

# IQA Report 2015

Partnerships on the road to strengthened local democracy

---

## Municipal Partnership Programme

Ghanzi District, Botswana – Ale Municipality

Huangshan Municipality, China – Vara Municipality

Cape Winelands District, South Africa – Regional Council in Kalmar County

Makunduchi Wards, Tanzania – Kiruna Municipality

Vitebsk Region, Belarus – Halmstad Municipality

Jessica Olson

Karin Norlin Bogren

Maria Larsson

Rikard Eduards

## Table of Contents

IQA Report 2015 .....	1
Introduction.....	1
Purpose of IQA .....	2
Method.....	2
Selection criteria and selection .....	2
Context .....	3
Observed results.....	4
Results at an individual level .....	4
Results at an organisational level.....	6
Process results.....	9
Analysis and recommendations .....	10
Analysis and recommendations – individual results .....	10
Analysis and recommendations – results in the organisations.....	12
Summary analysis and recommendations: .....	17

## IQA Report 2015

### Introduction

This report describes, summarises and analyses the results followed up through the *Internal Quality Assessment* (IQA) in 2015 in the Municipal Partnership Programme at the International Centre for Local Democracy (ICLD). The follow-up included site visits in five different partnerships, and officers who work with the programme interviewed participants who are involved in the partnerships between municipalities in Sweden and Botswana, China, South Africa, Tanzania, and Belarus.

The follow-up applies methods developed in the scope of the programme's IQA and is a part of ICLD's aggregated results follow-up. The results analysis supplements other follow-ups and reports for the Municipal Partnership Programme and contributes to following up the results in the medium and long term in the ICLD results matrix. IQA aims to deepen the understanding of what the programme entails in practice in the context of different countries. As a part of the overall results follow-up, the method contributes to development and governance within the ICLD and provides support and recommendations to those active in the programme.

The ICLD wants to contribute to greater citizen influence by strengthening local and regional politically controlled organisations, such as municipalities, regions, regional federations, and county councils. The ICLD's premise is that these organisations are strengthened through greater knowledge, which in turn contributes to more capacity, greater awareness, and a stronger support for change. Since 1 January 2016, the ICLD has followed up on capacity enhancement in the following core areas: *equality/fair and inclusive treatment, participation and involvement, transparency, and possibility to demand accountability*. The ICLD's results framework is based on a rights perspective that will provide poor boys and girls and poor men and women with the conditions needed to improve their living standards and with the self-empowerment needed to exercise their human rights. The main purpose of the ICLD is to build capacity among those who are obliged to respect, promote, protect, and fulfil these rights, which in ICLD's case are local and regional politically controlled organisations. Central to this are activities to ensure that no discrimination and no violations occur, meaning efforts that take into account the needs of vulnerable groups and focus especially on the position of women.

Every year, the IQA focuses on one of the core areas described above, and this annual focus on a specific results area is a part of the ICLD's strategy to develop more focused results follow-up and to be able to communicate the results in an appropriate manner.

In 2015, when the IQA described in this report was conducted, the Municipal Partnership unit was still working based on a programme-specific results matrix where results were measured based on five intermediate objectives. These included improved methods of information for and dialogue with community residents, improved methods for considering the needs of various groups of society and vulnerable groups, improved methods for enhanced transparency and accountability, improved formulation of municipal services that meet the needs of residents, and improved methods to ensure the representativeness of local and regional politically controlled organisations. The work with IQA 2015 was specifically focused on following up on the two intermediate objectives of *improved*

*methods for considering the needs of various groups of society and vulnerable groups and improved methods for ensuring representativeness* in local and regional politically controlled organisations.

### Purpose of IQA

The primary purpose of the IQA is to monitor how the partnerships contribute to the fulfilment of the programme's objectives, and it is important to identify the mechanisms that are critical to achieving the desired results. The site visits with IQA as a systematised method provide an opportunity for the ICLD to listen to the needs, evaluate the results, and reflect on the possibilities for the overall objectives to be achieved in the local contexts in which the partnerships are active. The monitoring is also thereby aimed at providing a basis for the further development of the programme, for example, by highlighting significant results which otherwise do not come to the ICLD's attention through the project reports. A third purpose for the follow-ups is to provide a basis for the ICLD to strengthen its efforts by providing the right guidance and support to the municipalities. The fourth purpose is to highlight good examples and results that can be employed in communication where, for example, municipalities can be inspired and learn from one another, or where new municipalities can be inspired to become active in the programme.

### Method

All projects granted funding for cooperation within the Municipal Partnership Programme are followed up by annual reports on the partnerships using specially designed forms. The IQA is a supplemental follow-up method based on interviews and observations that are normally done during a site visit to the municipality, region, or county council. The follow-up is done by officers in the Municipal Partnership Programme. The ICLD has produced an instruction document for how IQAs are to be carried out, which includes a dialogue guide, templates, and an interview guide. In an IQA, the project manager and/or coordinator, a politician, and a minimum of two participants in the project are to be interviewed. The interview guide is sent to the persons in question prior to the interview, and the project groups can themselves choose if the interviews will be done individually or as a group. The interviews are first done with the participants in the cooperation country and then with the Swedish participants. In 2015, five interviews were held on site with the cooperative organisation and five by phone or Skype with the Swedish participants. The report presents the observed results in the cooperative organisation under headings that describe general tendencies. Furthermore, the results are analysed and proposals for improvement are presented. The results follow-up in the IQA is compiled with the results received in the annual results reports from the projects. The results are analysed at an aggregated level and described in the ICLD's annual report.

### Selection criteria and selection

In 2015, the selection of the projects that would be subject to an IQA was based on those that worked on *improved methods for considering the needs of various groups of society and vulnerable groups*. The ICLD's objective was also to see if there was any connection between the aforementioned interim objective and the interim objective of *improved methods for ensuring representativeness*. Another selection criterion was that the participants should have had time to work together for a number of years (at least two-year projects) and that the project was either in the final phase or had recently been completed.

The vulnerable groups the participants chose to work with are the young unemployed in rural areas (Ghanzi, Botswana), children who had been abandoned by their parents (Huangshan, China), the elderly poor (Cape Winelands District Municipality (CWDM), South Africa), young women in rural areas (Makunduchi, Tanzania), and children and young people with disabilities (Vitebsk, Belarus). The selection of the target group and method for the respective project depends on the context of the partner country. Groups may be marginalised and vulnerable for various reasons, such as social, financial, political, geographic, or technical reasons. Vulnerability and exclusion can be a matter of power relationships and can appear in various relationships in a society, through attitudes in the family, and in politically elected assemblies and in structures in institutions.

