexts, for example how the disabled, the elderly, school children, addicts, criminals etc. are treated. With this type of definition, projects in the area of social care, schools, etc. have had a clear democratic content even if issues relating to division of responsibilities between politicians and local management or procedures for running the activity have not been conscientiously included.

Against this background we consider that the twinning programme has been of great importance to "consolidate the culture of democracy".

3.3 "... to support a socially tenable economic transformation"

Few of the twinning projects are aimed at enterprises or commerce. There are some. On the other hand it was reported in several places that commercial contacts in the form of trade or investments had been one result of personal contacts in the projects. We obtained the impression, that this was affected by the fact, that the capacity and readiness to seize an opportunity when it arises, varies in different parts of Sweden. We cannot judge whether the readiness to take commercial initiatives varies in and between the recipient countries but we feel that this is probably the case. The possibility of obtaining positive spinoff effects would therefore also vary from country to country and from local authority to local authority.

More local authorities cooperate in social issues. It is our opinion that this will increase.

The twinning programme contributes, in our opinion, to a certain extent, to attaining the objective of "supporting a socially tenable economic transformation."

3.4 "... to support an environmentally tenable development"

Environmental issues interested almost everyone we met. Much of the cooperation between twinned local authorities refers to the environment. The financing, as mentioned above in section A.5, is not only through funds allocated by Sida for the twinning programme but also through funds allocated for environmental issues. Environmental issues are also excellent to demonstrate the need of joint action. They can very rarely be solved on an individual basis. The Agenda 21 methods give very clear object lessons of how to involve many citizens in the process of solving joint problems. It also appears to have the advantage that young people can participate in an active and equal way in the work.

The twinning programme is of great importance for the breadth of the environmental work and support for it locally and can be assumed to provide a good foundation for further popular interest in environmental issues even when the Swedish government grants are no longer available.

approach, be expected to remain a method of providing assistance as long as there is development cooperation with Central and Eastern Europe.

If one accepts the argument that even cooperation in the technical areas - in addition to helping the local authorities with their immediate problems - has a not insignificant element of transferring democratic values, it is justified to describe the twinning programme as having the primary objective of consolidating the culture of democracy.

During the evaluation we have been convinced of the legitimacy of this approach.

One of the great advantages of the twinning programme is that it is based on local interest. If local initiatives and priorities can govern the selection of areas of cooperation, it would imply, at the same time, that Sida cannot direct the programme of cooperation into special technical areas. Within the objective of consolidating the culture of democracy, Sida has given several different areas for projects in its proposed strategy. Some of these are linked to the twinning programme.

We see the possibility of achieving a long-term influence for the culture of democracy by strengthening democratic upbringing in the schools. Youth work outside the school is also needed to arouse an interest in and to build up knowledge about community issues. General adult education could also provide a contribution to the democratisation process.

Here, however, we have entered the broader area of support for "civil society", which is outside our terms of reference. The work with environmental issues is very fitting as an object lesson of democratic methods. In addition to (from the point of view of Sida) the unplanned and unevenly spread assistance, given in the consolidated twinning programme to meet such needs, the Agency could seek other supplementary forms. In fact, this is already done to a certain extent.

One area which is of great importance for local democracy is the national legislation which regulates the division into local authorities, the forms in which they may cooperate, their access to funds in the form of government grants and/or their right to levy taxes. The attitude of politicians active on the national level to local self-government has been emphasised as a problem by many of the people we spoke to. The same applies to the building up of associations of local authorities in the recipient countries. Sida has already supported work in the problem area through the Swedish Association of Local Authorities and with special funds. This area needs further support if local self-government shall develop successfully.

Another area which can partly be included in the twinning programmes is the building up of training programmes for local authority personnel of different categories. It should be possible to further develop the twinning arrangement which already exists with the Association's course centre in Sigtuna or, for example, the Institute for Local and Regional Democracy in Växjö. Both basic training for new personnel and further training for existing personnel are needed as well as training for local authority politicians. National and international networks for these training issues would be of great benefit.

A predictable and possibly growing problem is that the possibility of the recipients to use what they have learn in programmes of cooperation with Sweden will be hindered by a lack of funds for investments, and even operations. It is possible that Sida will receive several proposals for funds for this purpose. We have no direct recommendations on how Sida shall react to such proposals and we do not recommend any additional funds

Appendix 1

Swedish government support to twinning cooperation between Swedish municipalities and municipalities in Poland, Estonia, Latvia and Lithuania and parts of north-western Russia.

Since 1991 the Swedish government has contributed about **SEK 50 million** to strengthen the twinning cooperation with municipalities in the above countries.

1. Country distribution

The distribution between the countries is as follows:

Poland	22%
Estonia	34%
Latvia	15%
Lithuania	24%
Russia	5% (started only in 1994)

2. Areas of cooperation

The estimated distribution between areas of cooperation is as follows:

Deepening of democracy and strengthening of a democratic culture	43%
Environmental issues	23%
Social issues and education	21%
Infrastructure planning and advisory projects	9%
Support for transition to market economy	4%

3. Government contribution per project

The government's contribution to each project has been maximised to **SEK 300.000**.

However the democracy project in Lithuania has been granted considerably bigger amounts due to its special character. Excluding this special project the average contribution to the other projects has been around **SEK 200.000**.

