We will now start recording

Agenda

1) Welcome to the webinar & presentation of the CIB Working Group, **Jessie Post** (CIB)

2) Introduction to "Measuring Municipal Capacity", **Pascal Lavoie** (FCM)

3) Presentation panelists

- ❑ **Mbali Mahlobo**, Program Manager, Intergovernmental Relations at South African Local Government Association (SALGA)

- ❑ **Rikard Eduards**, Programme Officer, Municipal Partnership Programme, Swedish International Centre for Local Democracy (ICLD)

- ❑ **Ramon Canal**, Director of the Technical Programming Office and **Jordi Cortes**, Global Justice and International Cooperation Department, Barcelona City Council

4) Discussion – facilitated by **Pascal Lavoie** (FCM)

5) Next Steps

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What/who is the Capacity and Institution Building Working Group?
CIB is a voluntary community of practitioners, members of United Cities and Local Governments (UCLG), who are engaged in international development cooperation.

Chair: Peter Knip, Director VNG International
Co-chair: Sebastien Hamel, Executive director of FCM programmes

Secretariat:
Jessie Post & Joyce Langewen

More info: uclg.cib@vng.nl

CIB's Work

❑ Organization of insights in ongoing capacity building programmes of

CIB members

❑ Study on strategies of CIB members on the implementation of the SDGs

❑ Study on Local Government Associations (LGA) involvement in

implementation of, and reporting on SDGs

❑ Foster exchange among members from LGAs, in the UCLG LGA Forum

Why this Webinar?

❑ CIB members support decentralization, help strengthen municipal institutions and empower/capacitate these organizations and their community.

❑ One of the priorities of the CIB Working Group is to facilitate exchanges on monitoring, evaluation and learning in capacity building programmes.

❑ <u>Defining and measuring change in organizational capacity</u> is a fundamental element of effective programming with the municipal sector. This webinar aims to facilitate a conversation among CIB members on effective approaches and tools.

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SALGA is representative body of local government in South Africa. It lobbies and advocates for the interests of its members.

The standards of defining municipal sustainability for SALGA are based on matters of:

- Good Governance
- Financial Viability and Sustainability
- Capacity and Resources
- Effective and Innovative Mechanisms to Provide Service Delivery

SALGA is responsive to the following key thematic areas:

(1) Sustainable, Inclusive Economic Growth underpinned by Spatial Transformation;

(2) Good Governance and Resilient Municipal Institutions and;

(3) Financial Sustainability of Local Government and Greater Fiscal Equity.

We utilise the following strategic enablers to achieve our objectives:

- o Information and Communication Technology
- o Data Intelligence
- o Innovation
- o Research and Knowledge Management
- o Effective and Efficient Administration
- o Marketing and Communication
- o Strategic Partnerships

SALGA is not a regulatory department or an institution that compels it members to check and balances. We enable the sector to respond and provide support required by members. In terms of the South African Constitution (1996), municipalities are constitutionally responsible to perform certain functions and exercise certain powers in delivering a range of services to the residents.

We further have the Municipal Demarcation Board, to determine the municipal boundary as well as to assess the capacity of municipalities to perform their functions.

The Constitution has enshrined LG with key powers and functions that are exclusively their own to manage and to administer:
- Bulk supply of basic services such as water, sanitation, electricity, human settlements and refuse removal;
- Environment management: clean cities, resilience to climate change;
- Electricity: distribution of electricity to communities within their area of jurisdiction;
- Municipal Health Services;
- Municipal Transport services;
- Roads and Infrastructure;
- Fire Fighting Services.

SALGA has developed a "Municipal Barometer", an information system which aims to collate key information and indicators on municipal governance. This review collates key indicators which correspond to municipal mandate.

In terms of Financial Viability, we have established a Municipal Audit Support Programme to provide support to municipalities that struggle to adhere or to comply with the regulatory norms and standards, or struggle to turn around their financial viability. We provide hands-on support for issues of legislative compliance, financial sustainability, training of their oversight committees; and so on.