The Municipal Partnership Programme aims to develop democracy at a local political level by strengthening local authorities. Partnerships for strengthening the vulnerable groups should be focused on achieving institutional changes, such as through the development of various kinds of methods. The results should be sustainable over time, which can, for example, mean that new strategies or policies are developed and/or that implementation is ensured. Based on these desired results, the observations are analysed.

In 2015, interviews were held in ten municipalities and regions. At the end of this report, there is a table that presents the country, the municipalities interviewed, the project's name, the years the project was under way, the location for the interview, and the date when the parties began working together within the framework of support from the ICLD. This report describes the results observed in the partner countries' organisations and does not focus on results in the Swedish municipality or regional federation.

## Context

The conditions for which results can be achieved through municipal partnership depend on the context. The ICLD is active in 21 countries with very different forms of government and different degrees of decentralised decision-making. Freedom House, which for 50 years has monitored the development of democracy and human rights in the countries of the world, ranks China and Belarus as two of the world's least democratically developed countries where political freedom and rights for individuals are very limited. Tanzania also has extensive limitations with regard to civil law. South Africa and Botswana are more developed democracies and are ranked well compared with other countries. Some limitations exist, however, and Botswana shows a worse result with regard to political rights. It is not possible to work with concepts such as democracy and rights in all partner countries in the programme, although the concepts of inclusion and equal treatment can be acceptable and even desirable.

There are also various reasons that groups are especially vulnerable and marginalised in various countries and regions. The compilation and analysis of the results need to be understood from this context.

In Botswana, the distances between cities are large. It is sparsely populated, and in the Ghanzi district there are, for example, settlements up to 300 km away from Ghanzi city. In these settlements, the residents have less access to public services and education, and poverty is greater

than in more urban environments. Young people in these settlements therefore comprise a vulnerable social group.

In China, one of the underlying causes of there being a very large group of children growing up without their parents is that the civil registration system does not allow residents to move from one municipality to another. For example, the right to attend school and receive health care is directly tied to the municipality in which one is born. However, because economic development primarily takes place in the cities, many people are forced to move from the countryside to the cities to make a living. The children are thus left with relatives to care for them and to ensure, for example, that they can go to school.

In South African society, there is a difference between the generations who experienced apartheid and those who did not experience this oppression. This difference can cause difficulties communicating across the generation boundaries. Besides the community and people having to overcome differences and reconcile with one another after having lived in a system that entailed severe abuse, the younger generations may have difficulty understanding the older generations' experiences and circumstances. Thus there is both an ethnic and age dimension to the problems experienced in the country.

The target group of young women in Makunduchi are an especially vulnerable social group due to poverty, a low level of education, and early marriages and childbirth. The interviewees believe that these factors, combined with other social structures that work against equality, can entail obstacles to continued education and participation in social development.

In Belarus, the living conditions for people with disabilities are difficult. The municipal administration for social issues has limited financial possibilities to carry out measures such as habilitation and education. Negative attitudes and lack of treatment also mean that many people with disabilities are excluded from large parts of society and that accessibility is severely limited.

## Observed results

The below are observations of how the partnership projects contribute to achieving the objectives of the Municipal Partnership programme. The results pertain to *improved methods for considering the needs of various groups of society and vulnerable groups* and will be related to the vulnerable groups that the respective partnerships have chosen to work with. In a review of the in-depth studies' results, a recurring theme emerges that is also seen in the programme as a whole. This concerns *where* changes take place – be it at the individual level in society, at the organisational level of the applicable parties, or as a part of the project process. The examples of the results described below are therefore broken down into these categories. However, there are no examples of results from the partnerships that fit under all categories.

## Results at an individual level

### *Ghanzi*

In Ghanzi in Botswana, the partners made a connection between a lack of education and development opportunities for young people in the countryside, which is why an entrepreneur course was carried out in the scope of the partnership. In the IQA interviews, it came forth that the

course filled a gap in Ghanzi District Council's ordinary operations. The course gave young people self-confidence and business ideas, which the Council did not previously have any methods for. The participants could then use this to apply for funding for business development from the national level in Botswana. The young participants said that they were able to apply for support and to develop their business ideas to varying degrees after the project. The degree of development depended mainly on their ability to identify a demand in society and their ability to cultivate contacts with people in leading positions. The civil servants involved in the project in turn provided support in the application process. In Ghanzi, they believe that there is a connection between the strengthening of young entrepreneurs and local democracy development. Through the entrepreneur course, young people learn to become better leaders. "They are raised to become the leaders of tomorrow. If you become a better leader, you also understand the democratic process," said the coordinator in Ghanzi. The young participants get to meet challenges and begin to think about how they can make a profit on their business idea.

### *Cape Winelands*

The Cape Winelands District Municipality (CWDM) in South Africa has worked to achieve reconciliation and understanding between groups of elderly people who experienced apartheid, as well as understanding between generations where the young people have completely different experiences. Within the partnership, the methods have included study circles, journeys through time, storytelling, and memory boxes. In the work in the scope of the partnership, many people in the older generation who had been oppressed and discriminated against under apartheid are said to lack experience in expressing their opinions to authorities. Several elderly people that the ICLD met in the CWDM said that the partnership meant a great deal to them personally because they were given the opportunity to tell their story and to work together with other elderly people on reconciliation. The CWDM confirms that more elderly people have become more active in the dialogue with the district through the partnership. They have a greater awareness of their rights, and the politicians hear and see them to a greater extent. The CWDM believes that the elderly of their own initiative have created networks and have learned to act together on various issues. One example that was highlighted was demonstrating as a group in order to call the attention of the community and politicians to the violence against the elderly that occurs in many families. Through these networks, the elder are said to strengthen each other in the group.

### *Makunduchi*

In Makunduchi wards in Zanzibar, Tanzania, it is mainly activities for young women in the community that have been formulated and developed through the project. A selection of young women in Makunduchi received training in English, computer skills, and entrepreneurship, and the training focused on men's and women's different needs, rights, obligations, and circumstances. Volunteers from Kiruna's folk high school were in Makunduchi for extended periods as mentors and teachers. The partnership has shown results that have improved the women's self-confidence. They are said to have been strengthened in relation to men and in relation to foreign tourists, and they are better equipped to speak and stand up for their position as members in a larger group. In addition, it is reported that a long-term effect is that the project has strengthened the role of women and that the young women have gained opportunities to become more financially independent after participating in the project. Several examples were given of how the women were able to go on to apply for higher education or to start their own businesses. In the partnership, the parties chose to educate teachers

in Makunduchi with the aim of them in turn contributing to the instruction in the longer term. Teachers were also trained at the folk high school in Kiruna, although without financing from the ICLD.