1996-03-25

Uppdragsbeskrivning - Utvärdering Fördjupade Vänortssamarbetet

1. Bakgrund

Sida (tidigare BITS) har sedan 1990 beviljat sammanlagt 39 milj kr för fördjupat vänortssamarbete mellan svenska och baltiska kommuner och sedan 1991 15 milj kr för samarbete mellan svenska och polska kommuner. Över 60 svenska kommuner deltar i samarbetet. I Polen har medlen slussats via sju länsförbund som har 62 kommuner i sitt område.

Syftet med insatserna är att bidra till en förstärkning av lokal demokrati och lokalt självstyre samt att höja kompetensen inom lokal förvaltning i mottagarländerna. Ett antal insatser har avsett miljöarbete med tillämpning av Agenda 21.

Medlen har anslagits till Svenska Kommunförbundet som givits ansvar för beredning och beslut enligt av BITS/Sida angivna riktlinjer.

Under 1994-1995 beviljades stöd till 118 insatser i Baltikum, varav 65 insatser avsåg Estland, 28 Lettland och 25 Litauen. Insatserna i Polen uppskattas till ungefär hälften.

Rapporter från Kommunförbundet visar att tonvikten vad gäller vänortssamarbetet med baltikum på rena demokratiprojekt har minskat och att relativt allmänt hållna "demokrati och förvaltningsseminarier" för politiker och tjänstemän har avlösts av mer sakinriktade insatser. Demokratiinslaget är dock mycket väsentligt inom social-, skol- och miljöområdet liksom administration och ekonomi. Miljöfrågorna väger mycket tungt i vänortsutbytet. Under senare tid har intresset ökat för social- och skolområdena.

Deltagandet av och effekterna av dessa insatser på män och kvinnor skall undersökas och bedömas.

Utvärderingen skall behandla både givare och mottagare. De frågor som bör utvärderas skall innefatta förväntningar, mål och förväntade resultat, problem i genomförandet och dess orsaker samt insatsernas uppnådda resultat och effekter med hänsyn till målet att utveckla lokal demokrati. Genomförda förändringar i kommunernas verksamhet i Baltikum och Polen bör analyseras.

Vidare skall bedömning ske huruvida verksamheten har haft eller kan beräknas få långsiktiga effekter och strategiskt genomslag.

En bedömning av insatsernas kostnadseffektivitet bör ingå.

Av särskilt intresse för denna utredning är i vilken mån de genomförda insatserna har givit en spridningseffekt, om det finns institutioner som fortsätter arbetet på lokal och /eller nationell basis och vad man har för stöd i form av sk "backstopping" från vänortskommunen. Det är också intressant att utvärdera vilken spridningseffekt insatsen har haft utanför den egna kommunen och det direkta kommunala arbetet (t ex näringslivet). En annan viktig aspekt är att följa upp hur insatser för ökad demokrati har kombinerats med andra insatser.

Den tillgängliga dokumentationen antyder en minskning av direkta insatser för främjande av lokal demokrati och en ökning av insatser inom professionella områden. Det finns anledning att fundera över avvägningen mellan givarens och mottagarnas prioriteringar och vad eventuella skillnader kan föra med sig i ett längre perspektiv.

Utvärderingen skall utmyнна i sammanfattande slutsatser och rekommendationer bl a vad gäller behov av eventuella kompetteringar/justeringar i riktlinjerna för det fördjupade vänortssamarbetet.

Intervjuerna kommer att grundas på ett av utredarna i förväg utarbetat *frågebatteri*. Frågorna kommer vid behov att anpassas vid varje tillfälle beroende på insatsernas inriktning och storlek och andra omständigheter.

Språk

Någon form av tolkhjälp kommer att behövas i alla fyra länder.

Tidplan

vecka 10	Förberedande diskussioner mellan konsulterna. Möten med SvKf i Stockholm och i Sigtuna.
vecka 11	Dokumentstudier och förberedande kontakter samt vissa telefon-intervjuer. Möte med estniska representanter i Stockholm.
vecka 12	Telefonintervjuer och personliga besök i mer näraliggande kommuner t ex i Söderköping och Bålsta. Ev. möte i södra Sverige i Karlskrona eller Växjö.
vecka 13	Telefonintervjuer och personliga kontakter i södra Sverige (ev större möte enl ovan) Estlandsbesök
vecka 14	Polenbesök 1-4 april
vecka 16	Litauen
vecka 17	Lettland
vecka 18	Uppsummering och rapportskrivning
30 April	Inlämning av utkast till slutrapport till Sida Diskussioner med Sida om slutrapport och om eventuella justeringar. Presentation av slutrapport.

APPENDIX 3

List of persons met and interviewed.

The persons we have met have personal experience of co-operation between Sweden and their city, municipality, county, institute or national or regional associations of municipalities. They hold roles as politically elected mayors, vice-mayors, or in some cases similar responsibilities in the local state administration, employees of cities and municipalities in various responsible functions, directors or department heads of institutes or associations. Some persons had several functions relevant to our assignment. Most of the interviews have been performed in groups with the help of an interpreter.