The South African Constitution allows for organised participation and representation of local government matters in executive as well as legislative proceeding, such as the parliamentary proceeding at the National Members Assembly (NA), National Council of Provinces (NCOP);

The NCOP consists of 90 members, which comprises of a delegation from each of the 9 provinces, SALGA has a representation of 10 part time councillors representing the matters of local government at the NCOP;

SALGA participates in various intergovernmental structures, such as (MINMECs and PCF and PCC) and where we influence policy and legislative that have an impact for local government;

Further more we represent the sector of local government, to ensure the interests and support required for local government is heard;

Local government stakeholders are normally informed through the governance structures of SALGAs such as Policy Conference, National Members Assembly, Working Groups, Provincial Members Assemblies.

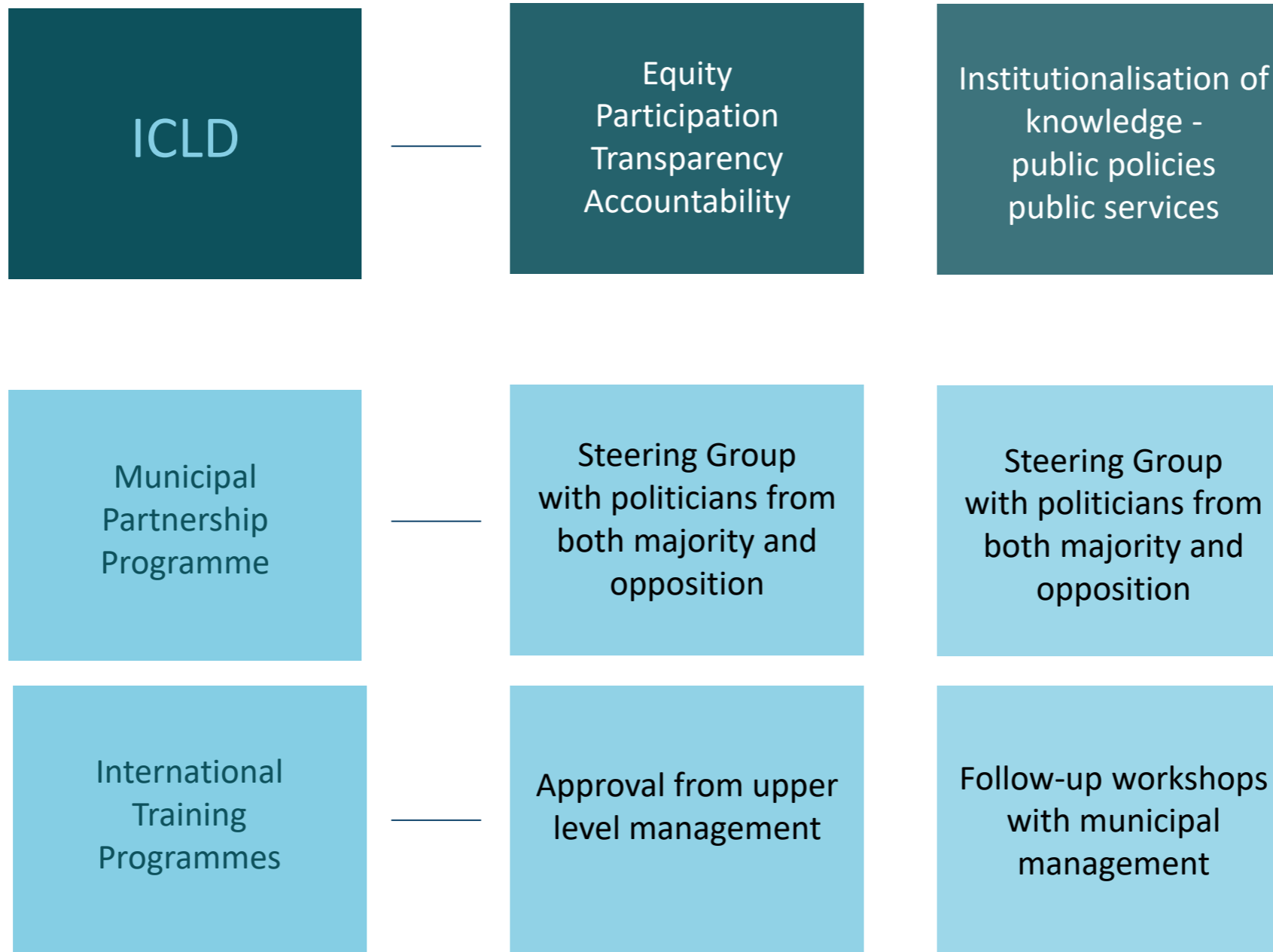**SALGA applies the following:**

- Annual Performance Plan
- 5 Strategic Plan
- Performance management system (score card)

Municipalities use:

- Annual Performance Report
- Key Performance Areas
- 5 year Strategic Integrated Development Plan
- Budget Plans, such as scorecard

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ICLD — Equity / Participation / Transparency / Accountability — Institutionalisation of knowledge - public policies public services

Municipal Partnership Programme — Steering Group with politicians from both majority and opposition — Steering Group with politicians from both majority and opposition

International Training Programmes — Approval from upper level management — Follow-up workshops with municipal management

Outcome 3-5 years

Impact 5-10 years

Impact >10 years

Equity

Participation

Transparency

Accountability

Local governments in ICLD's cooperation countries give all citizens equal possibilities to influence public services

Women, men, girls and boys in poverty can improve their living conditions and exercise their rights

What are the main elements/dimensions of the organizational model we promote?
- ICLD Generally
  - Learning from Sweden's 150 years' of Local government in Sweden – e.g. Political cooperation across party lines
  - Local ownership and local implementation

- Municipal partnerships
  - Co-production of knowledge
