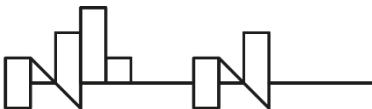


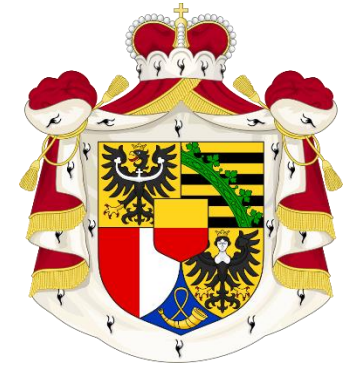
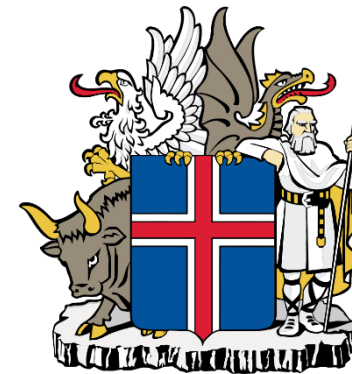
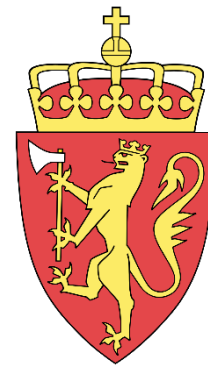
# THE BILATERAL ASPECT

of projects under the «Local Development» Programme

Iceland  
Liechtenstein  
Norway grants



Norway grants



Main bilateral partner:

## **KS – The Norwegian Association of Local and Regional Authorities**

The role of KS:

- **Donor Programme Partner (DPP)** on a strategic level for the entire «Local Development» Programme
- **Donor project partner** for a complementary pre-defined project (in partnership with the Association of Polish Cities and the OECD)
- The total budget of the predefined project amounts to € 13 000 000



# KS – Who are we?

- Member association for Norwegian local governments
- All 422 municipalities (to be reduced to 356 by 2020) and 18 counties (to be reduced to 11 by 2020) are currently members
- Headquarters in Oslo, seven regional offices maintained across the country



KS headquarters in Oslo

# Main functions of KS in Norway:

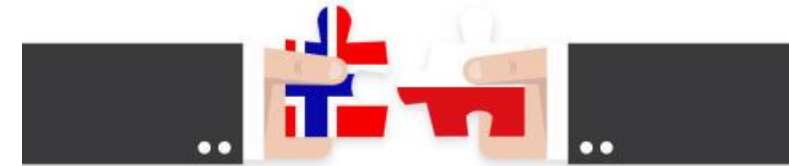
- Represents the interests of local governments vis-à-vis central government
- Serves as a central collective bargaining organisation, representing local governments as in their role as employers for almost 500 000 employees
- Fulfils the role as an advisory and consultative body, providing advise, expertise and coordination services for the core providers of public services



KS represents the interests of Local Governments – here incarnated by every mayor in Norway gathered in front of the Royal Castle on the occasion of the 200th anniversary of the Norwegian Constitution in 2014

