

Supporting Documents

UCLG Capacity and Institution Building Working Group Meeting

8-9 June 2022

Meeting hosted by the Flemish Association of Cities and Municipalities (VVSG) and the municipality of Sint-Niklaas

Venue:

Castle Walburg, Sint-Niklaas, Belgium

Index

| | |
|---|-----------|
| 1. Draft participants list | 3 |
| 2. The CIB Annual Meeting 2022 – general information..... | 6 |
| 2.1. Information about the hosts of this CIB meeting – VVSG and the municipality of Sint-Niklaas..... | 6 |
| 2.2. Logistical Note CIB Annual Meeting 2022, Sint-Niklaas, Belgium | 9 |
| 2.3. Draft agenda of the CIB Annual Meeting 2022 | 11 |
| 3. General background information on the CIB Working Group and UCLG | 13 |
| 3.1. What is the CIB Working Group? | 13 |
| 3.2. Narrative report CIB Working Group 2021 | 13 |
| 3.3. CIB Work Plan 2022 – progress report May 2022 and some upcoming activities..... | 13 |
| 3.4. UCLG Work programme 2022 – progress report May 2022 | 17 |
| 3.5. New CIB leadership | 17 |
| 4. Coordination..... | 20 |
| 4.1. Tools for coordination between CIB members | 20 |
| 4.2. Thematic coordination: parallel workshops on day 2 of the annual meeting | 22 |
| 5. Policy work | 24 |
| 5.1. Hybrid High-Level Seminar on Trends, Developments and Challenges in Development Cooperation (at CIB annual meeting)..... | 24 |
| 5.2. The new UCLG-CIB policy paper on development cooperation of local governments | 26 |
| 6. UCLG World Congress 2022 | 42 |
| 6.1. Congress guide and program overview (version May 2022) | 42 |
| 6.2. Proposed CIB activities at the World Congress..... | 42 |

1. Draft participants list

HOST ORGANIZATION

VVSG Association of Flemish Cities and Municipalities

1. **Nathalie Dumarey**
Head of service Governance and Strategy
2. **Hanne Albers**
Staff member international
3. **Karliën Gorissen**
Staff member SDGs, local and global Policy
4. **Heleen Voeten**
Staff member international department
5. **Jules De Winter**
Staff member Governance and Strategy, International
6. **Michiel Ouvry**
Staff member
7. **Bert Janssens**
Head of service Economy and Climate

Municipality of Sint-Niklaas

8. **Lieven Dehandschutter**
Mayor of Sint-Niklaas
9. **Aagje van Dosselaer**
International Policy Advisor

CHAIR

VNG International

10. **Peter Knip**
Former director
11. **Neila Akrimi**
Director of CILG and Senior Manager VNG International
12. **Jessie Post**
Project Manager
CIB Working Group secretariat

13. **Stan Abma**
Project Manager
CIB working group secretariat

14. **Joppe Bastiaansen**
Project Manager

15. **Robert van der Wolff**
Monitoring, Evaluation and Learning Specialist

16. **Bonno Smeets**
CIB intern

CO-CHAIR

Federation of Canadian Municipalities (FCM)

17. **Pascal Lavoie**
Director of Programs - Governance & Social Inclusion

CIB WORKING GROUP MEMBERS

Association des Municipalités du Mali

18. **Youssef Diakite**
Directeur Exécutif

Association nationale des communes du Bénin

19. **Sègla Lihoussou**
Directeur Exécutif

Barcelona City Council

20. **Jordi Cortés**
International Cooperation Officer

City of Bornem

21. **Elke de Sagher**
Expert Global Policy

CEMR-PLATFORMA

22. **Boris Tonhauser**
Policy Advisor

23. Eva Baños de Guisasola
Advisor global agenda climate change

24. Clément Fabreguettes
Policy Officer

25. Bella Tskhelishvili
Policy officer Eastern Partnerhsip

26. Amandine Sabourin
Policy and advocacy officer

Commonwealth Local Government Forum (CLGF)

27. Lucy Slack
Secretary General

Deutsche Staedtetag

28. Sabine Drees
Senior international advisor

Diputació Barcelona

29. Octavio de la Varga Mas
Advisor International strategic projects

Engagement Global GmbH

30. Sina Webber
Project coordinator

Federación Española de Municipios y Provincias (FEMP)

31. Mercedes Sanchez
Deputy Director of Cooperation

**Fons Català de Cooperació
Desenvolupament (FCCD)**

32. Irene Zarza
European projects manager

City of the Hague

33. Rob Schuurmans
Coordinator International Affairs

KDZ

34. Alexandra Schantl
Senior Expert European Govenance &
Urban Policy

**Latvian Association of Local and Regional
Governments (LPS)**

35. Mudite Priede
Secretary general

Metropolis

36. Júlia Palmarola
Administrative assistant for Learning and
Shared Services

NALAS

37. Semra Amet
Project officer

National League of Local Councils Cambodia (NLC)

38. Sokundara Pok
Secretary general

City of Ostend

39. Jonas Scherrens
Communications officer

**Swedish Association of Local Authorities and
Regions (SALAR)**

40. Helena Adlercreutz
Head of project development

41. Emelie Marcus
Policy advisor Department of Economy and
Governance

SKL International

42. Erik Faxgård
Director Programme Development

**Swedish International Centre for Local Democracy
(ICLD)**

43. Joel Laurén
Quality assurance manager

**South African Local Government Association
(SALGA)**

44. Lance Joel
Chief of operations

45. Winnie Dhlamlenze
International projects manager

United Cities and Local Governments (UCLG)

- 46. Sara Hoeflich**
Director of learning

UCLG Africa

- 47. Najat Zarrouk**
Director ALGA

OTHER ORGANISATIONS

European Commission

- 48. Andrea Ferarri-Bravo**
Head of Sector Local Authorities, Unit G2, DG INTPA

DELOG

- 49. Christian Luy**
Secretariat Coordinator

EXPERTS EMPLOYED FOR CIB WORK

- 50. Sebastien Hamel**
Consultant, and former CIB co-chair
- 51. Carl Wright**
Consultant, and former SG CLFG

INTERPRETERS

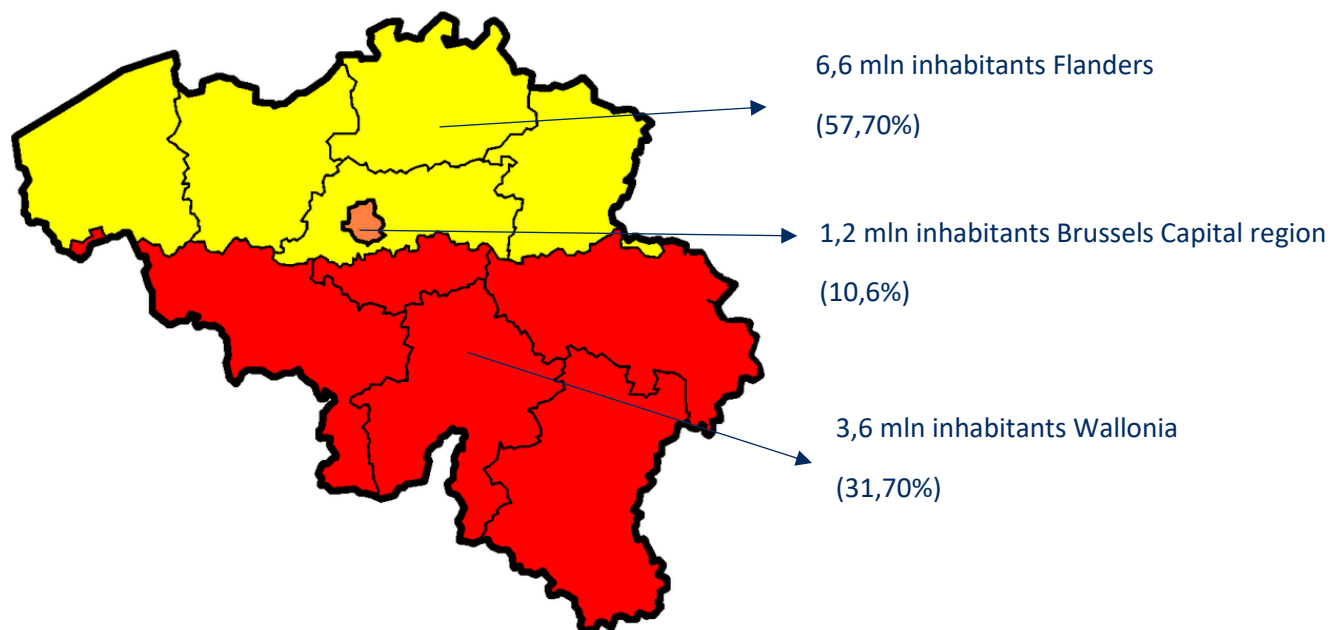
- 52. Isabelle Galler (8 & 9 June)**
- 53. Laurent Verellen (8 June)**
- 54. Joelle Coussaert (9 June)**

2. The CIB Annual Meeting 2022 – general information

2.1. Information about the hosts of this CIB meeting – VVSG and the municipality of Sint-Niklaas

This years' CIB anual meeting is hosted by the **Association of Flemish Cities and Municipalities (VVSG)** and the **municipality of Sint-Niklaas**. Please find some background information on Belgium, the municipality of Sint-Niklaas and the VVSG below.

Belgium has a federal state structured, whereby we have a federal government for the entire country, 3 regional governments for the regions of Flanders, Brussels and Wallonia with decision-power on territorial matters, and 3 Communities with decision-power of person-related matters for the Dutch, French and German speaking communities in Belgium.



