

# ANNUAL REPORT 2010

**International Centre for Local Democracy**

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## INTRODUCTION

The International Centre for Local Democracy (ICLD) is a part of Swedish development cooperation. Its mission is to promote local democracy in developing countries in accordance with Sweden's global development policies. The ICLD is an autonomous organization with close links to the Swedish Association of Local Authorities and Regions (SALAR), which also has a majority on the ICLD's Board of Directors. The ICLD's Board also includes representation from Lund University and Region Gotland.

The scope and substance of the organization are regulated in an agreement between the Swedish International Development Agency (Sida) and the ICLD. The agreement for the organization's first period of operations, 2009-2011, was signed in autumn 2008 and revised in August 2010.

The organization's work to promote and strengthen local democracy is primarily concentrated on three different types of activity which together provide breadth in terms of initiatives and contact networks and which in turn contribute to strengthening the quality of the work and delivering excellent results.

One aspect of the ICLD's activities comprises exchange of knowledge and experiences through the **Municipal Partnership Programme** (MP). Sweden's local authorities, county councils and regions can apply for funds from the ICLD through this programme to enable them to cooperate with equivalent institutions in about 20 low- and middle-income countries. A maximum of about SEK 40 million per year is allocated to partnership projects.

**International Training Programmes** (ITPs) are the second type of activity in which the ICLD contributes to strengthening local democracy and democratic institutions in partner countries. When the operations are fully developed, the ICLD will implement four programmes targeted at agents of change with the legitimacy to conduct lobbying activities. One of the revisions in the agreement between the ICLD and Sida gives the ICLD the opportunity to take responsibility for implementation of the three programmes and to procure one programme.

A **Knowledge Centre** (KC) was established in 2009 as a third activity. The KC sets up and participates in national and international networks via networks of researchers, conferences and workshops, publications and support for research projects, and also analyzes,

disseminates and problematizes issues concerning local democracy, autonomy, decentralization and so on.

The ICLD was established on 1 January 2009. SKL International and Sida were previously responsible for the MP and ITPs, respectively, in relation to local democracy. The KC is completely new and was established in autumn 2009.

Also in autumn 2009, a strategy was established for the ICLD's first period of operations – 2009-2011 – establishing that an organization like the ICLD, with a high level of ambition, probably needs about five years to be regarded as fully established. The goals that were adopted for the centre's first three-year period of operation were:

- To work in a measurable way to contribute to the development of local democratic institutions.
- To create a conscious interaction between practical experience and needs and the development of knowledge that takes place within research.
- To develop the ICLD into a sought-after advisory service in relation to our target groups and partners in Sweden and internationally.
- To ensure the quality of the ICLD's overall operations both internally and externally, including tools for reporting results and evaluation.
- To particularly highlight possible synergy effects between the Centre's three areas of activity.
- To initiate planning for an expansion of types of activity and an increased number of cooperative partners within the field of local democracy/local development/local autonomy/decentralization.

The second year of operations, 2010, was characterized by the fact that all operations were underway, although not fully developed in terms of the number of training programmes and the scope of the KC's planned activities.

Possible synergy effects between the different operations were gradually developed even though a clear structure had not yet been formulated. Weekly meetings within the ICLD represent a forum for the exchange of information and transfer of knowledge between the different areas of operation, thereby strengthening and developing them. Concrete cooperation

also takes place in a range of ways, for example, between ITPs and municipal partnerships in the form of lectures and study visits, and also between ITPs and the KC where researchers and lecturers participate in training programmes and planning of new programmes. At present, the synergy effects chiefly entail mutual utilization of the resources pertaining to the different operations. It is evident that, although the ICLD has great potential because of its organizational form, there remains a lot of work to do, and the further development of synergy effects will continue during 2011.

During the development phase, a guiding principle for ICLD has been to consciously combine programme development and analysis work with the implementation of tangible activities – activities that represent an element in learning for further development.

