

UCLG's Capacity and Institution Building Working Group

Work plan 2020

Version 6 May 2020; adaptations in view of COVID-19

Overarching goal: UCLG's Capacity and Institution Building (CIB) Working Group aims to advance the effectiveness and quality of international policies and programs of local and regional governments and their associations. The CIB achieves its purpose by exchanging knowledge and information, enabling coordination and cooperation among its members and within UCLG.

The CIB Working Group is a voluntary community of practitioners, members of United Cities and Local Governments (UCLG), who are engaged in international development cooperation.

The work of the CIB Working Group contributes to SDG 16 (inclusive institutions on all levels) and SDG 17 (international partnerships) in particular. Additionally, special focus is placed on advancing on SDG (gender equality and women's empowerment).

Priorities 2018 – 2020

- 1 General **information exchange** related to policies and programs implemented by CIB members and fostering of **coordination** among CIB members to avoid overlap and to create synergies
- 2 Building a common **knowledge base and learning community** on programming methodologies to contribute to a more effective programme approach
- 3 Support the implementation of and reporting on **international policies**
- 4 Support the development of a **shared narrative and building evidence**, to feed lobby and advocacy efforts and increase recognition of the role of local government in development cooperation.
- 5 Alignment and collaboration with **UCLG**

Orientations & activities in 2020¹

1. Main activities of the CIB Working Group in 2020, organized according to the main components of UCLG's strategic priorities

Please note: CIB will make sure to make all CIB activities for 2020 more gender-sensitive in its set-up.

A. Implementation

- Continuation of facilitation of regular communication and knowledge exchange, through its bi-monthly newsletter, website, social media channels and the CIB networking Whatsapp group, among other.

After the global COVID-19 outbreak, the CIB Whatsapp group became a space for sharing of COVID-19 approaches among members. Soon after, the CIB secretariat has opened a Google Drive in which members can upload documents which they want to make available to other CIB members. The CIB secretariat then also started sending out two-weekly CIB COVID-19 mailings, in which documents and interesting articles and websites are shared, based on the input in the Google Drive and Whatsapp group and through other mailings. All in all, communication efforts have been enhanced – the CIB secretariat is spending more time on this than anticipated.

- Organization of 2020 CIB annual meeting, in close collaboration with the Association of Flemish Cities and Municipalities (VVSG) and the city of Sint-Niklaas, which will host next years' meeting from 15-17 June 2019. Break-out sessions will be dedicated to the topics of innovative financing, monitoring & evaluation, gender and the urban agenda.

The CIB chairs and hosting organization VVSG (and the city of Sint-Niklaas, a member of CIB) decided to cancel the physical CIB annual meeting, in view of the COVID-19 situation. It will now be replaced by a three-hour online CIB meeting, on 15, 16 or 17 June. Two topics for the agenda include:

- The impact of COVID-19 on local government development cooperation
- How CIB can become more relevant in this new context
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The CIB secretariat will explore whether we need to repeat the initiative of an online meeting in Fall, to make sure the CIB members remains actively involved in the Working Group

- Continuation of organization of country coordination, in view of higher development effectiveness, through the set-up of conference calls per country or region. CIB members agree on the need for further discussions on synergies between the different local government development cooperation programmes in the same country or region, with strong involvement of the national local government association.

Short list of countries for calls:

- Nepal (May 2020)
- Mozambique (September/October 2020)

¹ All activities described in this work plan are subject to available funding.



- Sahel country (TBC) (December 2020)

Additionally, CIB will also stimulate follow-up to the SALGA coordination meeting which we organized at the UCLG world congress, in early 2020.

In view of the new dynamics in our work field, we will check with members active in the aforementioned countries whether they would be interested to participate in country coordination calls, which are linked to the COVID-19 response. Based on the interest, the calls will take place, but later than expected.

- Continuation of organization of several thematic webinars, with speakers from different (CIB member) organizations. Webinars will cover both policy developments and practical project experiences.

Suggested topics:

- Influence of COVID 19 on international programming (for directors and managers) (April/May 2020) (extra calls/webinars, in view of COVID-19 situation)
- Gender (EN in May; FR postponed to Fall)
- Innovative financing (September 2020)
- Climate (November 2020; connected to COP 26) (TBC)

Note: topics of webinars are related to the online annual meeting and/or other CIB activities in 2020.