The VVSG (Association of Flemish Cities and Municipalities) is the **member association of all Flemish municipalities**. These consist of:

- 300 local governments (local elected politicians + technical administrative staff)
- 300 Public centres for social welfare
- 100 police zones
- Intermunicipal organisations (f.e. on waste management and regional development)

VVSG finds its origin in the political reorganization of the Association of Belgian Cities and Municipalities in 1977. At that time, regional divisions were created. The years thereafter, regionalization of the Belgian Association continued, with the VVSG gaining its own statute of non-profit organization in 1993. The VVSG employs approximately 180 enthusiastic men and women. The association is financed by members fees (47.5%), subsidies (36.5%) and own income (16%).

The VVSG has **three core tasks**:

- Advocate the interests of local governments towards other government levels
- Sharing knowledge through advice, training, publications and communication
- Building networks between local governments and with stakeholders

In preparation of the regional, federal and European elections in 2019, the VVSG prepared its memorandum, specifying **9 strategic tracks for 2019-2024, with the SDGs as the common thread**:

1. Full local autonomy and policy space
2. Strengthening municipal finances
3. Living together in a diverse society
4. Structurally reducing poverty and delivering qualitative care
5. Facilitate and support innovation and entrepreneurship
6. Qualitative living environment by enhancing the climate transition
7. Participation and co-production of policy
8. Cooperation between local governments
9. Data and technology as lever for local policy

As an association, VVSG also **supports local governments in their international cooperation**, both regarding sensitization and policy choices in their own municipality, and in their city-to-city links with peers in Africa and Latin America. Approximately 30 Flemish municipalities have a city-to-city link, of which 14 (active in Benin, Senegal, South Africa, Nicaragua and Ecuador) participate in a federal subsidy programme managed by the VVSG. The VVSG also has three own partnerships with their sister associations in Benin, Rwanda and South Africa. Specific about the work of VVSG and Flemish municipalities is that we do not implement programmes ourselves and thus have no offices in our partner countries. Implementation is solely done by the partner association or municipality. As VVSG we facilitate and coordinate the connections with and reporting to the donor (federal government), provide expertise and opportunities for exchange through workshops for the Flemish city-to-city coordinators and conferences in the partner countries, and advocate the importance of decentralized development cooperation to all government levels.

Information on VVSG's work regarding **international cooperation and the SDGs** can be found [here](#).

Sint-Niklaas is a Belgian municipality located in the Flemish province of East Flanders. The municipality has 80.000 inhabitants. A lot of people choose to live in Sint-Niklaas because of its central location in Belgium. The railway station offers regular and swift connections with the main Belgian cities. By train, Sint-Niklaas is 1.5 hours from Brussels Airport, 1.25 hour from Brussels, 25 minutes from Antwerp, 35 minutes from Ghent and 1.5 hour from Bruges. In the compact and safe city center everything is within walking distance.

This city has the largest market square of Belgium. It has a surface of 0.015 square mile (3.9 hectare). There is a huge weekly market on Thursday; this has been a tradition for more than 500 years. Sint-Niklaas is also known for its hot-air balloons. The first balloon left from the market square in 1911 and the city has kept the tradition going all these years.

The city government has around 2500 employees, which also includes the teachers from the public schools.

Twin towns

Sint-Niklaas has different partnerships around the world, already for quite some time. The first partnership agreement was signed with Colmar, in France, in 1962. The city has been in connection with other cities for quite some time. In that same year, Colmar also became twin towns with Lucca (Italy) and Schongau (Germany). Sint-Niklaas also twinned with these two towns later on. In 1967, Sint-Niklaas also signed a pact with Abingdon (England), followed by a partnership with Tábor (Czech Republic) in 1968. With all of these twin towns, Sint-Niklaas organizes conferences and other events. The partner cities invite each other to meetings of importance to their cities, and arrange for exchanges among the young inhabitants, for instance through opportunities for Summer work in the other towns.

Tambacounda (Senegal)

Sint-Niklaas also has an official connection with Tambacounda in Senegal since 2003. It is an official and politically and socially supported cooperation agreement between two local governments, with a focus on the mutual development of administrative capacity and the strengthening of the local democratisation processes. One part-time employee of Sint-Niklaas stands in constant connection with the city en goes to Senegal once or twice a year.

Field visits into Sint-Niklaas on 9 June

On day 2 of the annual meeting, the municipality of Sint-Niklaas offers two field visits. You can choose to attend one of them:

Option 1: Paterskerk Sint-Niklaas – a former church that was converted into a community center that now hosts a wide range of activities such as meetings, lectures, dinners, dance initiations or card sessions (with EN-FR interpretation)

Option 2: OverKop Sint-Niklaas – a public space where young people under 25 can meet, join activities and share concerns (EN)

2.2. Logistical Note CIB Annual Meeting 2022, Sint-Niklaas, Belgium

The CIB Annual Meeting 2022 is hosted by the VVSG and the Flemish Municipality of Sint-Niklaas. Below you will find practical information on the location of the meeting, suggested accommodation, travel details, visa requirements, COVID-19 restrictions and other logistical details. This document will be updated towards the Annual Meeting if needed.

Venue of the meeting

[“Kasteel Walburg”](#) or Castle Walbrug

Address: Walburgstraat 35

9100 Sint-Niklaas – Belgium

Contact details E: info@walburg.be; Tel: +32 3 344 20 40

Accommodation

Our Belgian hosts recommend booking a room in [Hotel Serwir](#). This hotel is located within walking distance (approx. 20 min. / 1,6 km) from the Walburg Castle. If you wish to make a reservation at Hotel Serwir, please send an email to info@serwir.be and refer to: ‘VVSG – group booking’. Your stay will be guaranteed and you can still enjoy our group discount (€105 per night breakfast included). If unforeseen corona restrictions would be installed by the Belgium government before the Annual Meeting takes place, it is of course also possible to cancel free of costs.

Address of Hotel Serwir

Kon. Astridlaan 57, 9100 Sint-Niklaas, Belgium

T: +32 3 778 05 11

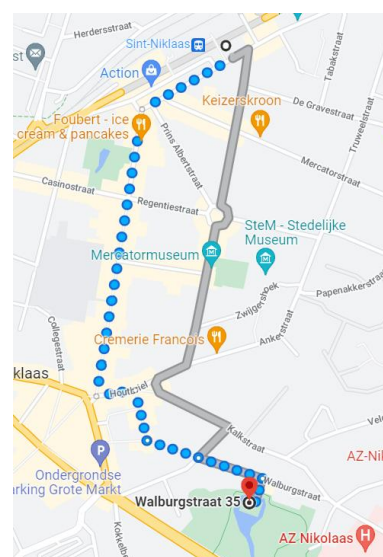
E: info@serwir.be

Other available hotels are:

- Hotel New Flanders***
- Hotel Moon***
- Hotel de Spiegel*

How to reach Sint-Niklaas and Castle Walburg

Sint-Niklaas has its own train station. The easiest way to find information on what train to take from airports in Brussels (for example) to Sint-Niklaas is through this website of the Belgian railways: <https://www.belgiantrain.be/en/>. It takes approximately 1 hour by train from Brussels to Sint-Niklaas. From the train station in Sint-Niklaas it takes about 15-20 minutes to walk to the Castle Walburg. Please find a screenshot of Google Maps from the train station to the Castle Walburg below:



Visa requirements for Belgium

If you are visiting Belgium and are a citizen of a non-EU country, you may need a visa. Please check [the following link](#) or visit the website of your Ministry of Foreign Affairs.

COVID-19 Restrictions (May 2022)

COVID-restrictions have been lifted. Wearing a face mask is only obligated in hospitals, pharmacies and other health care related institutions. It is not obligated in public transport, but still recommended.

Information about Belgium

- Time zone CET (Central European Time) UTC/GMT + 1
- Voltage/electricity 230 V (50Hz) and the power plugs and sockets are type F (also known as “Schuko”). This socket also works with plug C and plug E.
- Business hours in Belgium:
Monday till Friday 08:00/09:00 am – 06:00/07:00 pm Saturday 08:00/09:00 am – 06:00 pm Sunday: Extended number of shops are opening
- Banks and currency: Belgium belongs to the euro currency zone / Euro (EUR) Most hotels and businesses accept American Express, Eurocard / Mastercard, Diners Club and Visa. All convertible currencies are accepted at the exchange offices at airports, major hotels, post offices, banks, tourist offices and other official currency exchange offices. Banks usually are opened on Monday, Tuesday, Wednesday and Friday 08:00/09:00 am – 00:30 pm and 01:30 pm – 03:00 pm Thursday 08:00/09:00 am – 00:30 pm and 01:30 pm – 05:30 pm
- Telephone country code & area code + 32 (Belgium)

Contact details

Should you have any questions, please feel free to contact the CIB Working Group secretariat at uclg.cib@vng.nl, or by phone Jessie Post (+31 6 12156647), Stan Abma (CIB secretariat) (+31 6 83140750).

2.3. Draft agenda of the CIB Annual Meeting 2022

8 – 9 June 2022, Sint-Niklaas, Belgium

Venue: [Castle Walburg](#)

Working language: English

Wednesday 8 June – Knowledge exchange and policy developments

08:45 – 09:00 Registration at Castle Walburg

Address: Walburgstraat 35, 9100, Sint-Niklaas, Belgium

09:00 – 10:00 Opening and welcome remarks

09:00 – 09:15 **Opening by CIB chair Peter Knip**

09:15 – 09:30 **Welcome by the Mayor of Sint-Niklaas, Mr. Lieven Dehandschutter**

09:30– 10:00 **Update on CIB priorities and activities** by CIB leadership & secretariat

10:00 – 10:05 Short briefing on the two-day program, by Jessie Post, CIB secretariat

10:05 – 11:00 Tour de Table CIB members (1/2)

Facilitation by Hanne Albers (VVSG)

Interactive peer-to-peer exchange, displaying project updates, achievements and questions of members

Please be prepared for the following questions:

1. One project/activity/achievement of the last years of which you are proud of
2. One project/activity which is upcoming or being developed, which could be interesting for the network to take note of

11:00 – 11:15 Coffee break

11:15 – 12:30 Tour de Table CIB members (2/2)

Facilitation by Hanne Albers (VVSG)

Interactive peer-to-peer exchange, displaying project updates, achievements and questions of members

12:30 – 13:30 Lunch at Castle Walburg

13:30 – 16:00 Hybrid High-Level and interactive seminar on trends and developments in local government development cooperation, based on UCLG-CIB policy work (EN-FR-ES) [Zoom link](#)

Moderated by Sebastien Hamel, senior consultant

16:00 – 17:00 **Networking reception at Castle Walburg**

Offered by CIB

18:30 – **Dinner**

Offered by the city of Sint-Niklaas and the VVSG

Thursday 9 June 2022 – Priorities of and cooperation within our working group

08:45 – 09:00 **Welcome and coffee**

09:00 – 10:30 **Looking ahead:** priorities of our working group for the next years

Facilitated by Jessie Post, CIB secretariat

- Introduction of the new CIB chair and co-chair(s)
- Dialogue with the new leadership on our future priorities (advocacy and policy work, knowledge and learning hub on gender, moving ahead with the SDGs)
- Coordination towards the UCLG Congress October 2022 – how do we coordinate among ourselves?

