



*Capacity and Institution Building
Working Group*

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Work plan 2016





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1. Goal and objectives

The Capacity and Institution Building (CIB) Working Group is a technical platform within the World Organization of United Cities and Local Governments (UCLG) for professionals of local government associations (LGAs) and local governments (LG) with substantive programmes in capacity development and decentralized cooperation.

The **overarching goal** of this platform is to be a place of inspiration and encouragement, for sharing information and knowledge on various aspects of development cooperation and is meant to contribute to more effective development cooperation programmes supporting local governments. It also aims to contribute to achieving more attention and recognition for the role that local governments play in development cooperation, within and outside of UCLG.

The UCLG CIB Working Group is formally liaised to the political UCLG Committee on Development Cooperation and City Diplomacy (DCCD) and prepares input for this Committee. The work plan of the CIB working Group feeds into that of the DCCD Committee.

Technical Chair of the Working Group is Peter Knip, Director of VNG International. Technical Vice-Chair is Sebastien Hamel, Senior Director of FCM International.

The main objectives of the Working Group are the following:

Objective 1: to contribute to more effective development cooperation

- fostering information exchange and knowledge sharing on programmes implemented by CIB members, developments of interest for the work of CIB members.
- stimulating concrete coordination to ensure more effective cooperation and to avoid overlap and duplication between international cooperation programmes of LGs and LGAs.

Objective 2: to disseminate and improve development cooperation methodologies

- fostering exchange on methodologies of our work to improve the quality of programming.

Objective 3: to contribute to UCLG advocacy

- providing professional advice to UCLG, the UCLG political Committee on Development Cooperation and City Diplomacy (DCCD) and in particular the UCLG Champions on Development Cooperation, to achieve more donor attention for LG development cooperation.
- following up on lobby efforts at national level to strengthen UCLG's advocacy.

Objective 4: to strengthen the CIB network

- ensuring increased participation in the CIB network and further highlight the specific roles and complementarities between programmes of local government associations and individual cities in development cooperation (activities embedded in the other three objectives).



2. Activities 2016

The present and coming years are important years in terms of the implementation of long term development priorities (Sustainable Development Goals - SDGs) and the agreement on the future urban agenda (Habitat III). There will also be global discussions as to how ensure that development cooperation effectively contributes to achieving these internationally agreed goals (Global Partnership on Effective Development Cooperation – GPEDC, and the UN Development Cooperation Forum – DCF).

This background is crucial for the activities identified along the main objectives of the CIB Working Group. We have specified those activities that will be undertaken by the CIB secretariat and the activities that we ask CIB members to undertake. Members can also express their interest to take the lead on a particular activity.

Activities in red are subject to confirmation of budget from UCLG.

The other activities are subject to confirmation of CIB members contributions.

2.1 Contributing to more effective development cooperation

	CIB secretariat	CIB members	Calendar
1. Ensure availability of information on cooperation programmes, publications, best practices, upcoming events and developments in international agendas and organisations.	<ul style="list-style-type: none"> Update CIB website Publish monthly attractive newsletters Communicate through Twitter account Reach out to members to ensure collection of information of development cooperation programmes 	<ul style="list-style-type: none"> Regularly update CIB secretariat on programmes and activities Annually complete information in the Compendium on the CIB website 	<ul style="list-style-type: none"> Monthly May 2016
2. Enable information sharing and exchange in annual CIB meetings	<ul style="list-style-type: none"> Reach out to the CIB members to attend the CIB meeting Define agenda, background documents and other content preparations related to the CIB meeting In cooperation with the UCLG World Secretariat, ensure more participation from UCLG members 	<ul style="list-style-type: none"> Host the annual CIB meeting (in 2016, UMT will welcome the CIB members in Ankara) Contribute to the draft agenda of the annual meeting Take the lead on various parts of the agenda (possibly in line 	<ul style="list-style-type: none"> May 2016 (dates TBC) March – April 2016 April – May 2016



from middle income
countries and
countries in the South

with the (online)
discussion groups)

- | | | | |
|--|--|--|---|
| <p>3. Generate (online) discussion groups, for example on M&E, the implementation of the SDGs, exchange of policies, and on coordination in specific countries (for example Ukraine, South Africa), to discuss topics of importance in a more dynamic way, in between annual meetings</p> | <ul style="list-style-type: none">• Explore possibilities of setting up online discussion groups• Define some main discussion groups and some light terms of reference for effective functioning | <ul style="list-style-type: none">• Engage in online discussion groups and take the lead on topics of interest• Ensure coordination in programmes in some pilot countries | <ul style="list-style-type: none">• Regularly |
| <p>4. Enable exchanges between high level officials on effective functioning of local government associations. developments in the LGAs, in terms of advocacy, membership services and governance.</p> | <ul style="list-style-type: none">• Support the organization of an LGA caucus in the framework of the UCLG World Congress in Bogotá | <ul style="list-style-type: none">• Ensure high level participation in the LGA caucus | <ul style="list-style-type: none">• October 2016 |
| <p>5. Ensure exchange on the implementation of the SDGs</p> | <ul style="list-style-type: none">• Contribute to the development of the toolkit on localization of the SDGs of UCLG, UNDP Art and UN Habitat• Facilitate exchange on how the SDGs and Habitat III are linked and how they influence our programmes | <ul style="list-style-type: none">• Contribute to the development of the toolkit on localization of the SDGs of UCLG, UNDP Art and UN Habitat | <ul style="list-style-type: none">• January - June 2016 |