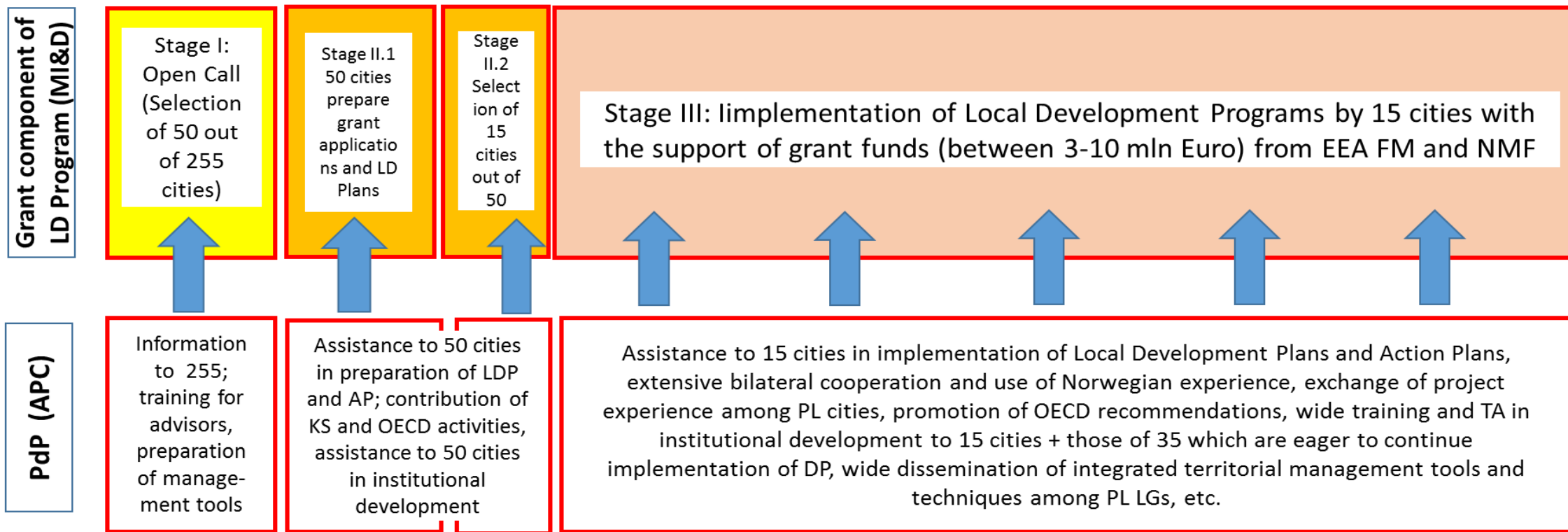
# KS in Poland

- Partnership with APC under the 2007-11 Financial Mechanism:
  - Implementation of a project aiming to build the institutional capacity of local government units for effective provision of public services
  - Budget of € 3 100 000, with about 600 local government units taking part in project activities
- Partnership with APC under the 2011-14 Financial Mechanism:
  - Implementation of a project titled “Building competences for inter-municipal and inter-sectoral cooperation as tools for local and regional government” under the “Regional Development” Programme operated by the Ministry of Investment and Development
  - Budget of € 3 000 000, supporting nearly 600 Polish local government units in their effort to prepare development programs for their urban functional areas. Completed in 2016.



# FM 2014-21: Stages of implementation

| 2019    |       |      | 2020     |      |       |      | 2021     |      |       |      | 2022 |      |       |      | 2023 |      |       |      | 2024 |  |
|---------|-------|------|----------|------|-------|------|----------|------|-------|------|------|------|-------|------|------|------|-------|------|------|--|
| II Q    | III Q | IV Q | I Q      | II Q | III Q | IV Q | I Q      | II Q | III Q | IV Q | I Q  | II Q | III Q | IV Q | I Q  | II Q | III Q | IV Q | I Q  |  |
| Stage I |       |      | Stage II |      |       |      | Stage II |      |       |      |      |      |       |      |      |      |       |      |      |  |





# KS and the Bilateral aspect in the current Programme

Main Task for KS in Stages 1 and 2 of Programme activities:

- **Building knowledge about Norwegian solutions in the field of urban development and local development among the Polish project personnel and the personnel of the 50 cities selected for Stage 2**

KS will accomplish this by:

1. Compiling relevant development tools used in Norway to be integrated in the training program for APC advisors
2. Contributing with Norwegian experts to participate in the training of the APC advisors, and familiarizing the advisors with Norwegian methods during a study trip to Norway

3. Organizing a study visit in Norway for the mayors of 50 cities to provide them with an understanding of the tools and best practices offered by the Norwegian experience, as well as the potential of bilateral cooperation with Norwegian local governments
4. Sending experts to participate in selected workshops and training sessions organized for the personnel and councilors of 50 cities by APC
5. Producing a Bilateral Cooperation Guide for Polish and Norwegian municipalities that will outline specific cooperation possibilities and conditions, while incorporating the general bilateral guidelines offered by FMO





# STAGE 3: BILATERAL PARTNERSHIPS IN CITY-TO CITY PROJECTS

*Before the selection of cities to receive funding:*

- As a part of their complete project outline, the 50 cities of Stage 2 will formulate their priorities and expectations from a potential bilateral partner
- The same 50 cities are likewise required to set aside a lump sum for the purpose of a bilateral partnership with a Donor Country municipality

*After the selection of 15 cities to receive funding in Stage 3:*

- The search for a specific Donor Country partner for each of the selected 15 cities begins, based on the priorities and expectations specified by them in their project outlines
- Partnerships are not compulsory, but if no partner is found, then the lump sum set aside for the purpose will be returned to the Programme Operator
- Once a partnership agreement is made between a Polish city and a Donory Country municipality, the cooperation between the two partners will continue throughout the implementation period until the final eligibility date in the 1st quarter of 2024

# STAGE 3: BILATERAL PARTNERSHIPS IN CITY-TO CITY PROJECTS (cont.)



The main responsibility of KS in this process: **to identify potential partners in Donor Countries and facilitate the establishment of functional partnerships between these and the 15 Polish cities**

KS will achieve this by:

- Organizing searches and seminars in Norway to identify Norwegian municipalities that are potentially interested in concluding partnerships with one of the 15 Polish cities
- Coordinating with the Icelandic Association of Local Authorities in case they identify any Icelandic municipalities as potential partners
- Matching potential Donor Country partners with each of the 15 Polish cities according to their interests and priorities
- Helping potential Donor Country partners to access funding from the Bilateral Fund in order to visit their proposed Polish partner in Poland