10:30 – 10:45 **Coffee break**

10:45 – 11:45 **Thematic and programmatic workshops (parallel)**

- M & E in our programmes: which tools do we use and how to focus on mutual learning?
- Formulas for international city partnerships on climate resilience
- Leaving no one behind: institutionalising gender in our sector and projects

11:45 – 12:15 **Plenary closing of CIB Annual meeting 2020** by the new CIB chair(s)

12:15 – 13:30 **Lunch** at Castle Walburg

13:30 – 15:30 **Field visits in Sint-Niklaas**, organised by the municipality of Sint-Niklaas

Option 1: Paterskerk Sint-Niklaas – a former church that was converted into a community center that now hosts a wide range of activities such as meetings, lectures, dinners, dance initiations or card sessions (with EN-FR interpretation)

Option 2: OverKop Sint-Niklaas – a public space where young people under 25 can meet, join activities and share concerns (EN)

Please fill out the following [questionnaire](https://docs.google.com/forms/d/e/1FAIpQLSdNbHLmaUNebjWLURISmoR1B5HByi-nYI-kZzcfVzFbXeiinA/viewform) to indicate which workshop you want to join and if you are joining the field visits. The form also includes other logistical questions.

<https://docs.google.com/forms/d/e/1FAIpQLSdNbHLmaUNebjWLURISmoR1B5HByi-nYI-kZzcfVzFbXeiinA/viewform>

3. General background information on the CIB Working Group and UCLG

In this section of the supporting documents, please find some relevant background documents on the CIB Working Group and UCLG.

3.1. What is the CIB Working Group?

The Capacity and Institution Building (CIB) Working Group of the world organization of United Cities and Local Governments (UCLG) is a technical platform for professionals from Local Government Associations (LGAs) and individual local governments active in the field of capacity development and local government development cooperation.

The Working Group aims to advance the effectiveness and quality of international policies and programmes of local and regional governments and their associations. CIB achieves its purpose by exchanging knowledge and information, enabling cooperation among its members and within UCLG. All to achieve concrete results on the ground, all around the world.

At its annual meeting and other (online) events, the CIB Working Group members discuss developments in local government development cooperation, in order to enhance the quality of their work, and to coordinate activities and programmes in order to avoid overlap and duplication of efforts.

More information: www.cib-uclg.org and here: [information flyer CIB](#)

3.2. Narrative report CIB Working Group 2021

To read more on the activities of last year, as well as the most recent, online, CIB annual meeting, please have a look at the [narrative report 2021 of the Working Group](#).

3.3. CIB Work Plan 2022 – progress report May 2022 and some upcoming activities

At the start of 2022, members agreed on a solid and interesting CIB work plan 2022, which you can find [here](#). This years' activities are financed through contributions of UCLG (through its EC and Sida grants), the city of Barcelona, the Generalitat de Catalunya, the Federation of Canadian Municipalities and VNG International.

We are in the midst of carrying out the work plan, and would like to highlight some of the **activities and achievements until now**:

1. Policy work: a revised UCLG-policy paper on Development cooperation of local governments

The CIB working group has produced a policy paper on development cooperation & local government, which serves as an update of the UCLG-CIB policy paper on this topic from 2013. The policy paper builds the case for a continued strong role of local and regional governments

in development cooperation, and emphasizes that, globally, local governments are key actors that drive development and support decentralization processes. As the order of government responsible for ensuring equitable delivery of essential services, including in many cases social services around health, welfare and housing, local governments occupy an important niche in a nation's development; however, support is needed from national governments and the international community to further strengthen local governments in fulfilling their mandates.

The policy paper will be put forward to the UCLG Executive Bureau for adoption in June 2022. Please find the final draft here ([EN](#), [FR](#) and [ES](#)).

Please note: the documents do not include case studies, nor an implementation plan for the policy paper. These two annexes will be added to the document over Summer, and will be ready for distribution at the UCLG world congress in October 2022.

At the CIB annual meeting

Senior consultant Sebastien Hamel, who also drafted the final policy paper, is at the CIB annual meeting in Sint-Niklaas to moderate the high-level seminar on trends, developments and challenges in development cooperation at local level; a conversation between donors and local governments. He will also use the two days to discuss with members on the set-up and roll-out of the implementation plan.

See chapter 5 of this package for more information on the policy paper and on the high-level seminar happening during the CIB annual meeting.

2. Connecting Learning to Policy – SDGs & decentralised cooperatio

In 2022, UCLG and PLATFORMA have organised several regional Trainings of Trainers on the UCLG-PLATFORMA Module 4 on the SDGs and decentralised cooperation. The regional ToTs were rich and interesting, and led to the development of regional papers on decentralised cooperation. These regional perspectives have been integrated in the UCLG-CIB policy paper, after the organisation of three regional sessions, with UCLG MEWA, UCLG ASPAC, the Latin American networks and UCLG Africa. Linking the findings from the learning sessions to the policy paper process has greatly enriched the policy work, and has made the text more inclusive and universal. A great example of how learning and policy are interlinked and strengthen each other.

The regional papers can be found here:

- [UCLG Africa paper](#)
- [UCLG ASPAC paper](#)
- Latin American paper [EN version](#) & [ES version](#)

The European and MEWA papers are still in the making at the time of the CIB annual meeting.

The European paper will be drafted following the ToT organised in the margins of the CIB annual meeting, to which CIB has also contributed in terms of mobilisation and by providing for presentations.

At the CIB annual meeting

We have made sure to also include the regional perspectives in the hybrid High-Level Seminar on Trends, Developments and Challenges in Development Cooperation at local level, which is taking place on day 1. You will find more information in chapter 5 of this package.

3. VSR work with GOLD team of UCLG

Following the successful experiences from previous years, UCLG and CIB are jointly working on another Voluntary Subnational Review (VSR) trajectory. This year, the following 10 Local Government Associations (LGA) are preparing a VSR: Sri Lanka, Pakistan, The Philippines, Cameroun, Botswana, Côte-d'Ivoire, Italy, The Netherlands, Argentina and Uruguay. The VVSG (Flanders, Belgium) is also connected, as they will present a VSR in 2023.

UCLG and CIB are not only coaching and supporting the 10 LGAs in the process of developing VSRs; we also make a strong effort to bring the LGAs together, to enhance mutual knowledge exchange and learning. This happens through the organization of VSR workshops, as well as through email threads and other online tools. This first workshop took place on the 8th of February. Getting to know each other and hearing about each other's planning and methodology stood central in this first meeting. A second workshop took place on May 6th – the different LGAs discussed the progress they are making on their VSRs (based on an overview/analysis of the GOLD team) and the challenges they are encountering and overcoming, including finding the right data, including all/enough members in the process and linking to the national government and VNRs.

LGAs will finalise their VSRs in the next week and then present them at the HLPF in New York. CIB is involved in giving feedback on the VSRs, and in the arranging of the presentations and workshops in New York, as well as at the World Urban Forum, together with the GOLD team of UCLG.

4. The creation of a gender knowledge hub

The CIB Working Group secretariat is taking the first steps to set-up of a '**gender knowledge hub**' as CIB, together with FCM, the UCLG learning team, Generalitat de Catalunya and DeLoG, following the long engagement and various discussions within CIB on this topic. The knowledge hub should help facilitate more regular exchange among members and act as a space for innovation and learning. The CIB secretariat will also explore how the materials in the knowledge hub can contribute to the forthcoming UCLG SDG 5 learning materials. We plan to officially launch the gender knowledge hub at the UCLG world congress 2022, and have submitted a proposal to do so to the UCLG world secretariat.

At the CIB annual meeting

A brainstorm on the content and set-up of the gender knowledge hub will take place on the second day of the CIB annual meeting, within the thematic workshop 'Leaving no one behind: institutionalising gender in our sector and projects'.

5. To be launched: a study on international cooperation & global justice

As part of the contribution of the city of Barcelona to the CIB Working Group, we will commission a study on international cooperation & global justice in the second half of this year. Please find some more information in the box below.

CITIES AND LA'S ROLE IN INTERNATIONAL COOPERATION FOR GLOBAL JUSTICE (from draft ToR)

Research Framework: Cities (LAs) that develop cooperation activities for global justice and in particular technical cooperation and Capacity Building on urban challenges and sustainable development. Cities mobilizing international aid directly or through third parties, and that carry out political advocacy tasks on the human rights agenda. Cities with a stable International Cooperation program, with own specialized areas and / or budget. The study will preferably focus in European and North America donor cities, but also prominent cities in the rest of the world in this field. The framework of the study would therefore focus on cities (LA).

Objective: Map and identify the cities that most strongly implement this format of international cooperation. In addition to identifying the different visions, modalities, and instruments, and distinguishing the different characteristics and the most significant practices.