1. In SWEDEN

From the Swedish Association of Local Authorities

Sven Rimhagen
Rolf A. Karlson
Christer Lindberg

From the regional associations of local authorities in southern Sweden

Kerstin Johansson
Tommy Löfquist
Lilian Persson
Björn Teke
Sune Thidell

2. In POLAND

In Szczecin

Piotr Czaczyk
Jerzy Gajda
Dominik Górski
Ryszard Pozorski
Włodzimierz Puzyna
Adam Sosnowski

In Barlinek

Jan Dobaczewski
Józef Jerzy Falinski
Zygmunt Siarkiewicz
and other persons whose names we did not get

In Gorzow

Edward Fedko
Zbigniew Zbikowski

Heiki Mägi
 Hillar Nuut
 Raino Raik
 Peeter Reimann
 Rein Talisoo

In the Estonian Institute of Public Administration, Tallin

Sulev Mäeltsemees
 Pille Kotka
 Sirje Mett
 and one other person whose name we did not get

In Rapla

Eero Kalberg
 Hetti Kask
 Tõnu Lõhmus
 Kalle Maar
 Marju Nurmsoo
 Heik Past
 Mikk Sarv
 Kalle Talviste
 Katrin Vahemets
 Jüri Voigemast

4. In LITHUANIA

Ministry for Public Administration Reform and Local Authorities, Vilnius

Petras Papovas, Minister

General Election Committee

Zenonas Vaigauskas

Department for Technical Assistance and Programmes of the Ministry for Foreign Affairs

Rasa Kairienė

The Association of Local Authorities of Lithuania

Alfonsas Brazas
 Kornelijus Platelis
 Jonas Rudalevicius
 Zenonas Streikus

Projects in Central and Eastern Europe

This paper is a compilation of co-operation projects since 1991 between Swedish Association of Local Authorities (SALA) and counter parts in different countries in Central and Eastern Europe. Both realised, on-going and planned projects are included.

SALAs responsibilities in the decision process of funding projects in order to strengthen twinning co-operation between municipalities in Sweden and CEE-countries are not described in this context.

1. Realised projects 1991 - mid of 1995

Poland: Surplus Office Supplies to Polish municipalities

Partner: The Plenipotentiary of the Polish Government for the Local Government Reform through the Foundation in Support of Local Democracy in Szczecin (FSLD).

Swedish funding: 1.75 MSEK.

Realised: 1991-92.

Results: Office and school equipment were collected from a great number of Swedish municipalities and transported to Polish municipalities mainly in the northern parts of Poland. The amount of material corresponded to a volume of 100 lorries and six containers shipped by boat. The volume exceeded the budgeted one by 100 %, mainly due to a devoted approach in the Swedish municipalities.

Poland: Professional study visits to Swedish municipalities

Partner: FSLD

Swedish funding: 0.8 MSEK.

Realised: during 1991.

Number of participants: Around 50 councillors from municipalities in six northern voivodships (counties) in Poland.

Number of courses and duration: Two courses, 2 weeks training in Sweden.

for a total of about 150 local and central politicians. As a result of the project a new national association of local authorities was established in June 1995.

Poland: Training of trainers

Partner: FSLD

Swedish funding: 1.25 MSEK

Realised: 1994

Content: Two parts: the first in Poland during three days on the Swedish model for local self governance, the second during three weeks in Sweden divided into three blocks: (1) The municipal social welfare system; (2) School Management; (3) Fight against unemployment on the municipal level. A total of 90 participants.

Baltic states: How to process general elections

Partners: The Associations of Municipalities in the three Baltic states

Swedish funding: 0.8 MSEK

Realised: 1994

Content: Seminar in Stockholm on the Swedish electoral system and the public sector. Study visits in 8 - 10 Swedish municipalities during the general elections in September 1994. A total of 60 participants - around 20 from each country.

Poland: Local Agenda 21 in Polish municipalities - step one

Partner: FSLD

Swedish funding: 1.8 MSEK

Realised: 1994 -1995

Content: Development of direct twinning co-operation on environmental issues between 8 Polish and 8 Swedish municipalities (pilot municipalities) representing 7 voivodships in northern Poland and 7 counties in southern Sweden. The ideas behind a bottom up approach to Local Agenda 21. Measuring the environmental status in the 8 Polish municipalities. Public participation and the role of NGOs and other groups in implementing Agenda 21 locally. Seminars and study visits in Sweden and Poland. Participation in Ecology 1995 in Gothenburg for representatives from the 8 Polish municipalities. Working out a draft Hand Book (Working File) in Polish and Swedish on how to start and implement Local Agenda 21.

North-West Russia : Pre-studies and Fact Finding Missions

Partner: Sida

Swedish funding: 0.3 MSEK

Realised: Autumn 1995 and beginning of 1996

Content: General fact finding on the situation of the different municipal formations in north-west Russia. Visits to Moscow (the head offices of different associations for local authorities and other relevant institutions), Kaliningrad and St Petersburg. Report to Sida including proposals on future co-operation. Separate reports on local and regional government in the Republic of Karelia and the Region of Murmansk.

Kaliningrad: Strengthening of Local Democracy

Partner: The City of Kaliningrad

Swedish funding: 1.24 MSEK

Realised: Spring 1996.

Content: (1) One three days seminar on local self governance issues in Kaliningrad with 75 participants; (2) one two weeks seminar in Sweden with 19 participants from Kaliningrad. General lectures for the whole group in Karlskrona. Going deeper into the topics from the first seminar. The participants were then divided into three groups visiting three different municipalities in south-east Sweden for further studies. Two summing up days in Karlskrona for the whole group.