### Results at an organisational level

#### *Ghanzi*

In Ghanzi, the activities conducted in the project were directed at civil servants in the municipality even though the main focus was on young people in the countryside. Civil servants in the municipality gained more knowledge and could then use their expertise to provide support to young people who attended a course with a focus on entrepreneurship to develop their project ideas. This competence enhancement was emphasised as a lasting result that can continue to be developed. The politicians in the steering group also emphasised that they had gained insight into utilising young people's new knowledge in Ghanzi, and the relationship between politicians and young people is said to have been strengthened. As an effect of the project, a forum for politicians and young people is being developed in Ghanzi to meet and discuss both development in general and young people's own project ideas specifically. The politicians gain a greater understanding of the need in the region, and the young people get support and new contacts.

#### *Huangshan*

In Huangshan, a large number of schools and pre-schools that participated in the project were visited in the scope of the partnership. From the counterpart of the Swedish administrative levels, there were representatives from the international offices and the Foreign Affair Office (FAO) in the various districts present at the visits. The selection of schools had been made by FAO after consultations with the education administration and the party's women's organisation, the "women federal league". This was said to mean that there was a perception of ownership of the partnership also at the central administration level. The selection of schools was made based on the number of "left behind children" (LBC) at the schools. This is in order for the pilot projects to be able to serve as good examples for method development.

The coordination of the project took place on an overall level by the FAO in Huangshan City. This means that the project entailed the possibility of spreading knowledge to stakeholders in the education area in the entire district. A teacher at the Quinkous school in Huizhei said that the reason that the project was spread out to so many school participants is "...that municipal civil servants who work with education were involved in the project. It has been spread through the education system. It is through the reports that we write that the information is spread." The head of the FAO in Huizhei reported that the original reason that change occurred at different levels of the community governance is that the local authorities decided to address the problems. However, the responsibility for implementing changes according to the newly developed methods rests with the schools. In addition, the party's "Women federal league" has now appointed a specific coordinator for LBC after directives to do so from the national government. They also have many volunteers who put extensive efforts into caring for the children outside school and organising leisure activities for them. Through the partnership, mayors, politicians, the education administration, and school staff were involved, which is highlighted as a success factor. It was reported that the FAO in Huangshan City was very important for achieving this support and spread. There is strong support for the partnership project among the highest leadership in the Huangshan district, and both the mayor and the party secretary

are involved. They also believe that the view of the children has changed, that they are no longer seen as a group with the same needs, but that different children have different needs. This is exemplified by the methods developed through the partnership where one of the pilot projects went from having collectively adapted methods to an individual focus in the meetings with LBC. According to information provided by those involved in the project, there is now a proper analysis of the child's background and needs before methods for support are prepared for each individual. The significance of psychological aspects has gained greater importance than before. All schools and pre-schools visited report that the partnership project has led to the development of methods to better meet LBC. Above all, it is described that the new methods are now part of the daily routine and that as a result of the project they have developed specific treatments adapted for these children with a focus on mental health, emotions, and other psychological aspects. It should also be mentioned that there are still people in the schools who say to the ICLD that they have never seen the LBC as vulnerable and that they have always been included. However, in a visit to a private school that is involved in the project, the children's vulnerability and right to human rights are highlighted. Extensive emphasis is placed on personal development and good education in order to give the children better opportunities in society. The school emphasises the significance of the psychological and emotional aspects in the children's development and mentions, for example, "*the little bear*" as a method for the children to express their emotions. "Before, the teachers were more focused on grades, now we try to be less focused on competition and more open to other experiences too," said a representative for the school. It is hoped that when the children's special needs and circumstances receive attention and new methods are developed to meet them, the conditions for the children will be improved and they will be more readily included in society.

#### *Cape Winelands*

In the Cape Winelands District Municipality (CWDM), issues concerning the elderly were not previously a prioritised issue, and the elderly who had good financial resources arranged their situation with private alternatives. The partnership is said to have contributed to issues concerning the elderly being prioritised and highlighted. In the partnership, the CWDM re-prioritised the municipal budget to strengthen its own capacity for including the elderly in society. The prioritisation was intended to create structures to enable elderly people to participate in the municipality's development. According to the CWDM, this is the largest investment in the elderly made in the whole of South Africa. The project manager described how it is about the municipality creating structures for the elderly where the elderly, besides also the personal benefits they have gained, have also become organised and formed a voice to be reckoned with. This is true of both dialogues with the district as well as with the younger generation who did not live under apartheid, according to a representative for the CWDM. Among other things, the CWDM is conducting a meeting forum called "Indaba", meaning open discussion with a democratic rights perspective. Through the partnership, the capacity of employees who work with the elderly has been strengthened with the greater knowledge they have acquired. The results of re-establishing the dignity of the elderly and giving them a voice is significant centrally to the vulnerable group and is achieved through methods for dialogue in the partnership. Building bridges between the older and younger generation is also of interest from a democracy perspective if, as in this case, it involves greater inclusion of the vulnerable group. The work with storytelling has undoubtedly also given a voice to the older generation and has given them strength. In the interviews, the CWDM highlights that they would like

to use the same methods for strengthening the group of young people, which would mean that the method is re-used when working with other target groups.

### *Makunduchi*

In the partnership between Kiruna Municipality and Makunduchi wards, the implementation has primarily been assigned to the Malmfälten folk high school in Kiruna. Makunduchi wards form a relatively weak institution with limited resources to perform its tasks. During the visit to Makunduchi, a visit was made to a facility that was built as a local study centre for the village as part of the project. The facility provides computer use and an Internet connection and is run by a non-profit association called the Makunduchi Development Organisation (MDO). One of the politicians in the district is the chairman of the association. Makunduchi wards do not have a physical location for their work, and the local administrative work takes place in the southern district of Zanzibar's office, which comprises several wards. Politicians from Kiruna Municipality were on the steering group together with people from various political levels in Zanzibar. The local leaders participated in the steering group, as did politicians at a regional level and, the project coordinator and an employee of the Zanzibar president's secretariat. The observation of the steering group's work is that it largely worked separately from the project's implementation group. The higher-ranking politicians gave their legitimacy to the partnership and attended at the opening and closing of educational periods and thereby established support for the project at an organisational level. The project coordinator felt that the project contributed to more decisions than before being made with greater participation from several different target groups in society. He also says that transparency has increased as a consequence of greater participation.