Therefore, this research must analyse and observe:

- Types of activities: Technical cooperation in the field of urban management, financial support to NGOs or other cooperation actors, support for direct or advocacy activities for the protection of human rights and environmental defenders, cooperation work within the framework of international networks and general of cities, or in specific or sectorial networks..
- Level of economic resources effort and human resources participation. Implementing initiatives through delegated cooperation in coordination with LGA's, central government or EU initiatives. Local competences and political autonomy in their international cooperation and awareness of global challenges policy.
- Recent historical evolution of Local Authorities International Cooperation. Highlight 2-4 reference examples.

Assignment: The paper will be entrusted to an international research centre with experience in International Cooperation sector, and with familiarity to city networks and LA's observatories.

Does your city or do the members of your associations want to get involved in this research and study? Please let us know by sending an email to uclg.cib@vng.nl so we can keep you/them informed.

At the CIB annual meeting

The planned study will be briefly discussed during the thematic workshop 'Formulas for international city partnerships on climate resilience' on day 2.

3.4. UCLG Work programme 2022 – progress report May 2022

The CIB Working Group is of course closely connected to its mother organization, UCLG. 2022 is the Congress year for UCLG (read more on this in chapter 6 of this package); most of UCLG's activities are geared towards this milestone moment, from 10-14 October in Daejeon, Korea. Do you want to learn more on what UCLG has been doing in the first 5 months of 2022? We offer you a sneak peek into the report of the world secretariat to the UCLG Executive Bureau, to be discussed during the Bureau meeting on 15 June. Please note that the document is still a draft at the time of the CIB annual meeting and should not be disseminated to others.

You can find the progress report [here](#).

3.5. New CIB leadership

As mentioned in the [letter of Peter Knip](#), current chair of the CIB Working Group, which was sent out on the 29th of April, we are in the process of renewal of the CIB leadership. Peter Knip will retire as of the 1st of July. Sebastien Hamel, former co-chair of CIB, left FCM in Fall 2019.

In the letter, both VNG International and FCM suggested new chairs from their organisation for the CIB working group, to assure continuity. A second co-chair can still be added to the team, if there is an interest among the membership. The criteria would be that the candidate should have a vast experience with international capacity building programmes by a local government of an association of municipalities and able to bring along a financial contribution for the activities of our Working Group and for the running of the CIB secretariat.

Below, we would like to introduce the two candidates to you, as well as their motivation.

Chair Neila Akrimi

Neila is the founding director of the daughter company of VNG International based in Tunis (CILG; Centre for innovative local governance) and senior manager at VNG International. Neila Akrimi is no stranger to the CIB working group, she has been involved in CIB meetings for many years already, collaborated constructively with the different stakeholders and served the CIB members through her capacities as VNG international senior manager, as well as CILG director. Neila Akrimi would not only bring continuity to the CIB Working Group; she would also be a great asset to the network, as she has a strong track record in building bridges between all regions in the world, managing big projects in different part of the world aimed at

reinforcing local governments and local governments' association capacities. Her knowledge of our challenges, team player mindset, her active connection to several networks supporting local governments, her strong belief in UCLG's mission, and her capacity to find adaptive solutions will help our CIB Working Group move forward serving our collective purpose.



Read more on Neila's motivation to become the new CIB chair below:

"I am a strong believer in CIB's crucial importance as an active actor within UCLG and it's added value as learning flagship and a force of proposition for effective international policies and programs of local and regional governments and their associations. For more than 15 years, I have been involved in the CIB meetings and collaborated fruitfully on different CIB activities. The commitment of VNG International to the CIB Working Group will continue in my person to serve the network's aspirations: by actively connecting our community of practitioners and enhancing our platform of knowledge exchange in fields of common interest, by influencing policies of international cooperation in order to empower local governments and local government associations and be recognized as full-fledged partners to donor community and by continuing to broaden the membership, convinced with our joint mission. My deep knowledge of our challenges and strong belief in our mission will be my motto to do my utmost to find adaptive solutions that help our CIB working group move forward serving our collective purpose". – Neila Akrimi

Co-chair Pascal Lavoie



Pascal Lavoie is Director of International Programs at the Federation of Canadian Municipalities (FCM). Pascal holds a master's degree in urban planning from Université de Montréal and a bachelor's degree in political science from Université Laval. In his current role, he provides strategic direction and oversight for FCM's global actions with the Canadian municipal sector to advance human rights, democracy and inclusive development at the local level. His key areas of competencies include strategic planning and engagement; assessing sector and organizational development needs; designing and delivering innovative solutions and capacity building projects, and; developing people and teams. Pascal

has been with FCM for over 15 years, and has worked in 20 countries from Asia, Africa, Eastern Europe, the Middle East, Latin America and the Caribbean.

Read more on Pascal's motivation to become the new CIB co-chair below:

"I have followed the activities of the CIB for more than 15 years, and I have always found that this community of actors in decentralized cooperation is an irreplaceable source of intelligence and collaboration for the effectiveness of our actions. I volunteered to co-chair the CIB this year to help maintain and improve the relationship between our organizations. Given the challenges facing the planet, the CIB seems to me more essential than ever. I look forward to meeting everyone at our Annual Meeting". – Pascal Lavoie

At the CIB annual meeting

The CIB annual meeting is a great place to meet the proposed new chairs for the CIB working group. On day 2, we are organizing a strategic session with the new chair and co-chair, to get to know them better and also discuss priorities and activities for the years to come. We are linking this session to the UCLG world congress, which is an excellent opportunity to profile the CIB work, its members and its leadership.

4. Coordination

Coordination of projects and activities in view of enhancing development effectiveness is the raison d'être of CIB. The CIB annual meeting is a great space for knowledge exchange, and for coordination where possible. You will find that CIB also has other tools which can facilitate coordination. Read more below.

4.1. Tools for coordination between CIB members

Throughout the year

1. Newsletter and website

The CIB secretariat sends out a bimonthly newsletter, full of news and updates from CIB members, CIB and UCLG, as well as from relevant international organisations and the donor community. These news items also feature on the [CIB website](#). Ahead of each newsletter, CIB members are invited to share updates from their projects, upcoming events and other news which is relevant for other members. We already receive a lot of input for each newsletter; everyone is invited to keep sharing; a first step towards coordination.

- ✓ You can subscribe to the newsletter and other mailings from CIB here: <http://cib-uclg.org/about/become-a-member>

2. The CIB Whatsapp group

Sometimes, news cannot await the next newsletter. That is why we have created a CIB whatsapp group. We promote CIB activities in this group, but it is definitely also a space for you to share project updates, calls for good experts, news from donor organisations, or any other questions. The Whatsapp group was particularly active in the COVID lockdown period: it served as an excellent space for sharing of experiences and materials, which were eventually uploaded into a joint Google Drive.

- ✓ If you want to become a member of the CIB Whatsapp group, please send a message to +31 6 1215 6647

3. Joint calendar

The CIB website also includes a calendar of events. It is now possible to add your own events, both the online and offline ones, through pressing 'submit your event' on the right side of the web page: <http://cib-uclg.org/calendar-of-events-full>. After approval by the CIB secretariat, your event will feature in the calendar, and in the newsletter. It is most interesting for others if you also add a description to the event. The calendar should help coordinate presence of CIB members at (each other's) events.

- ✓ Visit our website and add your events any time. You can also email us on uclg.cib@vng.nl

4. Upon request: webinars/workshops around certain countries or themes (e.g. COVID & Ukraine)

If members see a need to coordinate with other members on their activities in certain countries or regions, or on certain themes, the CIB secretariat stands ready to facilitate those (informal) conversations. We arranged for coordination calls between directors from the CIB network when the COVID pandemic started, have co-organised country calls with PLATFORMA and our joint membership and could also play a role in, for instance, coordinating recovery efforts of different CIB members in Ukraine, where needed.

At the CIB meeting

One of the most popular components of the CIB annual meeting programme is the ‘**Tour the Table**’. In this session on day 1, we ask participants of the annual meeting to share updates from their organisations and programmes. It is an interactive peer-to-peer exchange, in which we discuss achievements, challenges and questions that we have.

- ✓ We invite you to come prepared, with answers to the following two questions:
 1. What project/activity/achievement of the last years are you proud of?
 2. What project/activity is coming up or are you developing, which could be interesting for the network to take note of?

Another tool for coordination is the Compendium: an overview of the ongoing programs and projects of CIB members on the CIB website, which has proven to be a very useful tool for coordination. However, it remains challenging to keep this updated, so we will make an effort to do this at the CIB meeting venue, in a more playful way. We have ordered the following world map and ask you to mark your ongoing projects on the map, with a small card which will lie next to the map.



- ✓ The only questions you need to answer are: your name, your organization, the country you work in and the topic you work on. Please come prepared so that we can update the Compendium together!

4.2. Thematic coordination: parallel workshops on day 2 of the annual meeting

On day 2 of the meeting, we have arranged for 3 parallel workshops on relevant topics within local government development cooperation:

1. **M & E in our programmes: which tools do we use and how to focus on mutual learning?**

Co-organizers/speakers: VVSG, City of Bornem (Flanders), VNG International

Description: Most CIB members develop and implement programmes and also do monitoring and evaluation of these programmes. The conference provides an excellent opportunity to discuss not only the content of our programmes, but also their set-up. In M&E, we have to deal with a variety of challenges. How do we deal with specific monitoring requirements from the donor which not always resonate with the capacities and realities on the ground? Which instruments/frameworks for programme development and follow-up can we use that are workable for all partners involved? How can we go from reporting (f.e. on indicators) to learning and subsequent adaptation?

The session starts with some insights from the city-to-city link between Bornem (Flanders) and Nquthu (South Africa), followed by an open conversation.

2. **Formulas for international city partnerships on climate resilience**

Co-organizers/speakers: City of Barcelona, CUF (TBC), City of The Hague (TBC)

Description: With different representatives of local governments and cities we will dive into an increasingly relevant and pressing topic: how cities can become more resilient and reverse climate change. We will have cases presented by different partners and exchange on good practices and formulas of and between cities to address and shape this topic. The session will also introduce the upcoming CIB study on international cooperation & global justice, which will surely also include information on (international) climate action of cities.