3. On-going projects**Poland: Local Agenda 21 in Polish municipalities - step two**

Partner: FSLD

Swedish funding: 2.0 MSEK

Realised: The end of 1996

Content: (1) Finalising and printing of the Hand Book (Working File) on how to start and implement local Agenda 21. Distributing/selling the Working File to municipalities in all Poland; (2) Three seven days training courses in Poland and Sweden for respectively 20 trainers, 20 school teachers and 20 students from the 8 Polish pilot municipalities; (3) Three conferences in northern Poland to inform of the co-operation in the pilot municipalities and of the Working File and thereby start Local Agenda 21 processes in as many as possible of the around 300 municipalities in northern Poland; (4) A conference and study visit to Sweden for representatives of the Polish

system in order to find possibilities to better the Lithuanian system; (4) Co-operation with the Swedish Post in order to better the possibilities for mail voting in Lithuania; (5) Swedish observations of the General Elections in Lithuania.

Ukraine: Strengthening of Local Democracy

Partner: The President's Foundation for Local and Regional Development in Ukraine.

Swedish funding: 3.9 MSEK

Realised: During 1996

Content: (1) Development of the municipal democracy process, the local administration and municipal services through a pilot project in the City of Irpen outside Kiev. A Swedish "shadow" City Manager (from Skara) is placed closed to the Mayor of Irpen in order to follow the daily work and to give advice for changes. An expert group consisting of a city planner from Skara, an economist from Grästorp, a personnel expert from Eskilstuna and the management of Irpen meet at study visits in Sweden and Ukraine for discussions and preparations of short and long time activity programmes. The proposals will go both to the City Council of Irpen and the President's Cabinet of Ministers in order to be implemented in the municipalities; (2) A seminar for 12 Ukrainians (6 mayors and 6 representatives of the central Government level) in Sweden in order to learn about the Swedish political structure; (3) A seminar in Kiev for 60 mayors, in which the Swedish public sector structure is presented and discussed; (4) A seminar in Sweden for 6 Ukrainian representatives of the central level on the Swedish municipal laws; (5) A study visit for 6 Ukrainian mayors in the cities of Skara and Eskilstuna; (6) A Seminar in Charkov for 80 mayors and 20 representatives of the County and National levels on Social protection of citizens within the system of Local Self-Government; (7) Study visit for 12 Ukrainian mayors in 6-12 Swedish cities; (8) Study visit for 6-12 Swedish mayors in 6-12 Ukrainian cities; (9) Final seminar in Kiev where the results of the work is presented; (10) Preparation and production of information material for distribution to the Ukrainian Parliament Members, the Members of the President's Cabinet of Ministers and all Ukrainian municipalities; (11) Preparations for co-operation with the Danish Association of Counties in order to divide the competencies between the two levels.

Romania: Fact Finding Mission

Partner: Sida

Swedish funding: 0.15 MSEK

Realised: June 1996

We are planning a series of three days conferences for municipalities, regional municipal organisations and regional state agencies in northern Poland starting in the end of 1996.

Partner: FSLD

Poland: Local Agenda 21 in Polish municipalities - step three

We are planning to train teams of trainers from all 15 FSLD branches spread over all Poland in how to inform of and start Local Agenda 21 processes in the municipalities. The training will built on lessons from the earlier steps of the Local Agenda 21 programme.

Partner: FOLD

Estonia: Several projects within the framework of a General Agreement on long term co-operation (5 years) between SALA and four Estonian parties representing the municipalities in Estonia.

Estonia: Regional Management and the Development of the Associations of Local Authorities. Considerations and prerequisites for a Municipal Division Reform.

Partners: Association of Estonian Cities, Association of Estonian Municipalities, Association of Estonian Regions, The Estonian Institute for Public Administration

Swedish funding (estimated): 1.4 MSEK

Realised (planned): Autumn 1996

Content: This is the first concretised part of the above mentioned long term co-operation Agreement. (1) A two days Information Conference in Tallinn for around 120 participants. (2) A ten days training course for 30 municipal CEOs from all Estonian regions in municipal management matters. (3) Producing a book on Swedish lessons from the two municipal division reforms during the 20th Century. A seminar in Tallinn for around 35 participants on Swedish learning from the division reforms and what could be applicable in Estonia.

Latvia: Development of Local Social Services

Partner: The Union of Local Self-Governments of Latvia (ULSGL)

Swedish funding: not decided

Realised: Planned to spring 1997

Content: Mapping the Latvian situation, seminars and study visits.

Content: 1) Training of 10 Lithuanian school and pre-school teachers for ecology subject in Sweden, 2) Two seminars in Lithuania for teachers and pre-school teachers, 3) Exchange of knowledge and experience between two school classes from Sweden and Lithuania, 4) Study visit for two Lithuanian school classes to Sweden, 5) Study visit for two Swedish schools classes to Lithuania, 6) Joint work of Swedish and Lithuanian pre-school teachers in the form of a study visit to Lithuania in order to turn the common knowledge into practice, 7) Production of material and guidelines for educating about the ecology and environment protection.

Lithuania: Integration of handicapped children into school and society

Partner: Ministry of Education, Lithuania.

Duration: start beginning of 1997, end beginning of 1999.

Swedish funding: 1.8 MSEK per year.