The ICLD has its headquarters on Gotland and budgets for 10 full-time posts allocated among the different functions, as well as its secretary-general, who is responsible for the centre's overall, joint functions with the support of a financial/administrative manager.

## RESULTS FOR THE ICLD'S OVERALL OPERATIONS

In addition to management and coordination, the operational plan for 2010 emphasizes the following specific inputs:

- Management tools to be developed and implemented in accordance with Result-Based Management (RBM).
- Strengthened organizational structure.
- Structure for communication.
- Framework for quality assurance.
- Common procedures such as a code of conduct and procedures related to media issues, communication and so on.

Joint efforts during the year were affected by the organization being in a development and establishment phase. Operational planning took place through gradual implementation of RBM as a method for implementation and follow-up.

The decision structure and job descriptions for the different operations were presented and discussed, and they now constitute the basis for continued development. With regard to the decision-making procedure used at the ICLD, the provisions set out by the organization's various controlling documents apply, along with the decision paths specified for the different types of activities in the agreement with Sida. No other delegation procedure has been designated; any further delegation procedures will instead be delayed until the organization has been consolidated – provisionally from the start of the next agreement period, which commences in 2012. A number of more important decisions regarding issues such as municipal partnership projects and decisions on funds for research initiatives will be made by Sida.

Administrative procedures continued to be developed during the year. Among other things, a code of conduct was adopted, and work on a communications strategy, including a media strategy, commenced. In addition, a new website was produced.

PwC conducted an audit of the organization on behalf of Sida. This provided an indication of the ICLD's status from an auditing perspective and indicated a number of priority actions. The ICLD produced an implementation plan for these actions and carried out most of them

during the year. The remainder will be implemented during 2011 (See Appendix: Report and Action Plan).

The quality assurance work is part of the ongoing task of developing partnerships, training programmes and research funding. An overall framework for quality assurance work will be presented no later than March 2011.

A number of staff changes took place during the year, resulting in some interruptions to the centre's work. An employee within the MPP moved to another post, and three individuals at the ICLD went on parental leave. The three were replaced by temporary employees during their respective leaves.

Regular follow-up and reporting of the ICLD's work to the Board and Sida was conducted through reconciliation meetings in spring and autumn.

Much of the ICLD's work is based on developing a long-lasting contact network of institutions, networks, organizations and individuals. This task is pursued intensively within all operational areas, and requires continuity and perseverance. During the year, collaborations with international organizations, institutions, local authorities and municipal organizations in Sweden and in partner countries led to an extensive network of contacts that will be maintained and developed. (See additional information in the descriptions of each of the ICLD's activities.)

## **REFLECTIONS**

The concrete work of promoting local democratic development is a complex, long-term task, and it is based on a trusting collaboration between parties in Sweden and in the partner countries. This work also entails a major emphasis on establishing and consolidating a new organization in which different cultures have to merge together in constructive, skilled development work.

Intensive establishment work took place during the year. During the time period specified in its agreement with Sida, the ICLD is to develop new activities and further develop existing ones. This shall take place by means of strengthened local democracy and unifying goals. This challenge is both exciting and difficult. Substantial, wide-ranging contact interfaces and collaborations have to be initiated and developed, and the content of all areas of operation

must be developed and quality-assured. All of these tasks must be closely linked to Swedish policies for development cooperation and carried out with an intuitive feel for how best to apply them.

The ICLD was organized so that it could create and take advantage of synergy effects, but various other challenges also exist for the centre's areas of operation.

A fundamental factor in the ICLD's work is the significant resource constituted by the Swedish model for local democracy via local authorities, county councils and regions. This has become increasingly accentuated during the ICLD's two years of existence. Researchers, international organizations and municipalities (or the equivalent) in the partner countries are increasingly requesting contact and collaborations with Swedish partners. One of the ICLD's tasks in this context is to support, strengthen and inform the Swedish partners of the importance that these contacts can have in an international perspective, and let the Swedish partners know that they can also benefit from such collaboration. This task requires a great deal of knowledge about what kind of needs exist in the countries where the ICLD operates or plans to operate. Establishing relationships with locally established institutions is consequently an important task for long-term, local ownership.