3. **Leaving no one behind: institutionalising gender in our sector and projects**

Co-organizers/speakers: VVSG, ANCB (Benin), FCM and DeLoG

Description: The VVSG and ANCB have closely collaborated on the topic of gender and local governance in the past 5 years, and will continue to do so in the next 5-year partnership between their associations. How do both associations look back on what has been achieved up to now? How do they appreciate and evaluate their partnership and the results of the programme, for all parties involved? And what needs to be improved in the next 5-year cycle, in order to truly enhance gender equality at local level?

After the presentation of this case study/collaboration, we will look at 1-2 concrete tools (publications, guidelines, other materials) that the VVSG and the ANCB have developed and discuss whether these and other materials would be suitable input for the upcoming CIB gender knowledge hub. Participants are asked to also share their own experiences and interests and expectations of a CIB gender knowledge hub.



UCLG CIB
Working Group
Capacity and Institution
Building

How can we make this online space as useful as possible and what kind of information and materials can and should it showcase?

Please indicate which of the workshops you would like to participate in, through filling out the following form:

<https://docs.google.com/forms/d/e/1FAIpQLSdNbHLmaUNebjWLURISmoR1B5HByi-nYI-kZzcfVzFbXeiiA/viewform>

5. Policy work

As mentioned in chapter 2 of this package already, the CIB Working Group has produced a new UCLG-CIB policy paper on development cooperation of local governments, to be adopted at the next UCLG Executive Bureau meeting in June 2022. The paper displays trends, challenges and calls to action, very relevant for our own constituency, and national governments and the international donor community, among other stakeholders. It is based on numerous interviews and broader consultations with the UCLG-CIB membership and partners, and on [extensive research carried out by the Institute for Development Studies in 2021](#). The CIB leadership and secretariat hope that the document will not only become a core policy document of UCLG, but that it also serves as an important conversation starter with partners in development, to ultimately make development more effective.

The paper will be officially launched at the UCLG World Congress in Korea (10-14 October 2022). It will also be put forward to the High-Level Meeting of the Global Partnership for Effective Development Cooperation in Geneva in December 2022. You will find the draft policy paper on the next pages. You can also access the paper here, in three languages:

[French version](#)

[Spanish version](#)

[English version](#)

5.1. Hybrid High-Level Seminar on Trends, Developments and Challenges in Development Cooperation (at CIB annual meeting)

On day 1 of the CIB annual meeting, we are organising a **first high-level conversation between donors and local governments and their associations**, on the **Trends, Developments and Challenges in Development Cooperation at Local Level**.

The objectives of the seminar are:

1. To start turning the policy paper into a concrete action plan, with input from our own constituency, donor community and other stakeholders
2. To seek commitment from the donor community to partner with us in implementing the calls to action from the policy paper

The agenda of the seminar looks as follows:

Agenda of the High-Level Seminar

| | |
|--------------------|--|
| 13:30-13:45 | Plenary opening: setting the scene (EN-FR-ES) <u>Opening remarks</u> by Emilia Sáiz, Secretary General of UCLG |
| 13:45-14:45 | Panel: Priorities within our sector– now and in the future <u>Moderator:</u> Sebastien Hamel, senior consultant and former co-chair of CIB <ul style="list-style-type: none"> ❖ Mr. Andrea Ferrari-Bravo, Head of Sector of Local Authorities, DG INTPA, European Commission ❖ Ms. Judith Perneel, policy advisor at the Cabinet of the Minister, Federal Government of Belgium ❖ Ms. Hemanthi Goonasekera, Secretary General of the Federation of Sri Lankan Local Government Authorities ❖ Mr. Dieter Anders, Head of German Government and Federal State Programme, GIZ ❖ Mr. Stefano Marta, decentralised cooperation expert, OECD |
| 14:45-15:40 | Workshops: moving from policy to implementation <i>Action-oriented sessions, with presentations from either donors or implementing organisations, in each workshop</i> <p>Participants are asked to register for one of the workshops:</p> <p>Online option:</p> <ul style="list-style-type: none"> ❖ <u>Workshop 1 (online):</u> Dialogue on findings of recent OECD study on decentralized cooperation, the calls to action from the UCLG-CIB policy paper and how we connect them, towards action (incl. presentation by Stefano Marto OECD and presentation by Jessie Post, CIB Working Group) (EN-FR-ES) <p>On site options (at CIB annual meeting in Sint-Niklaas):</p> <ul style="list-style-type: none"> ❖ <u>Workshop 2 (on site):</u> Moderated conversation: the role of associations in relation to the calls for action from the UCLG-CIB policy paper (EN-FR) ❖ <u>Workshop 3 (on site):</u> Moderated conversation: the role of associations in relation to the calls for action from the UCLG-CIB policy paper (EN) ❖ <u>Workshop 3 (on site):</u> Moderated conversation: the role of cities and city networks in relation to the calls for action from the UCLG-CIB policy paper (EN) |
| 15:40-16:00 | Plenary wrap-up – some last reflections (EN-FR-ES) <u>Moderator:</u> Neila Akrimi, incoming chair CIB <u>Panel:</u> Peter Knip, Sebastien Hamel, Bert Janssens and Emilia Sáiz |

Please let us know which workshop (4 or 5) you would like to attend, by filling out this form:

<https://docs.google.com/forms/d/e/1FAIpQLSdNbHLmaUNebjWLURISmoR1B5HByi-nYI-kZzcfVzFbXeiiA/viewform>

United Cities and Local Governments

The Role of Local and Regional Governments in Development Cooperation — A New Call to Action Towards 2030 and Beyond

**UCLG Policy Paper - for approval by the Executive
Bureau in June 2022**

May 2022

Foreword

United Cities and Local Governments (UCLG), as a global network of cities and local, regional, and metropolitan governments and their associations, is committed to representing and amplifying the voices of local and regional governments (LRGs) to leave no-one and no place behind.

LRGs create the local conditions in which the ideals of the Sustainable Development Goals (SDGs) and Agenda 2030 for Sustainable Development are a lived reality. Together we, as a global network and as local and regional governments, are the sentinels of the hopes, dreams, and aspirations held by communities around the world.

In 2013, UCLG adopted its first *Policy Paper on Development Cooperation and Local Government*. Its objective was to promote the various models of development cooperation done by LRGs and Local Government Associations (LGAs), commonly designated as “decentralized cooperation”. The Paper was an invitation to the international community to recognize the role of LRGs and LGAs as development actors, to better engage them in policy dialogues, to share resources, and to foster stronger partnerships.

For almost ten years, the Policy guided our advocacy and programming effort. Since then, we have witnessed gains for LRGs and LGAs, and a better recognition of their role in development cooperation and for implementing Agenda 2030.

Yet, in that decade, the global context has changed, new issues have emerged, and decentralized cooperation practices have evolved. As we approach 2030, this new reality requires a renewed common narrative, to build on success and to act upon our challenges.

UCLG’s vision is that decentralized cooperation is fully recognized, efficient, and impactful, responding to the most pressing development concerns faced by local communities. We see decentralized cooperation as an essential way to attain sustainable development and realize the SDGs.

This new Policy Paper, *The Role of Local and Regional Governments in Development Cooperation— A New Call to Action towards 2030 and Beyond*, is presented for adoption by the UCLG Executive Bureau in June 2022. It provides direction to UCLG and our members for the years to come. It is a call to action with six key objectives aimed at strengthening decentralized cooperation to help achieve the SDGs by the year 2030.

This Policy was prepared by the Capacity and Institution Building (CIB) Working Group of UCLG. It is based on research and extensive interviews conducted by the Institute for Development Studies (IDS) and the work of UCLG’s Policy and Learning teams and of UCLG’s regional sections on decentralized cooperation and the SDGs.

The Global Challenges We Face

In the last ten years, the context in which international development cooperation is taking place has profoundly changed. Major development challenges are intensifying, some are improving, and new ones have appeared.

A Changing Development Context

Although global poverty rates have declined in absolute figures in the last decade, inequalities in accessing basic services and economic opportunities are still prevailing in too many countries. Close to one billion people live and work in informal, under-served, and precarious local conditions worldwide, while billions more depend on unreliable drinking water, electricity, and health care access.

It is also now undeniable that climate change is becoming the paramount challenge that our world is facing. Even though many countries have adopted ambitious greenhouse-gas reduction plans, the climate crisis is accelerating. Climate change is creating a ripple effect on several other development issues, particularly for the most vulnerable and marginalized.

Natural disasters, conflicts, and humanitarian crisis are aggravating in many parts of the world. Civil unrest in Ethiopia, Yemen, and Syria, terrorist insurgencies in many other nations, and the Russia-Ukraine war are driving millions of refugees outside their countries.

It has also become clear that the crisis caused by the Covid-19 pandemic will have lasting effects. The pandemic is a new global health challenge showing the need to invest in health care systems already weakened by long-standing deficiencies in financial, political, and technical capacities. The pandemic exacerbates many other development challenges and drives a massive reallocation of funds to national response and recovery plans. This creates financial constraints to organizations that traditionally receive central government funding like civil society organizations or intergovernmental transfers like LRGs.

The impact of climate change, of disasters and conflicts, of the Covid-19 crisis, and inequalities in access to basic services and economic opportunities, are still deeply gendered. Women and girls are more likely than men to live in poverty and work in lower-paid and insecure employment, to face domestic and other forms of violence, to have to flee their homes, and to lack access to social protection, basic services, and assistance.

The world is also facing a weakening of democracy and its values, as well as the emergence of authoritarian regimes in several regions. Human rights and fundamental freedoms are under strain in many parts of the planet. In some countries, there is a closing of civic space for national and local civil society organizations. In other nations, social cohesion is fragmenting with the polarization of extremist views that test democratic principles, a phenomenon exacerbated by the Covid-pandemic.