### *Vitebsk*

The partnership project between Halmstad and Vitebsk is a part of Vitebsk's five-year plan where they are developing social support. The support consists, among other things, of training for directors, which will now be carried out for all employees. Vitebsk has distinguished itself in the country because this is not being done elsewhere in Belarus. The major effort being pursued is being financed by prioritisations in the budget. A direct result that is highlighted is that the importance of training to making the right diagnoses was realised through the partnership, which meant that Vitebsk received more government funding to train their entire staff. The directors who were involved in the study visit in Sweden understood that it is difficult to achieve results without training. As a result of the project, they have trained staff, prepared information brochures, and developed methods for how the centres should work. Attitude change and knowledge improvement primarily took place among the employees, not among the public. The development in society entailed better possibilities for people with disabilities to get support for their needs. An example brought up is that the administration holds discussions with various associations, such as the association for the vision impaired, that have been very positive to this development. In every village, there is a village council that provides meeting places where staff are on hand and to which people can come and ask questions or express their needs. A phone service with information has also been established. There is a kind of council for the disabled, called a consultation committee, where people with disabilities are represented. For example, in new construction, there is a group where those with disabilities have the possibility to make their voices heard regarding accessibility, something that applies to all public buildings. However, what has received the most investment in Vitebsk is staff who work with people with disabilities. They have created systems for how they will work with people with

disabilities. Now, diagnoses are made and treatment methods are adapted to the diagnosis. The partnership has meant that the municipality now has methods for making responsibility visible. A report for each area is compiled quarterly, which presents what has been done and what needs to be done. The reports are on the municipality's website and are available to the public. They are also sent to the Ministry of Social Protection. In recent years, the national legislation regarding the disabled has become stronger. In 2013, a new law on social protection was passed and there are now service possibilities for the disabled. The Belarus coordinator believes that Vitebsk is at the forefront in implementing the new law.

In the same way as in Huangshan, the partnership in Vitebsk has meant that the greater knowledge in the organisation has led to those who work with disabled children having gained competence in seeing every child's needs as unique instead of seeing them as a group of disabled people. The most prominent example is the individualised action plan that is now being used for planning every individual child's treatment and rehabilitation. The administration in Vitebsk has also worked to change society's attitudes towards the target group. They say that the view has changed a great deal in recent years. Every healthcare facility has, for example, an information centre where relatives can get information and father groups have been established.

Representatives for Vitebsk say that the results of the partnership have included issues concerning disabilities being prioritised in the budget. In 2010, there were only three workshops for the disabled, but in the three years that the project was under way, this was greatly increased, and now there are 70 workshops according to the reports presented to the ICLD.

## Process results

### *Ghanzi*

In Ghanzi, it was described that the development of civic dialogue and participation took place in connection with the selection process of the young participants. They had made a clear selection of the young people who had the opportunity to participate, with an awareness regarding vulnerable groups in the district, especially in remote rural areas, but also with regard to various population groups, ethnicities, and gender-based conditions. The Ghanzi District Council nominated young people from every settlement in the district.

### *Makunduchi*

The development of methods or models for taking vulnerable groups into consideration was part of the initial process of establishing the partnership in Makunduchi. A large meeting was held where all informal and formal local leaders as well as citizens from various interest groups participated. At the meeting, a decision was made to invest in education for women's development because this was identified as the greatest need. There would be 12 participants every year, which meant two women from each area where there is a local leader, a so-called Shehia leader. All groups were involved in decisions on the content of the training. The project manager in Makunduchi describes how the process affected local democracy development: "Democracy was there, there were people from different groups, areas and parties – and all worked together". The selection process when participants in the training were to be chosen was identified as a result linked to the development of democracy. During the project period, clear criteria were developed for participation, and it has been

clarified as to who will participate in the actual selection process so as to guarantee the highest level of participation and relevance.

### *Vitebsk*

In Vitebsk, democratic methods were used when the target groups were involved in the selection of the project's emphasis and theme. It turned out that the group of elderly people with disabilities felt that health was the most important, while the younger group felt that employment was the most important. In this dialogue, representative from the Committee for Social Protection, the local authorities, and civil society organisations, such as organisations for relatives, were gathered. Ultimately, an agreement was reached on the theme of employment for the focus of the project. As part of its daily operations, there are now groups for parents and relatives where they get to learn more about how to handle problems that can arise in the family and with the disabled. They also have the possibility of asking questions and discussing various problems.

### Analysis and recommendations

The ICLD's programme aims to strengthen people's rights through the development of local political organisations, such as municipalities, county councils, and regions. It is the partners that analyse the need for which rights should be strengthened and which target groups the partnership indirectly focuses on. To achieve equal and fair inclusion in society, the ICLD wants to see that the partners work to strengthen and develop the local organisation and local politics with the aim of providing the target group with influence and/or representation. There is a given connection between results at an organisational and individual level because all activities that the ICLD carries out *in the long term* seek to increase citizen influence over local and regional politically controlled organisations.

### Analysis and recommendations – individual results

#### *Citizens/residents*

The long-term effects that the ICLD strives for are that local and regional politically controlled organisations in the partner countries provide all citizens with equal opportunities to influence the formulation of public activities. There shall be conditions for people in poverty to improve their living conditions and exercise their rights. Here, citizens/residents refer to these people.

In Ghanzi, the efforts were focused directly on the young target group, where the young people said that they had gained greater knowledge and competency as a result of the project. In order for the results to be able to be seen as an enhancement of organisational capacity, it would have been required that the municipality, for example, had developed systems to capture young people's knowledge and created forums for how that knowledge should be used in decision making. This could have provided sustainable and long-term results for all young people in Ghanzi. In Ghanzi, the young people who attended the training were able to sporadically meet local politicians and through them could make their voices heard with regard to their project. If these meetings had been open to all young people and been systematised as a result of the project, this would have been a clear indicator of sustainable results for greater influence for the target group. This way, projects of this kind can link the project activities more closely to local democracy development and the ICLD's objectives.