  - Mutual challenges – mutual benefits
  - Important issues ensures commitment – democratic outcomes to achieve ICLD's vision
  - Local ownership

How do we engage national and local stakeholders?
- Already onboard regarding content through local ownership
- Seminars, workshops, evaluations, questionnaires to discuss programme development
- Research engagement with practitioners

What indicators do we use in our log frames and performance frameworks to monitor/report on organizational development?

- Indicators for each of the four Core Areas **Equity**, **Participation**, **Transparency** and **Accountability** on

  - **Short term**: Local Governments' **Capacity** for [Core Area], **Awareness** of the importance of [Core Area] and **Support** for [Core Area]
    - *Example **Participation – Capacity***: *Degree of internalization of experiences on participation within the Local Government.* Source of Verification: Project reports from the Municipal Partnerships and International Training Programmes + conference reports)

  - **Medium term:** Local Governments **work actively** for [Core Area]
    - *Example: Integration of mechanisms for citizen dialogue. Scale 0-5 (0= no mechanisms, 1= mechanisms introduced in the project field/department, 5= mechanisms integrated in the whole local government). Source of verification: Aggregated final reports from* Municipal Partnership Programme *and* International Training Programmes

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What are the main elements/dimensions of the organizational model we promote?

Organisational
- Ambitious and responsible fiscal, spending and debt policies.
- Redesign of workplaces and renewal of the workforce.
- Re-municipalisation of services and sustainable procurement (social, environmental, innovative).
- Digital city strategy: redesign of services and data governance & management.

Political
- Healthy democracy: transparency, accountability and ethics.
- Citizen participation: consultation, co-production, co-decision.
- Gender mainstreaming in the Council and in the City.
- Local advocacy and multilevel & international cooperation.

CITY SUSTAINABILITY

Economic (Metropolitan Strategic Plan 2030)
- Development of strategic economic sectors: digital, creative, green & health economy.
- Regulation & delimitation of tourism.
- Diversification of economic forms and agents: SMEs, social economy.
- Territorially tailored approach to local development.