All these development challenges take place in a more and more urbanized reality. More than half of the world's population now live in urban areas. By 2050, it is projected that close to 70% of the world's population will live in cities. Developing countries account for 75% of the world's urban population, a figure that has doubled over the past 50 years. Urbanization is the characteristic of the 21st century and will remain the main force behind development or lack of development.

The SDGs and the International Response

In response to those major challenges, we have seen a movement towards a greater push for sustainable development and for a better coordination of international cooperation.

In 2011, the Busan Partnership Principles were established to encourage a more effective development cooperation. In 2015, the 17 Sustainable Development Goals (SDGs) were adopted as part of the 2030 Agenda for Sustainable Development.

Since then, more than 100 countries have pledged to “Leave No One Behind” and fast-track the progress in regions that are the furthest behind. The SDGs provide an exceptional global framework to guide efforts to end poverty, protect the planet, and ensure peace and prosperity around the world by 2030.

As we are getting closer to 2030, the need to accelerate the implementation of the SDGs in the current “Decade of Action”, as pronounced by the United Nations, is now recognized as a matter of urgency.

A More Complex World

The last ten years have also shown that development cooperation is becoming more complex, more political and polarized with new powers, actors, and organizations.

Rising transition economies are increasingly involved in development cooperation, such as Brazil, Russia, India, China, South Africa. The development dynamics now cut across the traditional North-South continuum and often reflect different sets of values and motivations.

Although the Covid-19 response renewed a certain sense of multilateralism, there are major trends pointing to more polarized views on the world’s affairs. In the aftermath of the pandemic, the need for all nations to pay attention to issues and challenges at home also meant, more often than not, a decreased focus to international development issues. There is a growing tendency for citizens to turn inward and withdraw from international solidarity.

Moreover, global social, economic, and environmental challenges must be addressed in an integrated, inclusive, and coordinated manner by all actors. This responsibility extends to not only governments at all levels, but also to civil society, academia, private sector, and citizens.

More than Ever, Local & Regional Governments Matter

In a context of unprecedented and universal challenges, one thing is evident. More than ever, cities, local, regional and metropolitan governments, and associations of local government are strategically positioned to contribute addressing global development issues, localizing the SDGs, and achieving Agenda 2030.

Local and Regional Governments are Key to Development and Democracy

As the order of government closest to the people and responsible for ensuring equitable delivery of essential services, local and regional governments occupy an important niche in development.

Cities and metropolitan areas create around 80 percent of global growth. Local communities are where most of the solutions for the pursuit of sustainable and equitable economic development reside, including green growth strategies. Therefore, local economic development and job creation are an increasingly important mandate for LRGs.

Moreover, urban areas generate most of greenhouse emissions and are the most affected by the worsening climatic conditions. LRGs are at the centre of addressing climate change, both from a mitigation and adaptation lens.

Local and regional governments are also key actors to support peace, security, and be protectors of human rights. LRGs play a critical role in ensuring trust, accountability, and transparency to deepen democratic engagement and fundamental good governance values. LRGs ensure an enabling environment for local civil society organizations to operate freely and without disturbance. In many countries, LRGs are the guardians of the democratic transition, an agenda which has been pushed backwards by the Covid-19, economic, and social crisis.

LRGs are also particularly well placed to address inequality, including gender-based inequalities. Promoting inclusive governance is an essential role of LRGs; LRGs know how to reach out to the poor and the most vulnerable and marginalized communities.

The Covid-19 pandemic has confirmed how LRGs are at the forefront to implement strong local actions to respond to crisis. LRGs are the closest sphere of government to address the needs of all communities in difficult circumstances.

Local and regional governments are in the best position to facilitate partnerships between levels of government, the private sector and civil society groups, to bring more effective and inclusive development.

The role of local government associations in bringing vertical and horizontal integration, and better national action plans is also very important. In most countries, LGAs represent the voice of all local (and regional) governments, which makes them essential to good multilevel governance.

Moreover, LGAs create space for learning, collaboration, and the sharing of good practices between local and regional governments. They are often builders of capacity within the municipal sector, through programs and other vehicles designed and delivered specifically for their members. This responsibility for capacity building is developing quickly in several LGAs and in local government networks in many regions and countries.

This Role is Better Recognized

In the last decade, UCLG united its voice with several partners through the Global Task Force of Local and Regional Government (GTF). This led to the creation of the World Assembly of Local and Regional Governments, officially recognized by the United Nations.

As such, we have been increasingly invited to participate in global, regional, and national networks and venues to represent the vision and the aspirations of LRGs when development policies and strategies are designed.

As a result, the role of LRGs and LGAs to address global developmental challenges in an urbanizing world has been better acknowledged and articulated in the policy agendas of a growing number of UN agencies, multilateral and bilateral organizations, and national governments.

In 2015, the international community recognized urbanization as a major trend with the inclusion of SDG 11 “Make cities and human settlements inclusive, safe, resilient and sustainable” in the Agenda 2030. This was also acknowledged by a drive for the localization of all the other SDGs to ensure their effective implementation.

The New Urban Agenda, adopted at Habitat III in 2016, further confirmed how urbanization can be a powerful tool for sustainable development around the world.

The SDGs & Agenda 2030, the New Urban Agenda, the Paris Climate Agreement, the Sendai framework, and other global development strategies adopted in the last ten years, all confirmed the need for well-planned and well-managed cities and regions.

Since the adoption of these global agendas, what we have heard from local and regional governments from all regions is clear: cities, towns and regions of all size can connect their local plans with those international strategies to better engage local stakeholders in their implementation.

A Recognition but Insufficient Means

Yet, while LRGs continue to be at the forefront to tackle development challenges, they still struggle with capacity, financial resources, full recognition, and re-centralization setbacks.

The demand for financing and technical assistance emanating from LRGs has increased but has not been met. Around the globe, many LRGs do not have sufficient support to improve their general technical capacity and financial autonomy. They still face uneven and unpredictable intergovernmental fiscal transfers and extremely limited access to credit and capital markets. Those issues are even more acute for smaller and rural local and regional governments, outside major urban centres.

Global agendas do not translate into a sufficient engagement of LRGs and their associations in the implementation of their programs and action plans. When actions are decided and taken, national governments are at the table, but LRGs and LGAs often are not. This is of particular concern, knowing that the OECD has estimated that nearly 60% (100 of the 169) of the SDG targets require engagement with local and regional governments, in order to be met.

In recent years, several multilateral agencies, financing institutions, development banks and private sector organizations have set the objective to extend their financing instruments to LRGs. This includes new innovative offers such as pool financing, blended finance, or green and social impact funding. Still, most of LRGs are not technically equipped to be able to access these opportunities nor to fully appreciate when and how to use various forms of innovative financing.

National decentralization policies and state reforms have also brought more attention on LRGs in the past decade. Local and regional governments need instruments, competences and authority through official decentralization policies and legislation adopted by national governments. Studies by the OECD and by UCLG have shown that decentralization, particularly fiscal decentralization, leads to more effective and targeted service delivery for the benefit of citizens in the long term. Yet, in many countries, decentralization has only been partially implemented. In others, lack of management capacity, issues of corruption and transparency, and political will have led some governments to rein in the decentralization process and re-centralize local government functions.

In recent years, multilateral and bilateral donors have shifted their development assistance to priorities which often omit local governance or decentralization as thematic focuses. The reallocation of budgets to respond to the Covid-19 crisis is adding to those difficulties.

All those challenges create a serious gap between the need and the aspiration to localize SDGs, and the issues local and regional governments face to secure expertise and financial resources to tackle development challenges.

Decentralized Cooperation is Part of the Solution

Development cooperation done by local and regional governments and local government associations—commonly called “decentralized cooperation”—has proven to be a very effective approach to address global challenges, build local and regional government capacity, and facilitate resource mobilization.

Decentralized Cooperation Adds Value

Decentralized cooperation is deeply anchored in the principles of solidarity, reciprocity, mutual understanding and exchange of knowledge, and long-term collaboration amongst local and regional governments.

Decentralized cooperation is done by local and regional government employees and elected officials who have the unique skills of being “doers”, able to go beyond theory and actually implement innovative solutions. It is a powerful tool for practitioners across countries, to discuss common problems and arrive at concrete results.

Its added value also lies in the fact that decentralized cooperation takes a territorial approach to development as well as a multi-stakeholder perspective, by which the citizens, the local civil society, and the private sector are all engaged.

Because it is deeply rooted in a belief of solidarity, decentralized cooperation contributes to international relations, keeping countries and societies connected, integrated, and communicating. It helps bring international relations down at the citizens and local civil society organizations level. LRGs are able to mobilize their whole communities to engage in international activities. It is a way to promote peace, democracy, human rights, and create a more just world, at local level and beyond.

Thus, decentralized cooperation is one of the mainstays in any serious pursuit of sustainable development.

Decentralized Cooperation is Evolving

Decentralized cooperation has evolved over the last decade. It has become a cooperation model that involves a more complex set of relationships between local government counterparts, partners and peers from everywhere in the world, including municipal networks and associations.

We have moved past the traditional aid perspective of donors and recipients, in which the “rich North” is helping the “poor South”. The development of South-South and triangular cooperation (North-South-South) brings new models, actors, and enriches development cooperation. Those new practices have emerged to respond to the need to catalyze lessons, good examples and to find more

adapted solutions in regions where urbanization is intensifying, which is particularly happening in the global South. Hence, decentralized cooperation is being increasingly understood as a diverse model of cooperation transcending traditional aid paradigms.

In past years, LRGs, LGAs and several local government networks have gained a stronger experience in designing and delivering effective and sustainable capacity building initiatives, using various modalities and approaches. Those initiatives now include more projects to respond to humanitarian crisis and conflicts. The pandemic has also created more intensive cooperation among LRGs and LGAs despite logistical challenges.

Decentralized cooperation also benefits from new monitoring tools, and from solid forward-thinking knowledge on the challenges affecting cities and countries. Recently, the “digital turn” brought by the pandemic and other technological advances have created new and innovative ways of collaborating, sharing, and implementing decentralized cooperation initiatives.