The partnership project between Kiruna and Makunduchi is also formulated with efforts targeted directly at a citizen group. For the ICLD, it would have been interesting if the focus of the effort would have instead been to achieve changes in local decision-making organisations by developing methods to strengthen *all* marginalised women. In the interviews, it came forth that the women who participated had been strengthened in speaking in front of groups, which can be important in exercising influence in the environment they are in. Greater self-confidence in relation to men can affect structures and power imbalances. Of the results observed, there are, however, no indications that this occurred. In order for the ICLD to be able to draw conclusions that women's influence has been strengthened, stronger structures are necessary that enable influence at an institutional level.

In Huangshan, Cape Winelands, and Vitebsk, results were able to be presented for the vulnerable citizen groups that the projects intended to create improvements for in the long term, i.e. children, the elderly, and the disabled. The difference is that they showed results, such as developed methods and models, that were implemented at an organisational level, as well as decisions about direction and budget prioritisations. Based on the descriptions of these organisational changes, the ICLD can draw the conclusion that the organisations created improved structures for the vulnerable groups with the aim of improving their situation in the longer term. The issue that remains is the manner in which the organisational changes might lead to greater *influence* for the target group.

In some of the IQA done in 2015, it has been possible to see how individuals/citizen groups became organised in relation to the municipality or the equivalent. In Cape Winelands, for example, elderly residents were gathered in a council to be able to exert influence as a group. This is an interesting result because it shows that the elderly gain a possibility for greater influence. However, it is difficult to determine whether or not the local democratically elected and controlled organisation is strengthened through the partnership and thereby increases the possibility of influence for all elderly in the long term.

Through organisational capacity enhancement, long-term, sustainable, and democratic results can be achieved. The ICLD sees that there is a risk that the focus for the partnership will end up outside the objective of the Municipal Partnership Programme and instead will focus on capacity improvement of the target group that is to be included, even if this by extension could mean that the target group is given its own capacity to safeguard its interests in relation to the organisation. If the partnership achieves a result where, for example, the municipality has decided on new policies or models for inclusion of vulnerable groups, the target group would be assumed to be a collaborative party.

The results reported on an individual level might reflect that there has been a limited process in the analysis phase of the project. The problem analysis has focused on addressing the situation that individuals are in. Thus, the purpose and problem formulation in the application for a partnership needs to clearly be based on the ICLD's objective of changes at an **organisational level**. This means that the ICLD needs to give support to the parties for developing projects that can be integrated into the operations, where the project does not primarily focus on capacity improvement for individuals/citizen groups directly. The reason that the ICLD wants to see a stronger focus on organisational development is that the results of the project otherwise only benefit the single individuals affected by the project and the results will not be sustainable over time. Support can, for example, include somewhat simplified information about the programme's guidelines and a short

explanation of why the focus on organisational development is important for the local democracy development that the ICLD wants to see.

Results at an individual level can also be analysed by seeing *how* the project has worked in developing its analysis of problems and needs. If the citizen groups are involved in the needs analysis, the ICLD might see an interesting method for influence in itself. In spite of this, the project group needs to direct the problem analysis so that it ends up fitting within the scope of the guidelines. During IQA 2015, several good examples were given of strong participation in the preparation of the projects, and it turned out that significant emphasis had been placed on creating relevant needs analyses that reflect reality. In Makunduchi, the entire community was initially involved in a structured and democratic manner where the focus of the project was chosen. Such involvement provides a guarantee of sustainable results for the development of democracy.

#### *Civil servants and politicians at the local level*

The other group of individuals is the civil servants and politicians targeted by the partnership projects who at the same time are often implementers of the projects. It is within this group that the partnerships seek to strengthen competencies, change attitudes, and develop the capacity for change. According to the ICLD's theory of change, efforts to increase knowledge in this group lead to greater organisational capacity, improved insight into the importance of democracy issues, and greater opportunities to gain support for developing local democracy. In the longer term, this contributes to organisations being better equipped to work toward such development. Ultimately, the efforts should contribute to the organisations in the partner countries giving all citizens equal opportunities for influence over the formulation of public activities and services. An important factor is therefore which civil servants and politicians are involved and how the establishment of support in the organisation takes place.

Kiruna and Makunduchi saw, for example, the benefit of having an employee in Makunduchi as it could help ensure the sustainability of the project. However, Kiruna chose to temporarily finance this position themselves, which does not lead to the institutional reinforcement strived for. In Ghanzi, only one civil servant was involved and the rest of the participants were experts, which both creates vulnerability and entails a risk that the knowledge does not benefit the municipality. In Huangshan, it is the civil servants at the international offices that lead all international projects. The ICLD wonders what difference in the results there would be if the project ownership was instead held by civil servants at the equivalent of the education administration where the area expertise lies. The conclusion is that it is important that well-identified key people in the organisations participate in the partnerships in order to create long-term sustainability from the results.

#### *Analysis and recommendations – results in the organisations*

To be able to determine that the effort of strengthening “key groups” in the municipalities with tools and knowledge actually led to an improvement in institutional capacity in the organisation, an analysis is necessary of how, and to what degree, the new competence has gained support and been spread in the organisation. In this case, the ICLD can analyse whether or not formats for learning were created, what space there is for working with the issues or the values under consideration, and lastly whether or not final products of the capacity improvement, such as methods, models, policies, or strategies, were formulated.

### *Steering group's role*

In the work of establishing support and spreading new competence in the organisation, the steering group plays an important role through its composition of local politicians from the political majority and also from the opposition where possible. An important part of the steering group's function is to involve decision-makers who have the task of making necessary decisions for the partnership. The ICLD can confirm that this works in different ways in the partnerships studied. As mentioned earlier, Freedom House ranks China and Belarus as two of the world's least democratically developed countries, which is why there is no representative for any political opposition in these steering groups and the topics the parties can collaborate on are limited.

There are, for example, partnerships where the steering group and the project to some extent appear independent of one another. The functions of the steering group have focused on different result areas than the project focuses on, which is why the project's results and the steering group's work appear separate. Another example is partnerships that are structured in such a way that those who are responsible for implementing the project to some extent lack governance and political support. Others describe that they, after having worked together for a long time, want to take the partnership and with it the steering group's role to a new level, to do more, and to create more "workshops". This way they might better demonstrate the benefit of politicians being involved in the partnerships in their organisations.

To achieve a rights-based, democratic, and political development, the steering group is crucial. The ICLD will continue working on developing the Municipal Partnership Programme. A need has been identified to adapt the programme to the target group and better adapt the programme to the ICLD's updated results framework. This will probably mean a clarification of the steering groups' key role and mission in the partnerships.