Content: 1) Training in Sweden of 10 Lithuanian school and pre-school teachers to work with the handicapped children who have special needs, to support and help their development, to support and advice the parents, 2) Training seminar in Lithuania for school and pre-school teachers, 3) Preparation and production of the updated methodology and practical directions for the work with handicapped children, 4) Work in practice in pre-schools and schools with the special classes for handicapped children in Lithuania, 5) Swedish experts participate in the work, 6) Training of teachers and assistants who work with deaf and blind children, 6) Lithuanians practice in Sweden for two weeks, 6) A following up seminar in Lithuania concerning the work with deaf and blind children, 7) Production of material and preparing the methodology for working with the deaf and blind children, 8) Work in practice in Lithuania during which Swedish experts follow the work, 9) Vocational education for the handicapped in the high school, study visit in Sweden, 10) Developing the craft and vocation programme for the deaf-blind children in special schools, study visit in Sweden, 11) Seminar on vocational education for the handicapped in the high school, 12) Seminar on developing the craft and vocation programme for the deaf-blind children.

Lithuania: Introducing a textbook and the subject of business economy in the high school of Lithuania

Partners: Bonniers editing house, Sweden, Ministry of Education, Lithuania

Duration: 1997

Swedish funding: 0.8 MSEK

Content: 1) Preparatory work for the textbook on business economy is carried out through study visits and discussions between the partners, 2) The Lithuanian author of the textbook works in practice in a high school in Sweden for three weeks in order to learn to know the methodology and ideas

Swedish funding: 4 MSEK per year.

Content: 1) Deepening of the development work in the city of Irpen with concentration on clear political decision making, efficiency in the administration work and priority making among the municipal tasks, 2) working as advisors to the President's Cabinet of Ministers in Local Autonomy questions, 3) Together with the Foundation for Local and Regional Development in Ukraine arrange seminars in Ukraine and Sweden on topics concerning Local Authorities, 4) Preparation and production of information material to the Ukrainian Local Authorities, 5) Co-operation with the Danish County Association in the work of clearing out the division of tasks between the Counties and the Municipalities.

BALTIKUM RAM I - BAL 1.5: VÄNORTSPROJEKT 1991-1996

BITS-anslag	3 Mkr beslut 901029 dnr U 3429 Doss 1,5 BAL 3 Mkr beslut 920206 dnr U 742 Doss 1,5 BAL 3 Mkr beslut 921210 dnr U 110 Doss 1,5 BAL
Administrationspåslag	1,5 % enligt BITS brev 931210 dnr U 5056 Doss BAL 0273 Ingår fr o m 1994 i BITS-fakturering

Vänortprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	

ESTLAND

Dalarnas KF/Viljandi län (Gagnef, Orsa, Leksand)

Lokal demokrati	920623	300 000
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Ekerö/Otepää

Räddningstjänst, VA, hemtjänst	920518	100 000
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° Hemtjänst

° Räddningstjänst

° VA-hantering

Hallsberg/Valga

Kommunadm (7 projekt)	930416	130 000
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Haninge/Haapsalu

Gymnasial miljöutbildning	910503	28 200
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Kommunförvaltning	910816	65 000
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Stadsarkitektpraktik	920212	12 800
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Heby/Killingi

Energiteknik	930511	60 000
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Oskarshamn/Pärnu

Kommunförvaltning m m	910424	150 000
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Stadsarkitektpraktik	920107	12 800
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Partille/Lääne Rayon

Kommunalt självstyre	910816	130 000
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Stockholms KF/Harju län

Lokal demokrati etapp I	931201	86 000
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Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
LETTLAND							
Bollnäs/Ogre							
Näringsliv och miljöutbildning	920304	473 000					
Hedemora/Bauska							
Lokal demokrati	930510	37 000					
Norrköping/Riga							
Gymnasieutbildning	920219	275 000					
Äldre- och handikappomsorg							
	920518	200 000					
Nynäshamn/Liepaja							
Fysisk planering och miljövård	910424	198 000					
"RIGA-utbildning" 1992							
Nacija/Jelgave, Norrköping/Riga, Nynäshamn/Leipaja, Västervik/ Ventpils	920101	400 000					
Tyresö/Ceis							
Stadsbyggnadskontor, praktik	920406	20 000					
Socialförvaltning	930927	15 600					
Västervik/Ventpils							
Skolförvaltning etapp 1	910909	425 000					
Skolförvaltning etapp 2	930331	370 000					

LETTLAND TOTALT 2 413 600

BALTIKUM RAM II - BAL 0273: VÄNORTSPROJEKT 1994-1996

10 Mkr enligt beslut 931210 BAL 0273 konto 3308-4 (4305-9)

Administrativt påslag 3 % enligt BITS brev 931210 dnr U 5056 doss BAL 0273

Vänortprojekt	Beslutad ram		Fakturerings		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	

ESTLAND

Aneby, Tranås/Raikkula, Kehtna

EKO-kommuner 940314 72 000

Bräcke/Taheva

Demokratiutveckling 940314 300 000

Dalarnas KF/Viljandi län

Politikerutbildning 941118 300 000

Dals Ed/Jögeva

Valutbildning 940912 26 100

Resekostnader 950327 12 600

Dorotea/Haljala

Kommunledning m m 941107 125 000

Ekerö/Otepää

Mät- och kartsystem etapp I 940307 300 000

Gotland/Ösel

Valutbildning 940916 15 020

Haninge/Haapsalu

Datakunskap och ekologi

° Installation och hårdvara 940215 29 000

° Utbildning av 15 lärare "- 272 000

° Utb datakommunikation "- 56 000

Datautrustning 941220 100 000

Huddinge/Tallin (Kristiine)