The capacity development to which the international training programmes are contributing is also in great demand from a range of collaborative actors as a further important component in supporting the development of institutions that function well democratically. One of the ICLD's challenges is to achieve a productive reciprocal exchange between practical experience and research.

All these challenges and opportunities have become clearer during the ICLD's first two years of operation and will also be taken into account in the ICLD's work in the future.

## **MUNICIPAL PARTNERSHIP PROGRAMME (MP)**

### **INTRODUCTION**

The overall goal of the MPP is to strengthen local democratic development in the 20 countries specified in the ICLD's agreement with Sida. The MP comprises one of the ICLD's three focus areas. The programme entails that Swedish local authorities and county councils receive financial support to implement collaborative projects in low- and middle-income countries with the aim of promoting democracy.

The ICLD's role in this programme started in 2009 when it took over responsibility for the MP, succeeding the organization then known as Sala IDA. This means that 2010 was the first year that the operations were fully underway in all respects, including implementation and reporting of completed projects. The programme was under the auspices of Sala IDA from 2005 to 2008.

In connection with this takeover, a number of issues arose on which the ICLD had to take a position. A distinct aspect of the ICLD's assignment from Sida is that its activities must be quality-assured and result-oriented. This was a central aspect of the ICLD's development work during the year. In order to ensure quality and results, an external evaluation was procured and was presented in October 2010. Based on experiences and results from the four years prior to the ICLD becoming responsible for the partnerships, the aim of the evaluation was to assess and act to ensure the best possible quality throughout the process as a whole – from programme guidelines, applications and the implementation of collaborations to reporting on completed projects.

Other measures that were instituted with the same aim included an inventory of international contacts, including municipal partnerships in other European countries and in Canada. It was possible to make some changes on an ongoing basis within the currently applicable guidelines. The work was intensified in various ways in connection with the ICLD's processing of proposals for decisions for forwarding to Sida. The proposal applications must be clear, particularly in terms of which activities should lead to which clearly defined results. This meant that a number of applications were rejected but that the applicants had the option of reapplying with a more detailed application.

During the autumn, more closely linked development work began prior to the new mandate period that will start in 2012.

The main activity entailed processing two rounds of applications and an additional, third round, as well as reviewing and following up the local authorities' reports of the projects approved in 2009. In addition, various inputs were instituted to strengthen the dialogue with Swedish local authorities and to initiate new partner countries into the partnership programme.

During 2009-2010 there were municipal partnerships in 19 of the 20 countries that are part of the programme according to the ICLD's agreement with Sida. The country that still lacks a collaborative project is Albania. When the ICLD took over operations eight countries were added to the programme. Botswana, Indonesia and Vietnam are defined by Sida as phase-out countries. The Swedish Government's policy for cooperation between partners entails that, if possible, ongoing development cooperation in phase-out countries should secure a continued collaboration between different partners, without continued financial support through aid funds. The ICLD put initiatives in place to establish new partnerships in this area.

In Vietnam, for example, the ICLD is trying to include more actors under the direction of the local authorities as early as the initial phase of the collaboration. These pilot projects will be specifically highlighted in the form of a report during 2011.