Development cooperation done by local and regional government and local government associations has traditionally focused on technical assistance and less on financing. However, lately, decentralized cooperation has entered the financing space to help unlock private financing and investments for LRGs. New intermediation instruments, such as the Global Fund for Cities Development (FMDV), have been put in place by UCLG, Metropolis, and other local government networks. They reinforce the capacities of local governments in financing and investment, and catalyze financial market opportunities. Local government networking (North-North, South-South, triangular) has also become a critical modality to share knowledge and connect peers together to look at innovative solutions in the financing space.

Decentralized Cooperation Attracts More Interest

As a result of this progress, in recent years, decentralized cooperation has attracted more attention from multilateral and bilateral agencies and development organizations. There is a multiplicity of new actors involved.

Civil society organizations, NGOs, the private sector and academic institutions continue to be key partners for LRGs and LGAs. Several new active multi-stakeholder networks have also emerged, many of them focused on local issues and challenges (e.g. inequality, affordable housing, migration, responding to climate change). And amid natural and human crises, humanitarian organizations are more often reaching out to LRGs to coordinate their local responses.

Besides being recognized as “development *actors*”, LRGs and LGAs are starting to be seen as “development *partners*”, which add value to bilateral and multilateral development assistance, and to international development done by the civil society and private sector.

Decentralized Cooperation Can Go Further

Despite the tremendous strides made recently in decentralized cooperation, some challenges continue to persist.

Local and regional governments and their associations around the world do not all have the same capacity, resources, legislative authority, and an enabling environment to get involved in development

cooperation. This is particularly the case in the global South, where the sharing of good practices and practical training in decentralized cooperation should become more accessible. Local and regional elected officials have sometimes to be convinced themselves of the value of investing their time and resources.

Decentralized cooperation is also still too often considered by funders in a traditional donor-recipient relationship in which accountability is given to “donor partners” from the North. In countries facing humanitarian crisis, conflicts or post-conflict situations, local and regional development cooperation is not sufficiently perceived as a mechanism that can assist local governments. Most of the time, LRGs and LGAs are wrongly seen as non-state development partners, having to compete like other service providers for development funding.

The practice of decentralized cooperation done by LRGs and LGAs also has to become more effective. It is often fragmented, too narrowly focused on small projects, not impactful and outcome driven, and not sufficiently directed to highly urbanizing regions, major global challenges, and the most vulnerable. Moreover, there isn’t enough comprehensive, timely information about decentralized cooperation inputs, investments, and results.

On top of that, decentralized cooperation is perceived by other actors as not adequately cognizant of the country contexts in which it takes place. It is seen as not effectively aligned with other development agencies and programs operating in the local governance sector. It is often also not sufficiently addressing cross-cutting issues like gender equality or youth engagement.

Access to decentralized cooperation opportunities and funding is often difficult, especially for partners from the global South. Besides, decentralized cooperation is still not properly adapted to respond to the needs of LRGs in countries where security is an issue.

In conclusion, to go further, decentralized cooperation has to be better enabled, be more sustainable, and become more efficient.

A Call to Action with Six Key Objectives

To respond to the contextual changes and to the evolution of decentralized cooperation, LRGs and their associations have to be more recognized, engaged, and enabled as strategic actors and key partners in development cooperation.

We, UCLG and our members, are calling to action through six key objectives.

1. Push for More Institutional Recognition, with Real Resources, for Local and Regional Governments to Address Global Challenges

The urgent and intensifying nature of global challenges, rapid urbanization in several countries, as well as opportunities and innovation inherent at the local and regional level, imply an ever-growing responsibility for local and regional actors. This has been recognized in Agenda 2030 and other global agendas.

Yet, the importance of supporting LRGs and LGAs as “development actors” is often overlooked by still too many organizations, agencies, and national governments. LRGs and LGAs continue to face strained financial and personnel capacities, lack of institutional recognition and autonomy, and re-

centralization setbacks. Even when their role as development actor is recognized, it usually does not translate into a real engagement and allocation of resources for the implementation of action plans.

We must continuously ensure that LRGs and LGAs are recognized as critical levels of government to address global development challenges. The involvement of LRGs and LGAs in policy dialogues must evolve into real partnerships and tangible allocation of resources when it is time to implement policies and programs. LRGs and LGAs must be considered strategic implementation actors, with a formal seat at the table, along with national governments, when concrete actions are designed and decided upon.

To push for recognition of the role of LRGs and LGAs as development actors with real resources, we, UCLG and our members, will:

- Multiply our advocacy efforts and continue speaking with one united voice at the global level, particularly through the Global Task Force of Local and Regional Governments. We will continue to demand a recognition of the essential role played by LRGs and LGAs and the need for a real allocation of resources to be able to localize the SDGs and address global development challenges.
- Call for the establishment of more formal and permanent seats at global, regional, and national tables where we can represent the vision and aspirations of LRGs, when development agendas, public policies, and programs are turned into concrete action plans and programs.
- Press national governments to recognize LRGs and LGAs as development actors in national development strategies, including in their Covid-19 response and recovery strategies, and to develop stronger decentralization policies and programs.
- Urge multilateral and bilateral development funders and implementers to continue adopting decentralization, local governance and democracy, local service delivery, and local government association capacity building, as clear thematic focuses, with tangible allocation of resources, in their strategies, projects, and Covid-19 recovery programs.
- Commit to continue to gather our experience and knowledge on the ground as local and regional development practitioners, to inform global, regional, and national policy development, implementation and action planning.

2. Make Decentralized Cooperation a Fully Recognized and Resourced Development Cooperation Approach

Increasingly, decentralized cooperation is proving to be the best way for local government practitioners to discuss common problems with peers, and support capacity building through solidarity, reciprocity, and mutual understanding. This is the way for them to arrive at concrete sustainable development solutions, including for the most vulnerable and marginalized populations.

Yet, awareness building on the need for decentralized cooperation continues to be necessary. More elected officials have yet to see the added value of decentralized cooperation. Also, in many countries, LRGs and LGAs have to be given more resources and legislative authority to get involved. Decentralized cooperation should be understood by all as a mechanism that can adapt to support local governments facing humanitarian crisis, conflicts, or post-conflict situations. Traditional accountability frameworks, that often only focus on “donor partners” from the North, should be looked at

differently. And LRGs should not be competing, with or like other service providers, for development funding.

We need to build more awareness that decentralized cooperation is an essential and effective approach concretely adding value to bilateral and multilateral development assistance. LRGs and LGAs must be fully acknowledged as development partners and strategic interlocutors by local governments, national governments and other multilateral development agencies. Moreover, LRGs and LGAs need a better enabling environment in support of decentralized cooperation, and funding must be more predictable and be increased.

To promote decentralized cooperation as an essential cooperation approach, we, UCLG and our members, will:

- Continue to be very active in international and national fora to push for the recognition of LRGs and LGAs as formal partners who have their place and role in development cooperation and who provide a diversity of expertise that help achieve international assistance objectives, particularly for the most vulnerable and disadvantaged.
- Identify the most prevailing enabling challenges and urge national governments, in all regions and countries, to create policies, legislative frameworks and enabling environments that will facilitate the involvement of LRGs and LGAs in decentralized cooperation.
- Encourage structured dialogues and the adoption of formal strategic partnership agreements between LRGs and LGAs, and national Ministries of Foreign Affairs and/or Development Cooperation ministries, and multilateral organizations to better integrate decentralized cooperation into a formal multi-level governance assistance model.
- Continue to advocate for easier to access, more predictable, flexible and additional decentralized cooperation financing, in the form of multi-year funding programs or financing arrangements specifically designed for LRGs and LGAs.
- Encourage multilateral and bilateral donors to include decentralized cooperation initiatives as technical assistance delivery modalities in their programs and portfolio of projects, including in countries facing crisis, conflicts, or post-conflict situations.
- Inspire more local and regional elected officials to commit and engage in decentralized cooperation, and regard it as a modality to achieve their local sustainable development objectives.
- Continue to share and disseminate our best examples of decentralized cooperation to demonstrate and promote to the value added, efficiency, diversity, and financial impact of LRGs and LGAs development cooperation the international community.

3. Make Decentralized Cooperation More Effective, Professional, Innovative and Sustainable

LRGs, LGAs and local government networks have gained a strong experience in designing and delivering effective and sustainable capacity building for local and regional governments, including new triangular and South-South models and technological innovations.

Yet, decentralized cooperation must become more effective. It should be less fragmented, better aligned and coordinated, more impactful, and directed at highly urbanizing countries and global

issues, including with LRGs in countries in conflict or post-conflict situations. There is a need for more comprehensive data on decentralized cooperation investments and results. Major issues like human rights protection, gender equality or youth engagement should be better addressed.

LRGs and LGAs must strategically focus their decentralized cooperation initiatives on the global challenges that matter urgently now and for the future, particularly for the most vulnerable and disadvantaged. LRGs and LGAs should better coordinate amongst themselves and with other actors to create synergies and increase the impact of decentralized cooperation. LRGs and LGAs need to continue investing in knowledge, result monitoring and accountability, as well as innovative approaches and in the “digital turn”, to remain efficient and agile in an ever-changing global context.

To make decentralized cooperation even more efficient, professional and innovative, we, UCLG and our members, will:

- Commit to focus our decentralized cooperation initiatives to where urbanization is at its highest and on the most important current global challenges, including post-Covid-19 recovery, climate change, equitable economic growth, reducing inequalities, migration, human rights and democracy, ~~and decentralization and local government institutional development.~~
- Pledge to direct our decentralized cooperation efforts to support the most vulnerable and disadvantaged population, including women, girls, and the youth in general.
- Assist national and regional LGAs, particularly from the global South, to put in place more region/country-level coordination frameworks that will facilitate relationships between actors and create synergies and complementarity between decentralized cooperation initiatives.
- Undertake to better align our decentralized cooperation with the objectives of bilateral and multilateral organizations to improve multi-level governance development assistance.
- Commit to simplify and streamline decentralized cooperation processes, make them more accessible, and facilitate access to funding, particularly for new partners in the global South.
- Commit to develop larger and more comprehensive program-based initiatives that will pool together the resources of local and regional governments involved in the same countries to create more harmonized, targeted, and impactful decentralized cooperation.
- Support new forms of decentralized cooperation models, like South-South and triangular cooperation, between countries and between regions of the global South, that provide more adapted solutions to LRGs and LGAs.
- Create new modalities and initiatives to bring decentralized cooperation to more difficult country contexts where local and regional government need support in crisis prevention, crisis management and response, but where security is a concern.
- Design more LGA-to-LGA decentralized cooperation initiatives that build the capacity, knowledge and expertise of national (and regional associations) of local governments, and help set them up where they do not exist.