2.2 Disseminating and improving development cooperation methodologies

	CIB secretariat	CIB members	Calendar
1. Develop tools on Monitoring and Evaluation (M&E) systems	<ul style="list-style-type: none">• Publish a report and recommendations on M&E systems, on the basis of the research and comparison undertaken in 2015• Further develop a toolkit on M&E systems and dedicate a session in the CIB meeting to the subject	<ul style="list-style-type: none">• Provide feedback to the report, recommendations and toolkit on M&E	<ul style="list-style-type: none">• First half of 2016
2. Analyse the state of affairs of inclusion of LGAs in the definition, implementation and monitoring of national development strategies , to ensure that donors, local governments and their associations have better insight in gaps of local government involvement	<ul style="list-style-type: none">• Analyze outcomes of a survey (end 2015, beginning 2016) to serve as input in international meetings.• Identify and draw up concrete cases as examples of how local governments have been successfully and unsuccessfully involved and consulted on development priorities.• Support mobilization of LGAs in 3 possible pilot countries identified by the European Commission.	<ul style="list-style-type: none">• Use outcomes in programmes and projects, to ensure that LGAs are better included in the development of national development strategies.	<ul style="list-style-type: none">• First half of 2016



2.3 Contributing to UCLG advocacy

UCLG has through the Global Taskforce established a mechanism to reach out to members on the different development agendas as well as to agree on policy inputs in those processes.

CIB members can play a key role by influencing the Ministries of Foreign Affairs in their countries with messages that UCLG develops. It also can to inform the UCLG and CIB network of positions of their national government in the various international debates. The CIB Working Group, can

help to enter in dialogue with their Ministries of Foreign Affairs to ensure that these are better aware of positions taken by the local government constituency, particularly on the theme of development cooperation.

In addition, since 2013 the CIB Working Group supports the UCLG Champions on Development in international meetings on development cooperation to advocate for the important role of local governments in development cooperation.

	CIB secretariat	CIB members	Calendar
1. Contribute to UCLG statements and policy documents	<ul style="list-style-type: none"> • Work together with an expert to update the background paper of the UCLG Position Paper on Aid Effectiveness and identify an updated action plan, as input for debates on Development Effectiveness. • Reach out to CIB members on other policy papers. Respond on behalf of the CIB Working Group to documents. 	<ul style="list-style-type: none"> • Provide cases to update the background paper. • Contribute to the updating of the paper and review the new version. • Provide comments, cases and experiences to other UCLG Policy Papers 	<ul style="list-style-type: none"> • Regularly • Regularly
2. Continue to support the UCLG Champion programme¹, from the UCLG Committee on	<ul style="list-style-type: none"> • Maintain the Champions website and develop promotional material. • Give shape to the involvement of local 	<ul style="list-style-type: none"> • Identify UCLG Champions and provide support (both financially and in terms of content) 	<ul style="list-style-type: none"> • Throughout 2016

¹ See www.cib-uclg.org/champions



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Development Cooperation and City Diplomacy on the promotion of the key messages of the UCLG Policy Paper on Development Cooperation, in close consultation with the UCLG World Secretariat.

governments in the Global Partnership on Effective Development Cooperation (GPEDC), through a specific local government track to be developed in consultation with the UCLG World Secretariat and the secretariat of the GPEDC.

- Prepare, participate and accompany the UCLG Champions in the GPEDC Working Group on in-country implementation, the GPEDC Steering Committee and the UN Development Cooperation Forum.
 - Liaise with the UCLG World Secretariat about the renewal of the mandate of the Champions.
3. Facilitate (national and regional) lobby activities by CIB members to **contribute to the Sustainable development goals and Habitat III**
- Inform the CIB members about activities of the Global Taskforce
 - Contribute to the advocacy and lobbying chapters the a global toolkit on localizing the SDGs of UCLG, UNDP Art and UN Habitat .
 - The CIB Working Group will also share and exchange materials on the SDGs and Habitat III developed by members.
- Provide input on positions and material developed by UCLG
 - Throughout 2016





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4. **Influencing the national government** in their countries with UCLG messages, mainly on the SDGs and Habitat III
- Participate in regular meetings with UCLG World Secretariat staff to ensure that CIB members can be timely approached to influence positions of national governments.
 - Provide reports to the UCLG secretariat on findings on how national government receive UCLG positions.
 - Highlight the main UCLG messages and request CIB members to put these forward for consideration to the responsible ministries;
 - Contribute to the fine-tuning of the UCLG messages;
 - Develop fact based information sheets, with concrete data and stories
 - Report back to the CIB Working Group on main positions and bottlenecks from their national governments
- Throughout 2016