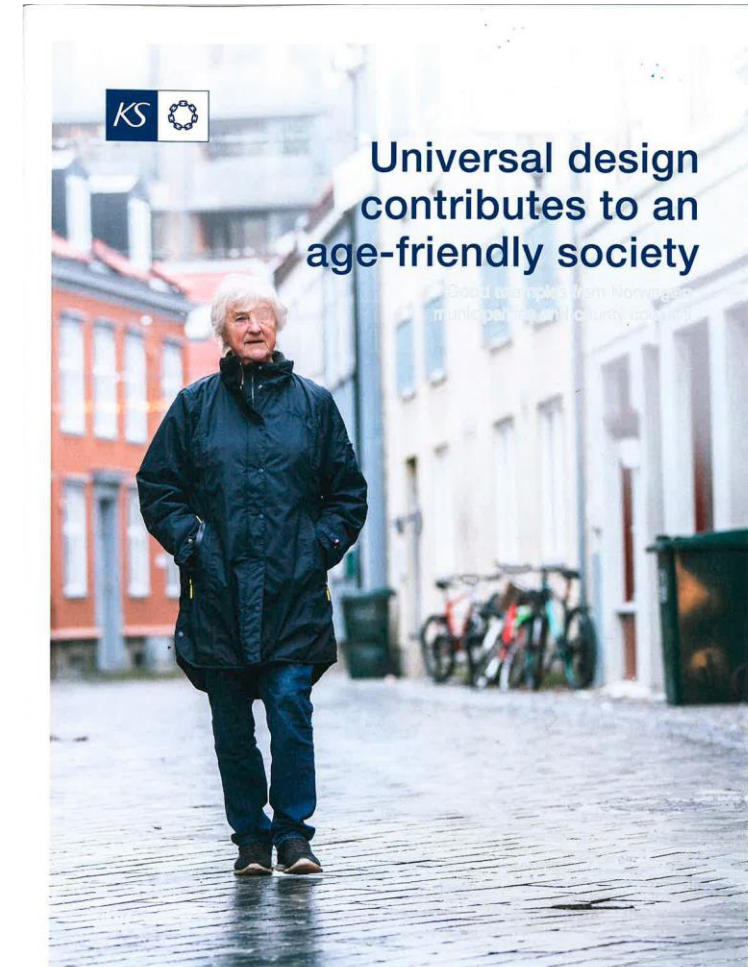


## Additional KS responsibilities during Stage 3:

1. Organize a study visit to Norway for middle management cadre from the 15 cities selected for funding (2 persons from each municipality), with a main focus on issues such as:
  - The analytical approach to the elaboration and modification of local development policies in Norway
  - Internal management systems, organizational culture, inter-municipal cooperation, digitalization strategies and human resource management in Norwegian local governments
2. Participation of KS experts in workshops in Poland for the 15 selected cities on the same subjects as above, but adjusted to local needs
3. Preparation of publication summarizing the experience of bilateral cooperation, to be published in both Norwegian and Polish.
4. Participation in selection of winners of the National Good Practice Competition for innovations in undertaking Integrated Local Development activities, and organizing a study visits for to Norway as a prize for winners and finalists

# Tools and Resources available from Norway

- Councilor Training Program on Nature and Culture
  - Councilor Training Program is an extensive training for newly elected councilors on local democracy and governance
  - KS has developed an additional one-day-training in the program about how to create jobs and growth based on natural resources and environment of the municipality
- Universal Design Program
  - A working program for a network of municipalities to draft strategies and methods to improve the accessibility and inclusiveness in a municipality
- Initiative for Co-creation/co-production for social innovation
  - Resources and experiences from residents, social entrepreneurs, associations, companies and others are brought together in order to develop innovative solutions on challenges in the municipality
  - **SAMSON** is a digital process tool to manage the communal innovation process, while **SolImpact** is a tool to measure the actual effect of the social innovation after implementation



# Tools and Resources available from Norway (cont.)

- Efficiency Networks

- Methodology centered on structured meetings in which 10-12 municipalities participate to discuss a single topic
- During the meetings, they will identify challenges and potential solutions, exchange ideas and experiences, and draw on each other's resources to find ways to improve how they operate particular services or organize their own work



- Ethics and Anti-Corruption Tools

- KS runs an Ethics Council and an online Ethics Portal, while also preparing handbooks and self-assessment forms for Norwegian municipalities
- The purpose is to establish standards of good practice and offer guidelines and advice for situations/problems that might constitute ethical grey zones



- KS Procurement Forum

- KS has established a specialized forum that has public procurements as its main focus
- Its purpose is to increase and improve the understanding of the process and practice of public procurements, in order to ensure efficient use of public resources and facilitate a strategic use of the procurement process for the betterment of the local community