ADB-hantering 940920 27 520

Hylte/Lihula

Skötsel av flispanna 941020 80 000

Håbo/Järvamaa län

Barnomsorgspraktik 940922 178 300

Vänortsprojekt	Beslutad ram Datum	Belopp	Fakturering Datum	Belopp	Utanordning Datum	Belopp	Återstår av ram
Vårgårda/Pölva län							
Fullmäktiges arbetsformer	940912	106 200					
Värnamo/Rapla							
Demokratikurs, uppföljning	940504	118 000					
Miljö- och hälsoskydd	940511	50 000					
Åmål/Türi							
Demokrati och ekologi	940422	230 000					
Östhammar/Valga län							
Avloppsrening, utbildning	940912	66 400					

ESTLAND TOTALT	5 286 280
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Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
LITAUEN							
Götene/Pasvalys							
Miljöfrågor inom jordbruket	960318	292 000					
Kalix/Varena							
Socialvård, äldreomsorg m m	960129	225 000					
Avloppsrening, förprojektering	960129	140 000					
Kalmar/Panevezys							
Förstudie ombygg reningsverk	960207	230 000					
Miljökonferens	960229	30 000					
Karlskrona, Kalmar, Växjö/ Klaipėda, Panevezys, Kaunas							
Demokratiprojektet etapp IV	951221	900 000					
Demokratiprojektet etapp V	"-	900 000					
Kronobergs KF/Kursenai, Silute							
Demokratiutbildning	960521	285 000					
Mariestad/Pakruoji							
Utbildning vattenreningsverk	960109	300 000					
Simrishamn/Palanga							
Miljöinsatser avloppsrening	951128	85 000					
Östra Göinge/Kelmė							
Lärarytbildning	960207	205 000					
LITAUEN TOTALT		3 592 000					
ADMINISTRATION							
3 % av beslutade ramar		300 000					
SAMMANDRAG							
Estland		3 937 500					
Lettland		2 147 400					
Litauen		3 592 000					
Administration		300 000					
TOTALT	Σ	9 976 900					
SIDA-anslag ram IV		10 000 000					
Återstår av SIDA-ram IV		23 100					

BALTIKUM RAM III - BAL 0274: VÄNORTSPROJEKT 1994-1996

SIDA-anslag 10 Mkr inkl administrationsbidrag 3 % enligt beslut 1995-01-09

Vänortsprojekt	Beslutad ram		Fakturerings		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
ESTLAND							
Ekerö/Otepää							
Digitalt kartsystem etapp II	950220	300 000					
Barnomsorg	950403	30 000					
Digitalt kartsystem etapp III	950606	180 000					
Lantmäteriutbildning	950606	100 000					
Enköping/Jögeva							
Rökdykarutbildning	950821	100 000					
Lokal Agenda 21	951107	190 000					
Gävleborgs KF/Virumaa län							
Regional och lokal förvaltning	950411	300 000					
Göteborg/Tallinn							
Energiplanering	941222	20 000					
Heby/Kilingi-Nõmme							
Landsbygdsutveckling	950616	240 000					
Håbo/Järvamaa län (Paide)							
Miljöplanering	941222	145 000					
SOS larmfunktion	950914	39 240					
Härryda/Võru							
Räddningstjänst	950522	60 000					
Karlstad/Jögeva							
Utbildning flismaskin	941222	45 000					
Adm rutiner energiverk	941222	75 000					
Utbildning skolhälsopersonal	941222	140 000					
Förskoleseminarier	950203	95 000					
Kävlinge/Alatskivi							
Äldreomsorg	950509	230 000					
Ljusdal/Vinni							
Politikerutbildning	950505	242 000					
Tjänstemannautbildning	959595	232 000					
Miljöplanering	950616	170 000					

Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
LETTLAND							
Bjuv/Limbazi							
Äldreomsorg	950327	233 000					
Bollnäs/Ogre							
Vuxenutbildning	950821	225 000					
Gävle/Jurmala							
Fortbildning rektorer	950531	300 000					
Karlshamn/Limbazi							
Yrkeslärarpraktik	941115	185 000					
Lärarpraktik, uppföljning	951001	65 000					
Nacka/Jelgeva							
Miljöutbildning etapp I-III	950821	390 000					
Norrköping/Riga							
Metodutveckling speciallärare	950110	185 000					
Nyköping/Salacgriva							
Reningsverksdrift	950327	75 000					
Avloppsreningsverk, förstudie	950327	250 000					
Vattenförsörjning	950426	40 000					
Avfallshantering	950515	50 000					
Nynäshamn/Leipaja							
Kommunalt ungdomscenter	950616	46 000					
Gotland/Tukmus							
IT för bibliotek	950821	150 000					
Sundbyberg/Aluksne							
Arkitektpraktik	950201	18 000					
Söderköping/Talsi							
Vårdutbildning	950531	300 000					
Demokratiutbildning	950904	42 000					
Valerfarenheter	950925	6 000					
Sörmlands KF/Jelgava län							
Ekonomiadministrativ utb	950824	150 000 a					
Tyresö/Cesis							
Individ- och familjeomsorg	950124	28 000					