- Providing of support to LGAs reporting to the High-Level Political Forum on Sustainable Development 2020, including 3 webinars (EN, FR and ES) on Sustainable Development Goals' reporting, for Local Government Associations (based on UCLG's module 3), in coordination with UCLG Learning and UCLG Research teams.

B. Advocacy

- In 2020, the CIB Working Group will commit to the writing of a successor to the policy paper 'Development Cooperation and Local Government' (2013), in view of the international agendas adopted since 2015, and other developments, and in consultation with other committees and working groups of UCLG.
- In 2020, the CIB Working Group will also explore the set-up of a policy paper on capacity building gaps of local government (associations) with regard to attracting innovative financing. We will make sure to link this to the work being done by PLATFORMA and UCLG where relevant and possible.

Looking at the various extra activities in the COVID-19 context, it will be difficult to do more than 'explore the set-up' this year, unless extra budget is available (to be discussed with CIB members).

- Furthermore, CIB will pay continued attention to the national advocacy work of members, on international agendas. The CIB meeting of 2019 showed that members stand ready to exchange good practices and lessons learnt with regard to their structured policy dialogue with central governments.

The CIB secretariat suggests to connect this to the COVID-19 situation. How are members dialoguing with their regional or national governments? What can we



learn from each other? How can we best exchange on this. We propose that these questions are tackled in the online annual meeting in June.

- CIB will continue to feed into UCLG's advocacy work, with special focus on gender, Agenda 2030, the new urban agenda, climate (COP 26) and local financing.
- CIB will explore the options for renewing the UCLG/CIB champions programme within the UCLG governance system, with special attention for female leaders, to promote the global agendas and the policy documents developed by the working group.

In view of the decreasing number of international fora and events, as well as physical UCLG meetings, and the increased need for CIB activities related to COVID-19, we plan to develop the possible set-up of a new programme, including the various things we should take into account when doing so. We would then discuss this plan at the next UCLG retreat in 2021, after which we operationalise it.

C. Monitoring and follow-up

- The CIB Working Group will continue facilitating/contributing to peer evaluations in 2020. CIB members acknowledge that external evaluations of their local government development cooperation programmes often do not grasp the specificity of working with local and regional governments and therefore do not show the real impact of these programmes. As a continuation of the work started in 2019, the CIB will support VVSG (Association of Flemish cities and municipalities) in its peer evaluation of the VVSG program in Ecuador. This evaluation will provide space for up to two CIB members to participate in the evaluation. The CIB secretariat will share the experiences and results of both peer reviews with the CIB network (at CIB annual meeting and/or online).

Due to the COVID-19 crisis, the peer review in Ecuador, for which two CIB members had been recruited (representatives of the national association in the Dominican Republic and the Region of Catalonia), had to be cancelled unfortunately. The VVSG decided to cancel this activity entirely. They are now exploring options for a peer review of their ongoing programme in Morocco. The CIB secretariat will see if the Working Group can become involved in this activity.

We hope to be able to share experiences from the peer review in Benin (December 2019) and the peer review in Morocco (TBC) during an online CIB meeting in Fall.

- By the end of 2020, the CIB secretariat will work with members to identify the next possibility for a peer evaluation, within our network. The second round of peer reviews will lead to the development of documentation and approach for other types of external evaluations. This should be ready for distribution at the end of 2021.

As we have only been able to pilot peer reviewing once until now, due to the circumstances, it will be difficult to develop documentation on this methodology in 2020 already. We will need to postpone this until 2021. We hope to still be able to share it in the broader UCLG network by the end of 2021.

- Evaluations of the 2019 CIB annual meeting showed that members had wished for more exchange on trends and developments in monitoring and evaluation. We will pay special attention to this in the set-up of the 2020 annual meeting.

The CIB secretariat proposes to dedicate an online meeting in Fall to the topic of Monitoring and Evaluation (incl. peer reviewing), and perhaps to a second topic. This moment will then also be used to identify additional opportunities for testing peer reviewing, in 2021.