Social (Social Inclusion and Inequalities Reduction Strategy 2017-2027)
- Less inequalities through affordable housing, quality employment and basic needs.
- More access opportunities to education and culture.
- Support to community services and networks for personal and collective empowerment.
- Fight against stigmatization and social segregation.

Environmental (Sustainability Strategy 2012-2022)
- Climate change mitigation and adaptation.
- Greening of the city: more trees and public parks.
- Reduction of pollution, emissions and waste production.
- New model of urban mobility: transport mix and superblocks.

BARCELONA

MUNICIPAL

SUSTAINABILITY

Barcelona Cooperation for Global Justice Master Plan 2018-2021

Cooperation objectives

Promoting the right to the city

- Promoting sustainable, equitable and inclusive cities, which integrate the principles of the social and solidarity economy, ecology and feminism.
- Promoting the right to the access and supply of basic public services such as water and sanitation, waste management, public transport and urban mobility, education, health and housing.
- Promoting urban spaces that guarantee public safety and peaceful, caring
- and intercultural coexistence.
- Promoting the free access and circulation of knowledge, culture and new technologies

Promoting environmental justice

- Increasing the capacities of the local administrations to reduce the impacts of urban metabolism and increase environmental quality.
- Improving municipal capacities to increase the resilience of cities to climate change.

Promoting gender justice

- Strengthening the capacities of the local administrations to incorporate the mainstreaming of gender equity into their municipal policies.
- Expanding the capacities of organizations and bodies that work for gender justice and for the defense of sexual and gender diversity, with special mention of vulnerable collectives, such as LGTBIQ+.

Promoting the democratic government of cities
- Contributing to the institutional strengthening processes and the design and management of municipal public policies.
- Contributing to the processes of political, administrative and fiscal decentralization and to multi-level governance.
- Promoting the democratic management of cities, based on citizen participation into the urban policies planning processes.

Advocating a culture of peace and non-violence
- Contributing towards the reversion of the factors that generate and reproduce structural and cultural violence in the cities, and preventing violent extremism.
- Strengthening the capacities of the municipal administrations and civil society organizations aiming at the eradication of urban violence, and, especially, gender violence.
- Increasing the institutional capacities of the cities and of civil society for the non-violent resolution of conflicts, mediation, reconciliation and reparations for victims.
- Helping to guarantee the protection of the most vulnerable groups against urban violence and giving support to the victims.

How do we engage national and local stakeholders? How do your model and measurement support their own learning

- Annual Grant Program for NGO's, Universities and Non Profit Organisations to develop projects in our LA partners. Complementary to local policies projects and coordinated with the LA.
- International Cooperation Municipal Council. Working Groups.
- Seminars, workshops, evaluations, questionnaires to discuss programme development

What is the 'end game' of your project? City-to-City Cooperation

General Conditions:

- Stable Institutional and political relations
- Build mutual confidence and knowledge at technical level. Our cooperation methodology needs also stable and long time relations.
- Agree and clarify topics and collaboration lines: identification, formulation, strategic and operational planning.

Collaboration characteristics:

- Both cities (multi-actor approach) work together in municipal policy in one of them or in both
- Identification, formulation, implementation, monitoring and evaluation of results and impact
- Success end means that one or both cities (specially Local Authorities) have installed new capacities that allow to improve mutual projects and programs.

ACCESSIBILITY AMMAN

GENDER VIOLENCE MAPUTO-QUITO-SARAJEVO

FLOOD RISK MITIGATION PLAN GAZA STRIP

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Discussion

- ❑ How do you define <u>municipal sustainability</u>?

- ❑ What tools and approaches do you use to <u>measure the capacity</u> of municipal institutions?

- ❑ How do you <u>engage national and local stakeholders</u> in that discussion? How do your model and measurement support their own learning?

- ❑ What indicators do you use to <u>monitor/report on organizational development</u>?

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UCLG CIB
Working Group
Capacity and Institution
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Thank you for participating!

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www.cib-uclg.org