## **RESULTS**

Two ordinary rounds of applications were completed with final application dates of 15 January and 15 October 2010 respectively, as well as an additional round on 15 May 2010. Eight new partner countries were added in the transition from Sala IDA to the ICLD. The special initiatives instituted by the ICLD in relation to three of these countries – Botswana, Indonesia and Vietnam – entail that the ICLD proactively implements activities in these countries as well as in Sweden in order to match local authorities with each other. In Botswana, there has been close cooperation with the Botswana Association of Local Authorities (BALA), which is that country's equivalent to SALAR. In Vietnam, the ICLD has employed a part-time administrator on site to enable it to work with a wide network of contacts and thus access interested collaborative partners. In Indonesia, contacts were initiated with embassy and Sida personnel, researchers linked to the ICLD, and local institutions. Experiences gained from these initiatives demonstrate the long-term thinking and patience that are required to create an adequate basis and incentive for sustainable, well-matched cooperation. The fundamental assessment is that these efforts will lead to 12 to 15 new

partnerships starting during 2010-2011. In all likelihood, new collaborations will develop out of these initial ones in subsequent years. A total of about 70 collaborative projects, including preparatory phases, were in progress during the year.

In 2010, reporting and follow-up of completed collaborations became a part of the MP's assignment. The Swedish local authorities are responsible for reporting and must produce an final report annually, or an interim report if the project is two or three years in duration.

During the year, final reports were produced for a total of 73 projects, including preparatory phases.

The operational plan for 2010 included extensive activities to ensure the quality of projects, to correspond to the Swedish municipalities' requirements for capacity development, and to develop contact networks with Swedish and foreign collaborative partners. Some of these plans were implemented and others were not, but some other, unplanned, activities were also conducted. One of the reasons for these departures from the operational plan is that there was a heavy workload with respect to the development initiatives conducted in parallel with ongoing partnership activities, and that new personnel needed a certain amount of time to settle in, which has an effect on a small team of three persons. In other cases, the ICLD chose to implement activities other than those planned, as the former were considered to be higher priority than the latter.

During the year, selective training for about 20 project managers from 10 Swedish local authorities began with two meetings, and a further two meetings will be held during 2011. The training lasts for a total of about two weeks and focuses on various themes such as the Logical Framework Approach method and project planning, Swedish development cooperation, external communication and internal support.

Introductory training for new Swedish actors involved in partnerships was planned, and the first session was held in February 2011.

During 2010, various activities took place with the aim of assessing the programme's status in relation to its goals, in terms of current guidelines and project processes – from application to completed project.

An external evaluation of the MPP was procured and implemented during the year, and focused on partnerships implemented from 2005 to 2008 under the auspices of Sala IDA. To

some extent, the MP's starting points differed from the guidelines that became applicable for the ICLD. The former MP-East programme and MP-South programmes were amalgamated into a single unified programme. The partnerships in the programme were previously restricted to one year, but the opportunity to apply for funds for partnerships of up to three years was introduced in 2010.

The aim of this evaluation was partly to reveal the programme's weaknesses and strengths on the basis of its goals, and partly to produce recommendations to further develop it in terms of quality assurance. The evaluation, which was presented in October 2010, concluded that the more long-term results of the completed partnerships were difficult to corroborate, although the projects functioned well during their implementation phase in relation to their goals. A few important observations for the continued development of the municipal partnerships were that local democracy is a necessary component in fulfilling the United Nations Millennium Development Goals, and that municipal partnerships must be clear in terms of mutual needs, project management, and monitoring and follow-up. The programme development recommendations included defining programme goals that could be followed up and deliver measurable results, and concentrating operations on fewer themes and countries. The evaluation also included a recommendation to offer two different kinds of partnership programmes: one based on professional cooperation (an augmented version of the present MP), and a second programme that facilitates more open cooperation between the partners, with less extensive demands for results. The latter type of programme could then become a gateway to the former one. The evaluation also recommended a review of the application procedures. (The evaluation can be ordered from the ICLD.)

In addition to this evaluation, other activities were implemented to further develop the programme. A survey was conducted showing how other European countries and Canada work with equivalent partnerships. Study visits were made to the programme's Dutch equivalent in the Association of Netherlands Municipalities (VNG), which is responsible for municipal partnerships.

Based on these activities, and on ongoing dialogues primarily with Swedish local authorities, an overall position was taken so that the ICLD can present proposals for changes to the guidelines that will be adopted in connection with the signing of a new agreement with Sida during spring 2012. The proposals will be presented during autumn 2011.