LETTLAND TOTALT

2 738 000

(a) Förutsätter motsvarande belopp från länsstyrelsen

Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	

ADMINISTRATION

3 % av beslutade ramar	950109	300 000					
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SAMMANDRAG

Estland		4 751 040
Lettland		2 738 000
Litauen		2 204 000
Administration		300 000

TOTALT	Σ	9 993 040
SIDA-anslag ram III		10 000 000
Återstår av SIDA-ram III		6 960

BALTIKUM RAM IV - BAL 0275: VÄNORTSPROJEKT 1995-1996

SIDA-anslag 10 Mkr inkl administrationsbidrag 3 % enligt beslut 1995-11-23

Vänortsprojekt	Beslutad ram		Fakturerings		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
ESTLAND							
Bräcke/Taheva							
Demokratiutveckling	960109	155 000					
Dals-Ed/Jögeva							
Demokratiutveckling	960109	280 000					
Ekerö/Otepää							
Digitalt kartsystem, etapp 4	960514	195 000					
ADB strategisk planering, etapp 5	"-	112 500					
Gotland/Dagö							
Regional planering	960430	150 000					
Göteborg/Tallinn							
Utbildning elverkstekniker	960521	18 000					
Härnösand/Viljandi							
Förstudie vattenverk	951110	72 000					
Jämtlands KF/Vöru, Pölva och Valga län							
Äldre- och handikappomsorg	960109	300 000					
Byutveckling	960130	280 000					
Karlstad/Jögeva							
Byggnadsteknik	951221	50 000					
Kävlinge/Alatskivi							
Räddningstjänst	960409	290 000					
Norrtälje/Kärdla							
Skolutveckling	960409	90 000					
Sala/Vändra							
Pedagogiskt samarbete	960515	35 000					
Sandviken/Rakvere							
Näringslivsutveckling	960129	290 000					

Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
LETTLAND							
Gnosjö/Targale							
Lärofortbildning	951110	205 000					
Gävle/Jurmala							
Kommunalteknisk utbildning	951110	137 000					
Miljövärd, lärarutbildning	960422	85 000					
Norrköping/Riga							
Utbildning socialt arbete m m	951128	125 000					
Specialundervisning, metodutv	960401	253 000					
Hemtjänst och dagcentral	960430	135 000					
Nyköping/Salacgriva							
Avloppsreningsverk	960521	325 000					
Nynäshamn/Liepaja							
Ungdomens hus	960229	305 000					
Sundbyberg/Aluksne							
Demokratiutveckling	960109	40 000					
Näringslivsfrågor	960226	27 400					
Söderköping/Talsi							
Energi- och värmeprojektering	960430	140 000					
Fysisk planering	960430	95 000					
Västervik/Ventpils							
Språkundervisning	960109	100 000					
Yrkesutbildning	"-	160 000					
Ånge/Ogre							
Avloppsanläggning, status m m	960109	15 000					

LETTLAND TOTALT

2 147 400

15 000

15 000

Vänortsprojekt	Beslutad ram		Fakturerings		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
LITAUEN							
Götene/Pasvalys							
Miljöfrågor inom jordbruket	960318	292 000					
Kalix/Varena							
Socialvård, äldreomsorg m m	960129	225 000					
Avloppsrening, förprojektering	960129	140 000					
Kalmar/Panevezys							
Förstudie ombygg reningsverk	960207	230 000					
Miljökonferens	960229	30 000					
Karlskrona, Kalmar, Växjö/ Klaipėda, Panevezys, Kaunas							
Demokratiprojektet etapp IV	951221	900 000					
Demokratiprojektet etapp V	"-	900 000					
Kronobergs KF/Kursenai, Silute							
Demokratiutbildning	960521	285 000					
Mariestad/Pakruoji							
Utbildning vattenreningsverk	960109	300 000					
Simrishamn/Palanga							
Miljöinsatser avloppsrening	951128	85 000					
Östra Göinge/Kelmé							
Läroarutbildning	960207	205 000					

LITAUEN TOTALT		3 592 000					

ADMINISTRATION							
3 % av beslutade ramar		300 000					

SAMMANDRAG

Estland		3 937 500
Lettland		2 147 400
Litauen		3 592 000
Administration		300 000

TOTALT	Σ	9 976 900
SIDA-anslag ram IV		10 000 000
Återstår av SIDA-ram IV		23 100

POLEN RAM I - POL 0031: VÄNORTSPROJEKT 1990 - 1996

Sub-Agreement 1990-07-11 Appendix 5 100 kkr ./ . 260 kkr omfört till Surplus = 4 840 kkr

Administrativt påslag 1,5 % enligt BITS brev 931210 dnr U 5056 doss POL 0022, ingår fr o m 1994 i BITS-debitering

Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
Blekinge/Elblags län							
Studievecka 901104-10	901017	180 000					
Lokalt självstyre	920318	250 000					
	930630	210 000					
	"-	100 000					
Hallands KF/Olszyns län							
Lokalt självstyre	930608	300 000					
Jönköpings KF/Gorsóws län							
Lokalt självstyre	921019	250 000					
	930630	209 100					
Kalmars KF/Gdansk län							
Lokalt självstyre	930302	500 000					
	931206	140 000					
Kristianstads KF/Koszalins län							
Lokalt självstyre	920406	500 000					
Kronobergs KF/Slupsk län							
Lokalt självstyre	920107	250 000					
	"-	45 000					
	930630	230 000					
Mediacentral	931026	80 000					
Utbildning engelska	931026	40 000					
Malmöhus KF/Szczecins län							
Lokalt självstyre	920513	250 000					
	"-	143 000					
	930915	247 000					