### *Selection of partners is a key factor*

One factor that can entail difficulties in creating learning in the organisation that provides results at an organisational level is who the partners in the projects are. Along with the selection of key people, the selection of what part of the organisation is involved in the project is important. This significantly affects the possibility of developing improved methods to take vulnerable groups' needs into consideration to making these methods sustainable and firmly established at the organisational level.

The partnership project with a focus on young people in Ghanzi is to some extent separated from the district's ordinary operations. The entrepreneur course called "Ghanzi Young Entrepreneurs in Africa" was carried out one week a year when representatives from Ale Municipality and an external consultant and process leader were present in Ghanzi. Using an already developed and tested method and implementing it in a new context is not uncommon in the programme's projects. There are examples of good results when municipalities have worked this way.

In Huangshan, new methods had been developed by, and at, the schools, and they also had the responsibility for implementing changes according to these new methods. It is at this level that the partnership described the clearest results. The parts of the organisation that ensured that the knowledge was spread were the districts in the province's various Foreign Affairs Offices (FAO). The ICLD believes that the coordination was satisfactory, but one recommendation is that the part of the organisation that owns the subject knowledge in the matter should also own the project. It would

have been valuable for the ICLD to also meet those who work with the educational issues, in this case, centrally in the province. If the central functions in the specialist area for the partnership project are involved, this will support more sustainable results. However, it appears as if the work in the schools with the partnership and the relations with the Swedish municipality led to the vulnerable group receiving attention, which in turn meant that authorities took the group into consideration to a greater extent than before. Hence, the process for achieving local democratic development can look differently.

In the partnership between Kiruna and Makunduchi, it appears as if the Makunduchi Development Organisation (MDO) is the organisation that was most involved and that the local study centre operated by them was strengthened the most by the partnership. This thereby entails a risk that the results of the project do not have the impact on the partner municipalities that is strived for in the scope of the ICLD's democracy development work. Ultimately, there might be a risk to local democracy that civil society organisations, like the MDO, will grow at the expense of local politically controlled organisations. This could mean the creation of parallel structures that would thus weaken the democratic structures.

### *Sustainability*

For the ICLD, mutuality is an important cornerstone in the programme projects, which is why the recommendation in this context is to work based on the needs within the context in question. A proposal for ready-made solution rarely works well, and solutions needs to be based on the local needs. The most sustainable projects wait to propose solutions until the needs and the basic problems are properly investigated. Only then should ideas on solutions be brought up. Following a needs-based process also creates a stronger support base in the organisation.

Ale and Ghanzi have another partnership project concerning civic dialogue. This differs in this respect from the youth project. In the civic dialogue project, there is instead a strong support base and involvement from relevant functions in Ghanzi. During the IQA interview, learning arose where connections were made by the parties between the youth project and the on-going civic dialogue project. An example that came up during the interview was how existing functions in the municipality called "settlement area coaches" could be trained to ensure that the knowledge is spread further in the settlements. These "area coaches" could also become the link to politicians in the district.

In Cape Winelands, the centres for the elderly that were visited were not a result of the partnership; they were operated by volunteer associations, but had staff that were employed by the district. However, the operational content at the centres was affected by the project, and the employees were strengthened in terms of knowledge and approaches. The district consists of several municipalities, which differ because some municipalities are wealthy and others are poor. Wealthy elderly people can buy what they need from the private market, which means that the group of elderly who have not had their needs met are even more vulnerable because they are also poor. The CWDM presents results on various levels, both for single individuals and at an organisational level. The results at an individual level are about a meaningful existence, redress, reconciliation, support, and the like. These results are very significant for many individuals, and they are gripping and impassioned. This was enabled due to the organisational changes in the form of greater knowledge, new methods, changed priorities in the municipal leadership, and changed budget priorities. Many

municipalities, both in Sweden and in the partner countries, cooperate with volunteer organisations in various ways. It is not uncommon that municipalities use, for example, housing or other kinds of operations run by volunteer associations. In these cases, as in the cooperation between Cape Winelands and the Regional Council in Kalmar, it can be an extra challenge to achieve an organisational change in the municipality. In such cases, it is important that those involved in the project group not only work in the operation run by the volunteer association, but also include civil servants who are working within the municipal organisation. In addition, the strong and clear connection between the project group and the steering group is very important as always.

*The ICLD sees that a more sustainable change occurs when the formal local decision-making structure owns the development that takes place on the basis of the partnership. Coordination with other efforts in the municipality's operational planning and strategies reduces the vulnerability and increases sustainability over time. The ICLD recommends a higher degree of coordination with other parts of the organisation and the use of synergies with other programme projects.*

#### *Improved methods for ensuring representativeness*

With a few exceptions, no connection has been able to be established in these five particular partnerships between achieving methods for inclusion of vulnerable groups and *improved methods for ensuring representativeness*. Inclusion of vulnerable groups could be seen as a method for ensuring representativeness. The exceptions that can be said to affect the representativeness are the creation of an advisory board for the disabled in Vitebsk and that elderly people became organised and are now a politically influential group in relation to the district in Cape Winelands. It cannot be said whether or not this is the result of the partnerships. What comes first and what things leads to another is difficult to establish; perhaps there is an interaction. Looking more closely at these processes is something that is of interest to the ICLD.

Representativeness in political decisions can be a strong indicator of how equal a society is and how it develops. Representativeness can be difficult to work with based on how much space and what structures there are to work with these issues from the start. In Makunduchi, the ICLD perceived that there was largely a lack of structures for political processes and local administration at the "ward" level. The actual training content focused on men's and women's needs, rights, obligations, and circumstances. The training gave the women more self-confidence, and all of the respondents agree on this. But the actual change and connection between training and representation in Makunduchi has not been able to be confirmed in this case because there is a lack of documentation. Greater knowledge of equality is assumed to contribute to greater equality as long as there is a possibility and room for this increase. In this case, greater equality in the form of an increase in women representatives is the desired outcome.

*One conclusion is therefore that it is important for the programme projects to plan activities that work to develop the spaces for equal representativeness in formal local structures at the same time that the competence is strengthened regarding the rights in the organisation.*

Clear examples that the ICLD can see in the in-depth interviews conducted are that the individuals in the citizen groups that were involved in the project's activities have begun to become involved in politics. One participant who took part in the first of the two rounds of entrepreneur training in

Ghanzi is an example of this. After the course, she was appointed the team leader in the group, and she is now active in local politics in many ways.