## INTERNATIONAL TRAINING PROGRAMME (ITP)

### INTRODUCTION

For ITP, 2010 was a year of implementation, and it was possible to initiate training programmes that were planned during 2009. A major emphasis was placed on working with internal quality assurance. A review of the criteria applied when selecting participants and organizations was carried out. In addition, follow-up meetings were held with the people hired within the framework of the training programmes, to ensure a high level of quality. In 2010, the focus on quality assurance also involved the ITP unit developing and utilizing an IT platform which has also been used in other departments at the ICLD. In addition, an online survey service was purchased. It has been used for both baseline surveys and ongoing course appraisals.

### RESULTS

For 2010, the three overall goals for ITP were:

- Implementation of the training programme *Decentralization and Good Governance with a Gender Perspective*, which the ICLD delivers itself.
- Completion of the procurement and implementation of the programme *Local Democracy and Self-Governance*.
- Planning of further two training programmes: *Towards Local Democracy and Local Development through Local Governments* in conjunction with the United Nations Capital Development Fund (UNCDF) and an additional programme with the working title *Urban Governance* in conjunction with UN-HABITAT and SKL International.

All activities that were planned in order to achieve these goals were completed during 2010.

A prerequisite for implementing relevant, high-quality training programmes is to identify the needs that exist in ICLD's partner countries. In 2009, visits were therefore made to Cambodia, Indonesia and Vietnam – three of the five participating countries in the training programme *Decentralization and Good Governance with a Gender Perspective*. The remaining two participating countries, Bangladesh and India, were visited during March 2010. During the visits, contact was established with embassies and some of the relevant

organizations in the countries. Interviews were conducted with all potential candidates for the programme in all five countries, and the final selection was made in consultation with Sida and with members of ICLD's advisory group. The outcome was that 27 highly qualified individuals from Bangladesh, Cambodia, India, Indonesia and Vietnam were invited to participate in the programme. Laos also took part in the initial stage, but due to the low number of applications received from the country and the fact that only a few of them complied with the quality requirements, the ICLD decided to end Laos' participation in the programme.

Implementation of the training programme started in May when each participant was put in contact with a mentor and given access to the required IT platform. The participants completed a baseline survey intended to establish their organizations' ability to change. By gauging at an early stage how the organization relates to the indicators relevant to the course, it is possible to measure the extent and direction in which a change has taken place during the course of the programme.

During 2010 a video was produced for recruitment purposes. It was posted on the ICLD's website, and was sent to the participants in the training programmes.

The first of the two planned courses within the framework of the programme started during September. The 27 participants spent a total of one month in Sweden.

The procurement of the *Local Democracy and Self-Governance* programme was completed in 2009. SIPU International, which won the procurement, initiated the programme in May 2009 and worked successfully to implement it during 2010. The programme is aimed at participants from Botswana, Namibia, South Africa, Tanzania and Uganda, and in October a course lasting four weeks was delivered in Sweden.

## **PLANNED TRAINING PROGRAMMES**

During 2010, ICLD started planning a third training programme in conjunction with UNCDF within the field of local democracy and local development, with a strong focus on how municipal structures can be developed. The programme is aimed at participants from Rwanda, Tanzania, Uganda and Zambia and starts on 1 June 2011. The target groups consist primarily of officials at the municipal and regional level, but local federations and other relevant community organizations can also nominate participants. The planning of a fourth training

programme in conjunction with UN-HABITAT and SKL International within the framework of the Sida-financed project SymbioCity also commenced during 2010. This programme includes the same countries, but is focused on strengthening democratic processes and the influence of citizens in an urban environment. The programme will start in October 2011.

These two programmes are part of an overall focus on capacity development for institutions in this part of Africa. An essential component is a stronger alliance with relevant partners in the region. This will ensure that the programmes correspond to the region's needs and establish the conditions for longevity and local ownership. The collaboration with the two UN organizations paves the way for a number of possibilities in terms of access to programmes and projects with relevance to the two ITP programmes.