- Develop more tools, guidelines, and templates, and incubate more innovative ideas and methodologies, including digital working environments, distant learning and delivery methods, to improve, make more accessible, and professionalize decentralized cooperation practices.
- Provide more opportunities for concrete knowledge-sharing, training and access to regional cadres of experts regarding best practices in decentralized cooperation, particularly for LRGs newly engaged in development cooperation and in South-South partnerships.
- Enlarge the number and use of monitoring frameworks and open data systems to improve the quality of reports and evidence of results and actual impact, including sex and age disaggregated data and clear figures on financial investment flows generated by decentralized cooperation.

4. Further Engage Decentralized Cooperation in the Financing Sphere

For LRGs to respond to development issues and localize SDGs, they need access to more funding. The financing market and available instruments are evolving rapidly. On one side, there are increasing needs from LRGs, particularly following the Covid-19 impact, and on the other side, public and private financial partners are offering more instruments, supports and resources that are eligible for LRGs. Yet the demand and the supply sides are currently not connecting, creating in some way a market failure.

UCLG and its partners and several LGAs have recently entered the financing market sphere to help develop strategies and institutional mechanisms, including new municipal investment funds, for promoting investment, mobilizing and catalyzing more capital financing for LRGs. However, a large part of UCLG's constituency remains behind in this regard.

LRGs and LGAs must be better equipped, prepared and supported to be able to access new financing opportunities and to fully appreciate when and how to use various forms of financing. Through decentralized cooperation, LRGs and LGAs can be better capacitated and informed, access more knowledge and inspiring experiences and benefit from the direct support of their peers.

To further engage in the financing sphere, we, UCLG and our members, will:

- Multiply efforts, particularly through FMDV, to be involved in policy dialogues, strategies, programs, and mechanisms with financing institutions for mobilizing financing for LRGs.
- Open more collaboration and create direct partnerships between LRGs and LGAs involved in decentralized cooperation, and financing institutions like multilateral, regional, national, and subnational development banks, and other local government financing facilities.
- Through national local government associations, help facilitate more international linkages and sharing of good practices on how to create intermediary instruments at the national level in order to pool resources, diminish financial risks, and help LRGs access international financial markets.
- Focus more decentralized cooperation initiatives on actions related to local finance such as local taxation and fiscal autonomy, fiscal transfers, fiscal legislations, public-private partnerships, land-based finance, debts, or the access to financial and capital markets.

- Gather and disseminate more experience of successful innovative local government financing modalities and facilities, such as the International Municipal Investment Fund and the African Territorial Agency (pool financing).
- Commit to structure more communities of practice on local finance, including with practitioners from LRGs, Development Finance Institutions and group of independent experts, who can act as advisors to LRGs on the various financing options and models proposed by financing institutions.

5. Help Create More Sustainable and Integrated Development Cooperation between all Countries and Actors

In 2011, the Busan Partnership Principles provided a guide for more effective development cooperation. The adoption of the SDGs in 2015, particularly SDG 17, renewed the international commitment to global partnership and cooperation.

The multiplication and diversity of new partners involved in local and regional governance brings opportunities but also risks. There is a renewed need to avoid silos, parallel programming, opposing values and competition.

Through international relations, LRGs and LGAs can transcend different, and sometimes divergent, national and regional interests, and contribute to international solidarity. Decentralized cooperation can also be an instrument to help better align and coordinate with all partners, including new countries involved in international assistance.

LRGs and LGAs need to better manage the increasing political nature of development assistance that takes place in a complex, and fragmented set of relational geographies across various national, bilateral, and multilateral stakeholders. Decentralized cooperation should contribute to multi-stakeholder approaches, global partnership, sustainability and better coordination amongst actors involved in development cooperation from all regions and countries.

To help bring more integrated, inclusive, sustainable and coordinated global development cooperation, we, UCLG and our members, will:

- Multiply efforts to create more space for dialogue, roundtables, coordination and collaboration with new donor countries and other rising transition economies interested with LRGs and decentralized cooperation.
- Promote the role of decentralized cooperation to help facilitate multi-stakeholder partnerships through engagement in international fora such as the Global Partnership for Effective Development Cooperation.
- Continue to create alliances and develop and share more tools and methodologies that create horizontal partnerships with civil society organizations, academic institutions, the private sector, and other organizations, agencies and institutions for the implementation of decentralized cooperation initiatives.
- Increase collaboration with NGOs and humanitarian organizations to further strengthen the capacity of LRGs and LGAs to take on a coordinating role in crisis contexts.

- Collect more information and data on how decentralized cooperation contributes to multi-stakeholder coordination, global partnership, sustainability, and better relationships between actors involved in development cooperation from all regions and countries.

6. Foster Stronger Public and Political Support for Decentralized Cooperation

International relations keep countries and societies connected, integrated and communicating. It is a way to share fundamental values, ensure peace, justice, democracy, human rights and equitable development. It contributes to building an international order of solidarity and to fostering global citizenship.

Yet, the Covid-pandemic has created a reflux in public and political support for the international action of LRGs and LGAs. In certain countries, citizens are less supportive and do not always see the value for their community to engage and invest resources in decentralized cooperation. Certain political groups also fundamentally question the rationale for public investment in international development. This represents a risk of losing grounds and of letting challenging world issues unattended.

LRGs and LGAs play a key role in sharing democratic values, helping citizens engage actively in international relations, and fostering global citizenship. LRGs and LGAs must respond to a recent decline in public and political support by raising more awareness, strategically engaging citizens and political groups and stronger advocating on why decentralized cooperation is essential to address global challenges.

To foster stronger public and political support, we, UCLG and our members, will:

- Commit to develop more public awareness programs and initiatives to inform citizens of the importance and the results of decentralized cooperation to address global and local challenges like climate change, inequalities, migration, etc.
- Better demonstrate the value of decentralized cooperation as a two-way street, by showing concrete examples of how both communities engaged in international relations benefit positively from the cooperation.
- Encourage local government elected officials to engage political groups and political parties to advocate for the value of international development and decentralized cooperation to address global challenges.
- Create more alliances with local civil society organizations to leverage their capacities to advocate for decentralized cooperation and international development at the local and grassroots level.
- Directly engage local civil society organizations and citizens in decentralized cooperation initiatives to help create linkages between peer civil society groups internationally, and increase citizen contributions in international development efforts.

Implementing our new Policy

While our Policy Paper identifies six key objectives and specific areas for action, it seeks to maintain flexibility to adapt and enhance action areas as the context evolves over time.

In this vein, three-year implementation plans will be produced to enhance the effectiveness of the Policy. Those plans will be prepared in partnership between our World Secretariat and the Capacity and Institution Building Working Group, and in consultation with our members and partners.

UCLG will engage with its members and partners on an annual basis to review the implementation of the Policy against its objectives and action areas, discuss evolving global challenges and opportunities, and make required adjustments to implementation plans.

Together, we will continue to be global leaders in development cooperation to help achieve sustainable development and Agenda 2030.

6. UCLG World Congress 2022

This year is the year of the seventh edition of the UCLG World Congress. This milestone event takes place between 10-14 October 2022, in Daejeon, Korea.

6.1. Congress guide and program overview (version May 2022)

UCLG has already published:

- A useful Congress guide: [ENG](#) / [ESP](#) / [FRN](#)
- A first program overview: [ENG](#) / [ESP](#) / [FRN](#)

Make sure that you become involved in the preparations for the Congress. You can still submit side events for the Local4ActionTrack. This track of the Congress will be offering a platform to share, listen, and review, as well as showcase the different dynamics that UCLG and its partners have developed, from actions to policies, to thinking, going through movements, values, and discussions & conversations, connecting the local to the global, and the global to the local. The current deadline for proposals of sessions is **31st May 2022**. Proposals may be submitted in English, Spanish and French.

Due to the volume of proposals and scheduling logistics, the organizers of the Congress reserve the right to change the formats of the sessions as needed. Length of session also subject to change per scheduling/logistical needs. Applicants can expect information on the outcome of their application by 30th June 2022.

You can submit your proposal here:

<https://docs.google.com/forms/d/e/1FAIpQLSe8YKfHTqBDGofDJWw39NFe08PIUydQo4KtJNf2Uhg9tg-bbA/viewform>

6.2. Proposed CIB activities at the World Congress

The CIB Working Group will definitely be present at and actively involved in the UCLG World Congress. The CIB secretariat has submitted the following proposals for the Local4ActionTrack:

- A launch event for the CIB gender knowledge hub
- An event together with the UCLG GOLD and UCLG Learning teams on Voluntary Subnational Reviews – to encourage more and more LGAs to write their own subnational SDG reports

Moreover, you will find our policy work in the Policy Track of the Congress. Also, we will be involved in the organization of a LGA Forum; a forum for Presidents and Secretary General's from LGAs.

If you want to contribute to any of these events, or inform the CIB secretariat on what you will be organising, in view of coordination, please email uclg.cib@vng.nl.

At the CIB annual meeting

On day 2, María Alejandra Rico Falla, member of the learning team of UCLG and Congress coordinator, will present the outline of the UCLG World Congress and explain how you can become involved. Together, we will discuss strategies on how to coordinate our efforts towards and at the Congress.