POLEN RAM II - POL 0022: VÄNORTSPROJEKT 1994 - 1996

BITS-anslag 5 Mkr enligt beslut 931210 POL 0022 konto 3300-1

Administrativt påslag 3 % enligt BITS brev 931210 dnr U 5056 doss POL 0022

Vänortsprojekt	Beslutad ram		Fakturerings		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
Aneby/Gorsow							
Studiebesök mot rasism	950502	15 000					
Blekinge KF/Elblags län							
Miljövårdsseminarier m m	950203	252 000					
Hallands KF/Olszyns län							
Rådgivning i miljöfrågor	950110	170 000					
Reningsverk Biesal	"-	125 000					
Reningsverk Leguty	"-	165 000					
Miljöutbildning	950126	260 000					
Hörby/Pyrzyce							
Avloppsteknik	950110	290 000					
Jönköpings KF/Gorsows län							
Ledarskapsseminarium	950327	49 500					
Gymnasieprojektet	"-	105 000					
Grundskoleprojektet inkl adm	"-	300 000					
Kalmars KF/Gdansk län							
Ekologi för barn och ungdom	940511	140 000					
Avlopps- och avfallshantering	940629	195 000					
Energieffektivisering	941222	105 000					
Miljövårdsarbete	941222	105 000					
"- tilläggsram	950531	37 790					
Lokalt självstyre etapp I	950118	300 000					
"- tilläggsram	950531	6 000					
Lokalt självstyre etapp II	951128	281 000					
Karlskrona/Gdynia							
Missbruksvård	950616	300 000					
Kronobergs KF/Slupsk län							
Utb av politiker och tjänstemän	941201	193 000					
Seminarium utvecklingsstörda	950522	20 000					
Jämställdhetsutbildning	951128	223 000					

POLEN RAM III - POL 0035: VÄNORTSPROJEKT 1996

SIDA-anlag 5 Mkr inkl administrationsbidrag 3 % enligt beslut 1996-02-16

Vänortsprojekt	Beslutad ram		Fakturering		Utanordning		Återstår av ram
	Datum	Belopp	Datum	Belopp	Datum	Belopp	
Blekinge KF/Elblags, Gdansk och Slupsk län							
Räddningstjänst	960109	300 000					
Falun/Grudziadz							
Lokal demokrati och förvaltning	960430	110 000					
Hylte/Piecki							
Lärarutbildning	960226	105 000					
Avfallshantering m m	960226	290 000					
Jönköpings KF/Gorsows län							
Samverkansprojekt skolområdet:	Σ	(650 000)					
° Centralskolan Nässjö	960304	120 000					
° Österängsskolan Jönköping	"-	110 000					
° Furulidsskolan Aneby	"-	120 000					
° Skolledare Eksjö	"-	27 000					
° Rörviks skola Sävsjö	"-	90 000					
° Per Brahegymnasiet Jönköping	"-	80 000					
° IT och projektledning	"-	103 000					
Kalmar KF/Gdansk län							
Miljövårdsarbete	960409	350 000					
Avloppsanläggning, förstudie	960409	250 000					
Avfallsbehandling	960430	320 000					
Karlskrona/Gdynia							
Missbruksvård etapp II	960226	300 000					
Malmöhus KF/Szczecins län							
Kommunal ekonomi	960409	220 000					
Lokalt självstyre	960409	170 000					
Nybro/Pruszc Gdansk							
Projektering avloppsanläggning	960409	277 000					
Miljöfrågor, erfarenhetsutbyte	960528	60 000					

Sida Evaluations - 1995/96

- 95/1 Educação Ambiental em Moçambique. Kajsa Pehrsson
Department for Democracy and Social Development
- 95/2 Agitators, Incubators, Advisers - What Roles for the EPU? Joel Samoff
Department for Research Cooperation
- 95/3 Swedish African Museum Programme (SAMP). Leo Kenny, Beata Kasale
Department for Democracy and Social Development
- 95/4 Evaluation of the Establishing of the Bank of Namibia 1990-1995 Jon A. Solheim, Peter Wina
Department for Democracy and Social Development
- 96/1 The Beira-Gothenburg Twinning Programme. Arne Heileman, Lennart Peck
The report is also available in Portuguese
Department for Democracy and Social Development
- 96/2 Debt Management. (Kenya) Kari Nars
Department for Democracy and Social Development
- 96/3 Telecommunications - A Swedish Contribution to Development. Lars Rylander, Ulf Rundin et al
Department for Infrastructure and Economic Cooperation
- 96/4 Biotechnology Project: Applied Biocatalysis. Karl Schügerl
Department for Research Cooperation
- 96/5 Democratic Development and Human Rights in Ethiopia. Christian Åhlund
Department for East and West Africa
- 96/6 Estruturação do Sistema Nacional de Gestão de Recursos Humanos. Júlio Nabais, Eva-Marie Skogsberg, Louise Helling
Department for Democracy and Social Development
- 96/7 Avaliação do Apoio Sueco ao Sector da Educação na Guiné Bissau 1992-1996. Marcella Ballara, Sinesio Bacchetto, Ahmed Dawelbeit, Julieta M Barbosa, Börje Wallberg
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