## **REFLECTIONS**

2010 was characterized by consolidation of the activities that began in 2009. The organization was fully operational, which entailed a high workload during the phases when the participants were in Sweden. As the ICLD is responsible for both procurement and implementation of training programmes, a carefully prepared strategy for quality assurance is required. The creation of satisfactory procedures for follow-up and to ensure transparency regarding the criteria applied when selecting participants were the principles that guided the ITP unit's work during 2010.

The participants in the ICLD's training programmes are an important recruitment channel. Designing and implementing training programmes that are relevant for the participants will ensure that the ICLD continues to receive applicants from relevant organizations and institutions in the future. Challenges for the forthcoming year include ensuring that the change processes that the ICLD is involved in supporting through training programmes are maintained after the programme is finished. To ensure lasting changes in our partner organizations and countries, it is important to implement relevant training programmes and to make opportunities available for the participants after the course is completed to maintain the networks that were established during the course.

## **KNOWLEDGE CENTRE (KC)**

### **INTRODUCTION**

The KC constitutes an important resource for the ICLD, and its task is to document, analyze and channel new knowledge. The centre will supply academic knowledge about local democracy, local development and decentralization to the ICLD's other operations: the ITPs and MPPs. Bringing theoretical knowledge and practical experiences together is central in ensuring relevance, a high level of quality and further development of the operations. The KC will also act as a resource for external actors that operate within development cooperation, and function as a hub for both experience-based knowledge and research.

During 2010, a high-priority task was outreach activities in the form of visits to research institutions that are relevant for the ICLD and the KC, including UN agencies such as UNCDF, the United Nations Development Programme and UN-HABITAT, international municipal associations and other organizations whose activities have a similar focus to that of the ICLD. Results and reflections are presented below.

### **RESULTS**

The ICLD Advisory Group was established during 2010 and now consists of a total of 11 prominent democracy researchers and other individuals from different parts of the world who are relevant for the ICLD's work. The majority of the researchers were identified in the survey of research areas and researchers relevant to the ICLD that was conducted in 2009. About 30 researchers and persons involved in policy were invited to take part in the ICLD Workshop *State of the Art of Local Governance – Challenges for the Next Decade*, which was held in April 2010. An initial meeting with potential participants in the Advisory Group was held in connection with the workshop. The group also had a second meeting in November. The aim of the Advisory Group is to act as a basis for discussions about the development of the ICLD's operations and to provide support in assessing the quality and relevance of research projects or programmes.

A series of publications consisting of Working Papers, Research Reports and Policy Briefs has been produced by the Knowledge Centre, and a number of the papers that were presented during the workshop in April were published in the Working Paper series. Publications by guests invited to present papers for the ICLD have also been included in the series. The

publications are distributed to various institutions, including universities in Sweden and elsewhere and to the organizations with which the ICLD cooperates. They are also used in teaching at some institutions.

With the aim of developing a relevant network for the ICLD, contacts were intensified with a number of different organizations during 2010. For example, the KC participated in several meetings related to the SymbioCity project, which was initiated by Sida and is now led by SKL International. A proposal for a Memorandum of Understanding was produced and discussions on how the municipal partnerships can be incorporated in the project commenced.

In addition to the cooperation involving SymbioCity and SKL International, two further cooperation agreements were concluded – one with the East-West Centre (EWC) in Hawaii with the aim of developing institutional capacity, education and research in Asia, and one with the UNCDF.

The cooperation agreement with UNCDF concerns participation in the Global Forum on Local Development and relates to common publications and research projects as well as the development of a training programme. The training programme will be implemented for five countries in Southern and Eastern Africa and will be primarily aimed at officials within local administrations. The Global Forum in Kampala, Uganda engaged Professor Jesse Ribot and Leonardo Romeo to draft two of the sessions' introductory documents: *Building Climate Resilience: Local Governments on the Frontline?* and *What is Needed from Local Government Associations?* The cooperation agreement with UNCDF extends over three years.