D. Learning

- A strong effort will be made to contribute to UCLG's SDG learning module 4 on SDGs and decentralized cooperation, as many CIB members are discussing integration of the SDGs in international capacity building programmes, or have already done so.
- Following the organization of the forum for local government associations in Durban, the CIB Working Group and LGA forum will continue to facilitate exchange among CEOs and Presidents of LGAs within the world organization. CIB and the LGA forum will transform the draft LGA declaration produced in the run-up to the UCLG world congress into a paper on 'LGAs of the future'.

The CIB secretariat facilitated a discussion on the draft LGA declaration at the UCLG retreat in Morocco in February. Present LGAs agreed to adapt the declaration into a policy note/paper on 'LGAs of the future'. This work will be done in 2020.

Additionally, the CIB Working Group secretariat was heavily involved in the organisation of the UCLG Live Learning Event for and by Local Government Associations on April 9, as well as in the reporting. Several CIB members participated in the event. The report of the meeting has been made available to all CIB members.

- Active dissemination of the CIB gender publication, to which 10 CIB members contributed. Follow-up will also be given in the dedicated webinar and at the CIB annual meeting. All case studies will feature in the CIB newsletters.

E. Strengthening the UCLG network

- Following the UCLG world congress in Durban, the CIB secretariat will see how to further disseminate and build on the GOLD V report, the advice of the UBUNTU group and other relevant outcomes and publications.
- The CIB secretariat will update members on UCLG's calendar, stimulating high participation of CIB members at relevant/key events, such as the World Urban Forum and the High Level Political Forum.

Additionally, the CIB secretariat will update members on online events organized by UCLG, and encourage them to actively participate in these events.

- Following the participation of several related networks and working groups in the CIB activities in 2019, the CIB Working Group secretariat will explore how to more structurally align work and efforts with such organizations (e.g. DeLoG, Metropolis, regional UCLG sections)



- The CIB Working Group will continue to support the development of UCLG’s lobby and advocacy actions, with special focus on the work in the field of gender. Additionally, CIB will continue to feed into the development of the UCLG gender strategy (and the broader process), by sharing concrete examples and experiences from development programmes with the UCLG secretariat and leadership.
- Associations of local governments account for around 85% of the active membership of CIB, as opposed to 15% cities. CIB members and the secretariat commit to further reaching out to cities next year, both in terms of participation at the CIB annual meeting, and at other events. The services provided by the secretariat will also be diversified, to be able to better serve cities. CIB will explore options to organize a session at the Metropolis meeting in Guangzhou (October 2020, TBC).

If it turns out to be difficult to organize a physical CIB gathering with and by cities in Guangzhou, we will explore options for an online meeting.

2. Sustainable leadership and financing of CIB

- Peter Knip, director of VNG International, has indicated that he is happy to continue as chair of the CIB Working Group. Sebastien Hamel, Executive Director of FCM Programs, will also remain co-chair in 2020.
- Both chairs did raise the issue of sustainability of the CIB Working Group at the CIB annual meeting 2019. The CIB secretariat will explore different scenarios for the years to come, in this regard. This includes looking into new ways of financing of the CIB Working Group.

How to get the most out of CIB as a project manager?

- **Receive updates** on trends, developments and good practices within the local government development cooperation sector, by subscribing to the CIB newsletter and other mailing lists and regularly checking the website (www.cib-uclg.org)
- **Participate in CIB activities** (webinars, coordination calls, CIB annual meeting) as project manager, and learn what your colleagues (practitioners working in local government development cooperation) are doing in their projects, how donor organizations are changing their focus and how the policy work of UCLG connects to the project work in the field. N.B. we also encourage you to invite your project partners/beneficiaries to actively participate in CIB activities, as a means for learning, exchange and capacity building.
- **Showcase good practices and lessons learnt** from specific projects, in CIB webinars, country coordination calls and at the CIB annual meeting, or in the studies which CIB produces. This gives visibility to your work and provides you with an opportunity to exchange with colleagues on the bottlenecks, opportunities and challenges you encounter.
- **Make use of the results of studies** carried out by CIB, such as a recent gender publication (including case studies from projects in different countries in the world) and a study on SDG reporting by Local Government Associations. These are important and useful tools, when working with Local Government Associations/Local Governments in other countries, and can also serve as inspiration for project design and implementation.

Do you want to build a connection between 'your' project and the CIB working group? Please get in touch by sending an email to uclg.cib@vng.nl