3. Secretariat and functioning

	CIB secretariat	CIB members	Calendar
1. Ensure visibility in UCLG statutory meetings	<ul style="list-style-type: none">• Participate and where possible, contribute to documentation	<ul style="list-style-type: none">• Participate in informal gatherings in the framework of the UCLG statutory meetings	<ul style="list-style-type: none">• May / October 2016
2. Ensure continuity of activities and more involvement of members in the network	<ul style="list-style-type: none">• Explore, in close consultation with the UCLG World Secretariat, possibilities for setting up a membership based participation fee for the Working Group.	<ul style="list-style-type: none">• Members are invited to join with contributions.• It is expected that in 2016 the CIB Working Group be financially supported by VNG International, the Federation of Canadian Municipalities (FCM), UCLG and the City of Barcelona (pending confirmation). An indicative budget is attached to this work plan.	<ul style="list-style-type: none">• Throughout 2016



Calendar 2016

Organization	January	Event	Venue
	February		
UCLG	22-26 (TBC)	Secretariats retreat	Barcelona, Spain
OECD/UNDP	29 – 1 March	Global Partnership on Effective Development Cooperation Steering Committee	Malawi
	March		
	April		
UN DESA	8-10	DCF High Level Symposium	Brussels, Belgium
	May		
CIB	19-20 (TBC)	Annual CIB Working Group meeting	Ankara / Istanbul, Turkey
UN	23-24	UN Humanitarian Summit	Istanbul, Turkey
UCLG	26-27 (TBC)	UCLG Executive Bureau	Kazan, Russia
	June		
OECD/UNDP	TBC	Global Partnership on Effective Development Cooperation Steering Committee	TBC
	July		
UN DESA	TBC	UN Development Cooperation Forum	New York, USA
UN Habitat	23-27	3 rd PrepCom Habitat III	Jakarta, Indonesia
	August		
	September		
	October		
UCLG	12-15	UCLG World Congress	Bogotá, Colombia
UN Habitat	17-20	Habitat III conference	Quito, Ecuador
	November		
OECD/UNDP	Late November (TBC)	2 nd High Level Meeting of the GPEDC	Nairobi, Kenya
	December		





AFRICA

UCLG Africa

Burkina Faso	Association of Municipalities of Burkina Faso (AMBF)
Kenya	Association of Local Government Authorities of Kenya (ALGAK)
Mauritania	Urban Community of Nouakchott
Mali	Association of Municipalities of Mali (AMM)
Tanzania	Association of Local Authorities of Tanzania (ALAT)
South Africa	City of Durban South African Local Government Association (SALGA)

ASIA

UCLG Asia Pacific

Cambodia	National League of Communes/Sangkats (NLC/S)
Nepal	Association of District Development Committees of Nepal (ADDCN)
Pakistan	Local Councils Association of the Punjab (LCAP)
Sri Lanka	Federation of Sri Lankan Local Government Authorities (FSLGA)

EUROPE

Council of the European Municipalities and Regions (CEMR)

Belgium	Union of Cities and Communes of Wallonia (UVCW) Association of the city and the Municipalities of the Brussels-Capital Region (AVCB) Association of Flemish Cities and Municipalities (VVSG)
Denmark	Local Government Denmark (LGDK)
Finland	Association of Finnish Local and Regional Authorities (AFLRA)
France	Cités Unies France (CUF) City of Lyon
Germany	German Cities Association (DST)
Italy	European Association of Communes, Provinces and Regions (AICCIRE)
Netherlands	VNG International (<i>Chair</i>)
Norway	Norwegian Association of Local and Regional Authorities (KS)
Spain	Andalusian Fund of Municipalities for International Solidarity (FAMSI) City Council of Barcelona Provincial Council of Barcelona Spanish Federation of Municipalities and Provinces (FEMP)





SKL International Development Agency (SKL International)

Swedish Association of Local Authorities and Regions (SALAR)

United Kingdom

Local Government Association (LGA)

LATIN AMERICA

Latin American Federation of Cities, Municipalities and Associations (FLACMA)

Argentina

City of Buenos Aires

Bolivia

Federation of Associations of Municipalities (FAM)

Brazil

National Confederation of Municipalities (CNM)

National Front of Prefects (FNP)

Chili

Chilean Association of Municipalities

Colombia

Federation of Colombian Municipalities (FCM)

Agency of International Cooperation and Investment, City of Medellin (ACI)

Ecuador

Association of Ecuadorian Municipalities (AME)

Mexico

Association of Municipalities of Mexico (AMMAC)

National Federation of Municipalities of Mexico AC (FENAMM)

Mexico City

MIDDLE EAST AND WEST ASIA

UCLG Middle East and West Asia

Turkey

Union of Municipalities of Turkey (UMT)

Palestinian Authority

Association of Palestine Local Authorities (APLA)

NORTH AMERICA

Canada

Federation of Canadian Municipalities (FCM) *(Vice-Chair)*

United States of America

National League of Cities

OBSERVERS

Association of International Francophone Mayors (AIMF)

Commonwealth Local Government Forum (CLGF)

International City/County Management Association (ICMA)

PLATFORMA