During 2010, the KC financed a number of research projects, all of which address subjects that are relevant for the ICLD's activities.

The following research projects were initiated during 2010:

- *Gender and Local Government in Cambodia*  
Responsible institution: Cambodia Development Research Institute (CDRI)
- *Mapping Spaces of Democracy in Aceh Selatan*  
Responsible institution: Aceh Institute, International Centre for Aceh and Indian Ocean Studies (ICAIOS)

- *Grassroots Democracy in Vietnam*  
Responsible institution: Faculty of International Studies at Hanoi University
- *Performing Research and Researching Performance: Dramatic Communication for Promoting Local Democracy*  
Responsible institution: University of Illinois, Jesse Ribot
- *When Local Government Strikes It Rich: Generous Funding is Necessary – and Insufficient*  
Responsible researcher: James Manor

During the year, a number of internal seminars were held with invited guests. The content varied from issues related to how processes to achieve local democracy can be manifested (Marianne Millstein from the University of Oslo), to how organizations can work with quality assurance (Bengt-Ove Boström from the University of Gothenburg).

Examples of the KC's activities during the year:

- Mentorship in the ITP programme *Decentralization and Good Governance with a Gender Perspective*, where the KC was responsible for a group of six participants.
- A four-day workshop on outcome mapping arranged by the Overseas Development Institute (ODI) in London. During the autumn, an internal seminar was held at which experiences gained from the workshops were presented by various other ICLD employees.
- Forum for exchange of experiences: Swedish International Centre of Education for Sustainable Development (SWEDES) Program Steering Committee and Donor Working Group on Local Governance.

## **REFLECTIONS**

The Knowledge Centre was set up during the autumn of 2009 and developed satisfactorily during 2010, particularly in terms of establishing the ICLD as an internationally recognized actor. Cooperation agreements were concluded with a number of organizations of relevance for the ICLD. The ICLD is a small organization with high ambitions, and it is important to build relationships both with large established partners such as relevant UN and EU bodies,

and with smaller, locally established institutions and organizations. The activities that took place in 2010 very clearly highlighted the importance of developing activities around the needs articulated by the countries themselves in relation to activities such as capacity development of local institutions and administrations. The same applies to the KC's research activities, but there is also a desire from researchers in the South to establish relations with their counterparts in the North. In this context, the ICLD's Advisory Group plays an important role, as do the relationships established by the KC with Swedish universities, local authorities and regions.

An additional reflection is that it is important to develop long-term, sustainable relationships with local institutions to minimize the risk of activities becoming too project-oriented and governed by supply rather than actual needs.

The term ICLD-Forum should be mentioned. It is used in the operational plan as a collective term for both external and internal seminars and lectures arranged by the ICLD. However, following internal discussions, the ICLD decided to stop using the term and will instead advertise these activities as ICLD events.

## LIST OF OPERATIONS/ACTIVITIES

### IMPLEMENTED UNDER THE AUSPICES OF THE ICLD IN 2010

- 130 applications received
- Reports for 73 MPP projects issued
- Partnerships with three new countries initiated by the ICLD
- Project manager training held within the MPP
- Monitoring work commenced within the MPP
- Two new ITPs started
- Seven research grants issued
- Five publications issued
- New cooperation agreements established with UNCDF and EWC
- Evaluation procured for Municipal Partnership 2005-2008
- Code of Conduct developed
- Seminars held during:
  - Almedalen Week
  - Göteborg Book Fair (Two seminars: one with researcher Jonas Ewald and one with author Lasse Berg)
  - Swedish Forum for Human Rights (MR-Dagarna) in Örebro
  - SALAR's International Day event
- Five of ICLD's own seminars held in Visby, Gotland
- Procurement of new case-management system