#### *Resources and mandates*

The fact that the ICLD saw many results at an individual level in IQA 2015 might be due to the degree of political and civil rights freedom and the degree of decentralised decision-making. The CWDM's work to highlight the issue of the vulnerability of the elderly poor resulted, for example, in the municipality re-prioritising and increasing the budget allocation for stimulation measures in society.

Small municipalities with limited resources might be the reason that few civil servants, especially from the partner organisation, have the possibility to participate. For example, there was a small group of civil servants who were involved from the Ghanzi District Council, and this influenced the possibility of developing long-term sustainable methods to take into consideration the needs of various social groups and vulnerable groups. Within the framework of the Municipal Partnership programme, the ICLD does not finance working hours for civil servants in the partner organisation. In connection with an overview of the guidelines for the programme, a change to this could be considered. However, the risk of creating a system where municipal positions are dependent on development assistance for their financing must be taken into account.

In Makunduchi, it was clear that the local "ward-level" does not have many resources, neither in terms of finances nor mandates. In general, there are many civil society organisations that receive support internationally. The risk of strengthening parallel structures has already been mentioned. To address this problem further, the question is what the alternative is when the local authority does not have a mandate or resources to carry out the development. From this perspective, it is possible to say that the partnership found an innovative solution, namely that volunteers themselves carried out the educational initiatives. Something that could be of interest to follow up is how the project in the long term strengthens the conditions for Makunduchi wards in relation to Zanzibar's government.

*For the ICLD, it is important to develop how the programme can provide support stakeholders with fewer resources compared with those who have plenty of resources and mandates. One way of following up on the results is to see the development as a change process.*

One possible scenario in Makunduchi is that the road to local democracy needs to go through MDO, which could provide the formal local-level reinforcement. The ICLD recommends clarifying how the change process in such a case would be envisioned to take place so that it becomes clear that the objective is still to strengthen the local decision-making level.

#### *Circumstances*

In some cases, it is difficult to determine if the changes are a result of the project or not. In strongly centrally controlled countries, the change might have occurred at the same time that the national government changed views, efforts, and priorities. In other cases, the partnership projects' efforts can strengthen the national policy. In Huangshan City, the head of the FAO says that changes occurred in prioritisation centrally at an organisational level. Before the partnership, LBC were not the municipality's responsibility, but they are now and the perspectives have also changed entirely. The directives the national government decided on in terms of support for LBC were adopted when the partnership was already under way. The partnerships cannot be expected to have a different

direction than the national government's, but here the parties emphasise that it might be possible to be ahead of the central decisions in terms of time.

Belarus is also a country that is strongly centrally controlled. Because the administration in Vitebsk devotes resources to changing the attitudes of society, it is a reasonable assumption that decisions have been made at a political level at least such that budget funding has been allocated for activities. Here, it would be of interest for the parties to present the processes that led to decisions and prioritisations. It is still difficult to determine the results of the partnership and decisions for changes that were made for other reasons. The results from China and Belarus are probably most suitable to use for other municipalities in these countries because the administrative structure makes these results very context specific.

Based on the reasoning above, it is possible to see that different routes may need to be taken to achieve institutional results. The ICLD is sensitive to this and has also identified certain patterns. For example, a focus on certain core areas achieves better results in the countries that are strongly centrally controlled. Focus on including *certain* vulnerable groups in society is one such example. Working to expand the inclusion and influence at the local level is something that always needs to be included in the Municipal Partnership Programme. What the various processes to get there look like is something the ICLD is also always interested in. The possibility of achieving results can accordingly depend on the selection of the vulnerable group. Working to improve structures and the possibility of influence for people with disabilities or children is a relatively uncomplicated theme in many countries, whereas, for example, equality and inclusion of LGBTQ groups is difficult or even impossible in several of the partner countries.

In many societies, elderly people can have difficulty in making their voices heard at an institutional level. In South Africa, there are special aspects to take into consideration because apartheid existed between 1948 and 1994. The older generation thereby lived most of their lives in one of the most segregated and oppressive social systems that ever existed. This entails a special challenge as the organisation need to be developed to create a system for inclusion of a group that has experience of a system that systematically discriminated and persecuted them. The parties also describe that there is a risk of further exclusion for the group of elderly because the younger generation born after 1994 have entirely different experiences, and a gap can be created between generations. In partnerships like this, it can be extra important to work systematically on creating dialogues and meetings that instil trust, confidence, and faith in the system.

The specific context can be taken into account and formulated as a background in applications to the programme. The ICLD's Knowledge Centre is a resource that can provide support in exploring the degree of decentralisation and the conditions for local democracy development.

### Summary analysis and recommendations:

In this report, the results of the follow-up conducted in 2015 through site visits and telephone and Skype interviews in the partnership organisations within the Municipal Partnership Programme have been described, summarised, and analysed. Every year, this kind of follow-up focuses on one results area, which is to say one of the core areas that the ICLD works to achieve. In 2015, the report intends to analyse if the partnerships led to *improved methods for considering the needs of various groups of society and vulnerable groups*. The ICLD also wanted to see if there was any connection between that

result and *improved methods for ensuring representativeness* in local and regional politically controlled organisations. In this review of the gathered results, one recurring theme emerges. This concerns *where* changes take place – at the organisational level in the applicant parties, on an individual level in society, and/or as a part of the project process. The observations and analyses have therefore been described based on this theme.

Altogether, many results were observed for individuals in the form of the vulnerable groups the project wants to create improvements for. Some projects targeted their activities directly at these groups, such as the entrepreneur training for young people in Ghanzi, Botswana, and the training for women in Makunduchi in Tanzania. In other cases, it has been observed that effects on this target group came about indirectly through new methods and treatments being developed in the areas of interest. For example, formats were developed for interacting with the so-called “left behind children” (LBC) in schools and pre-schools in Huangshan. In Vitebsk and Cape Winelands, formats were developed, respectively, for the habilitation for people with disabilities and for the elderly to better be able to be included in society.

*The ICLD can therefore confirm that a development to improve methods to take into consideration the needs of vulnerable groups has occurred in the latter two examples. In the analysis, however, attention is called to the difference between better treatment and formats for greater inclusion. This is something that the ICLD has made note of and has developed within the new results framework where the results shall instead be measured according to whether or not the institutions created more equal, fair, and inclusive treatment. This is to strengthen the connection to local democratic development.*

It is easy to end up outside the objective of the Municipal Partnership Programme and focus on capacity improvement of the target group that is to be included, even if it by extension could mean that the target group is given its own capacity to safeguard its interests in relation to the organisation. If the partnership achieves a result where the municipality has decided on new policies or models for inclusion of vulnerable groups, the target group is an important stakeholder to cooperate with. One of the effects can by extension be that the target group gains greater influence. That the results reported in some cases are on an individual level might reflect that there has been a limited process in the analysis phase of some projects. The problem analysis has focused on addressing the situation that individuals are in. In the application for partnership, the ICLD can more clearly encourage linking the purpose and problem formulation in the projects to the ICLD’s objective of changes at an organisational level.

Civil servants and politicians are the group that is to be strengthened through the partnerships in terms of their competence, attitudes, and capacity for change. An important factor to analyse is therefore which civil servants and politicians are involved and how the establishment of support in the organisation takes place. In the latter case, the ICLD analyses whether or not formats for learning were created, whether or not space for working with the issues or the values has been introduced, and whether or not final products of the capacity improvement were formulated. These products can be decisions on new methods, models, policies, or strategies.

In the work on establishing support and spreading the competence in the organisation, the steering groups plays an important role. In the 2015 follow-up, the ICLD has noted that they are used in different ways and to varying degrees. The ICLD has seen the need to better adapt the programme to the target group and to the ICLD’s results framework, where a clarification of the steering group’s

important role and mission in the partnerships will be needed.

One factor that the ICLD has noted that might entail difficulties in creating learning in the organisation that provides results at an organisational level is who the actual partners are. In Cape Winelands in South Africa, a combination of volunteer associations and municipally employed staff led the progress in the project. In Makunduchi, Tanzania, the ICLD sees a series of events where civil society organisations were given responsibility for part of the development. Ghanzi chose to bring in several external experts who took care of the training of their young participants. In Belarus and China, there was a specific relationship to central offices and groups.

In summary, the ICLD sees that the formal local decision-making structure needs to own the development. Additionally, coordination with other efforts in the municipality's operational planning and strategies reduces the vulnerability and increases sustainability over time. The ICLD recommends a higher degree of coordination with other parts of the organisation and the use of synergies with other programme projects. Mutuality is an important cornerstone in the programme projects, which is why the recommendation in this context is to work based on the needs in the context in question. The most sustainable projects wait to propose solutions until the need and the basic problem are properly investigated. Following a needs-based process also creates a stronger support base in the organisation.

In the analyses, the ICLD has also taken into consideration the different circumstances in the local contexts. Among the partnerships studied in 2015, there are small and less resource-strong stakeholders, a variation of municipalities in rural areas and in large urban areas, and municipalities in countries with strong central power and limited democratic systems. In Makunduchi, there was both limited administration and mandates, Ghanzi could only involve one civil servant in the project, and in Huangshan all FAOs in the entire district were involved.

For the ICLD, it is important to develop how the programme can provide support to the widely varying stakeholders involved in the programme. These stakeholders range from those with few resources to those with plenty of resources and mandates. The same applies to those that are active in a more decentralised democratic system in contrast to those active in a system with extensive restrictions. *One way of following up on the results is to see the development as a change process. It is possible to see that different routes might need to be taken to achieve institutional results in different contexts.* The ICLD is sensitive to this and has also identified certain patterns. For example, a focus on certain core areas achieves better results in the countries that are strongly centrally controlled. Focus on including certain vulnerable groups in society is one such example. Working to expand the inclusion and influence at the local level is something that always needs to be included in the Municipal Partnership Programme. What the various processes to get there look like is something the ICLD is also always interested in.

With a few weak exceptions, no connection has been able to be established in the five partnerships between the results regarding methods that take into account the needs of vulnerable groups and how improved *methods for ensuring representativeness* had a positive influence. The exceptions that can be said to affect the representativeness are the creation of an advisory board for the disabled in Vitebsk and that elderly people became organised and are now a politically influential group in

relation to the district in Cape Winelands. It cannot be said whether or not this is the result of the partnerships.

The ICLD has been able to see that efforts to increase knowledge and competency regarding, for example, equality in an organisation did not necessarily contribute to an equal representation as long as there was no possibility and space for this improvement. One conclusion is therefore that it is important for the programme projects to plan activities that work to develop the spaces and forums in formal local structures at the same time that the competence is strengthened regarding the rights in the organisation.

**A warm thank you to all who participated in the ICLD's interviews and visits!**

*Botswana*

<b>Cooperation partners</b>	Ghanzi District – Ale Municipality
<b>Project name</b>	Young Entrepreneurs in Africa, YEE3 ref. no. 2013-0008
<b>Time period the project was under way</b>	2014-2015 (2 years)
<b>Location of the interview</b>	Ghanzi By Skype
<b>Receiving support from ICLD since</b>	2011

*China*

<b>Cooperation partners</b>	Huangshan Municipality – Vara Municipality
<b>Project name</b>	Left-Behind Children and Caring Support ref. no. 2011-0021
<b>Time period the project was under way</b>	2012-2014 (3 years)
<b>Location of the interview</b>	Huangshan Over the phone and by e-mail
<b>Receiving support from ICLD since</b>	2009

*South Africa*

<b>Cooperation partners</b>	Cape Winelands District – Regional Council in Kalmar County
<b>Project name</b>	More Living-Active Age ref. no. 2011-0099
<b>Time period the project was under way</b>	2012-2013 (2 years)
<b>Location of the interview</b>	Cape Winelands By Skype
<b>Receiving support from ICLD since</b>	2009

*Tanzania*

<b>Cooperation partners</b>	Makunduchi Wards, Tanzania – Kiruna Municipality
<b>Project name</b>	Woman Education Project, WEP ref. no. 2012-0093
<b>Time period the project was under way</b>	2013-2015 (3 years)
<b>Location of the interview</b>	Makunduchi By conference call
<b>Receiving support from ICLD since</b>	2012

*Belarus*

<b>Cooperation partners</b>	Vitebsk Region – Halmstad Municipality
-----------------------------	--

<b>Project name</b>	Social integration of children and young people with disabilities in the Vitebsk region ref. no. 2012-0014
<b>Time period the project was under way</b>	2013-2015 (3 years)
<b>Location of the interview</b>	Vitebsk By Skype
<b>Receiving support from ICLD since</b>	2009