



Report of the CIB Working Group meeting, Ottawa (Canada), 13-14 June 2013

Main conclusions and way forward

Information exchange and knowledge sharing

- Various CIB members still experience a decrease in funding, which influences their strategies and their relationships with donors and the general public. On the other hand, partners from the South increasingly experience economic growth and may be able to pay for services.
- South-South (regional) partnerships play an increasing role in programmes
- Trending themes in various countries are: the role of LG in trade and development (also through merger of trade and development ministries), the role of LG in post conflict and disaster management, and the relationship of LGs with the extractive industries/mining sector.

Programme coordination

- The CIB Secretariat will continue to collect best practices on coordination, improve the CIB website and set indicators for what the Working Group is looking for in terms of coordination and joint actions.

Policy and advocacy

- The recently published UCLG policy paper on Local Government and Development Cooperation can be used by CIB Working Group members for lobbying and advocacy purposes towards donors, national governments and other stakeholders. Around this policy paper, a campaign involving global and Champions will be started in the second half of 2013. The policy statement and policy paper are available in hard copy and on the CIB website; the full background document is only available online.
- UCLG, as part of a Global Taskforce, takes part in consultations with the UN towards the post 2015 Development Goals. CIB Working Group members underlined the importance of continuous communication between UCLG and LGs/LGAs during this process to ensure useful input from LG level and to instruct partners on how to ensure effective lobbying.
- The recent EU Communication on Local Authorities in partner countries for enhanced governance and more effective development outcomes of May 2013 is under scrutiny of several CIB members.
- The CIB Working Group will make recommendations to donors to align reporting requirements more closely so that the burden is less burden on the partners.

CIB Working Group planning

- For the remainder of 2013, the CIB Secretariat will focus on:
 - Further update CIB website and disseminate newsletters and activities on Twitter
 - Implementation of the UCLG action plan of the Policy Paper
 - Participation in UCLG World Congress: 1-4 October; organization of and contribution in 2 parallel sessions
- The next CIB meeting in 2014 will take place in Cologne, Germany.



Detailed report of the meeting

1. Opening and welcome remarks

Welcome address: Mr. Tim Kehoe, deputy CEO of the Federation of Canadian Municipalities (FCM), welcomes the Capacity and institution building(CIB) Working group Members in Ottawa at this first meeting of the Working group outside of Africa or Europe.

Opening: Mr. Peter Knip, Chair of the CIB working group. A special welcome goes to the newcomers in this meeting.

Mr. Knip reiterates that the CIB Working Group is the place in our world organization where practitioners meet in Municipal International Cooperation (MIC), Decentralized Cooperation (DC) and Association Capacity Building (ACB) and where they have the opportunity to learn from each other in an open and transparent environment.

Mr. Knip gives a brief update of the activities of the CIB secretariat in the first half of 2013:

- The CIB website has been renewed at the end of 2012 and has since been updated significantly.
- The UCLG Policy Paper on Development Cooperation and Local Government has been published, in close cooperation with FCM. A special mention goes to VVSG for its financial support to the policy paper and translation into Dutch.
- Together with the policy paper an action plan has been developed that aims to further develop a campaign on the basis of the Paper and reach out to the donor community, national governments, as well as local governments (LG) and their associations (LGA) in the world to promote decentralized cooperation. During the UCLG Executive Bureau meeting in Lyon one week prior to the CIB annual meeting, UCLG announced it will make available 60.000 Euro for this campaign.

2. Roundtable on recent developments

KS Norway works with 3 facilities; all financed by the Ministry Norwegian Affairs and NORAD:

- Outside Europe: Africa (5 countries) and Latin America (1 country). An application for a new programme is pending, main difference is the focus on a limited amount of countries: Kenya, Tanzania, Uganda, Zambia, Madagascar and Guatemala.
- European countries outside of the EU: a programme of ACB focusing on intergovernmental relations in Moldova with the national association. In Georgia, an ACB programme focusing on influencing government decision making. In Bosnia Herzegovina and Serbia (decentralization), in Kosovo (e-government) and in Ukraine (development of local services)
- Inside the EU: municipal and association programmes with Liechtenstein and Iceland. KS also works with trade unions and ministries in Lithuania, Bulgaria, Latvia and Spain.

National Confederation of Municipalities (NCM), Brazil (through video conference)

- NCM wishes to engage more in international cooperation through regional organizations, such as the Latin American section of UCLG (FLACMA).



- Brazilian cities are prioritizing South-South cooperation, especially with cities in African countries and in neighbouring countries (Argentina, Uruguay, Mozambique). The Brazilian government has released a call for proposals for decentralized cooperation between Brazilian and African / Latin American LG; currently only 4 projects have been granted.
- NCM will organize a mission of local leaders to Toronto (Canada) in September. The mission will be about modernization of LG and services such as waste management.
- NCM will release a series of publications sharing experiences of Brazilian LG shortly.

Local Government Association (LGA), United Kingdom (through video conference)

- Funding from national government for the LGA has decreased by 2.2 million.
- One of the three co presidents of the UN High Level Panel of the post-2015 agenda is prime minister David Cameron. The LGA is working on getting their message across through his channel and welcomes the suggestions of the CIB working group.
- The LGA is working closely with UK trade and investment; a pilot takes place in Mexico, where trade and development opportunities are promoted at the local level. LGA would welcome the opportunity to share with other members about these policy conversions related to trade and development and would like to set up a CIB task force or policy paper on this issue.

South African Local Government Association (SALGA)

- SALGA's newly elected board has taken the decision to become more active on profiling the organisation and South Africa in international platforms.
- Particularly through the ARIAL programme, SALGA has taken up the role of building capacities of LGAs in the Southern African region. SALGA notices a big interest from abroad in its experience. SALGA assists in the establishment of an LGA in Angola.
- SALGA, in cooperation with VNG International, is investigating the opportunity for funding by the South African government, however the government seems to have other priorities right now.
- If a taskforce on trade is set up, it would be interesting to include the South African view.

Federation of Canadian Municipalities (FCM)

- CIDA is being folded into the foreign ministry: FCM would like learn from others about experiences with similar shifts. Discussions on a structural agreement with CIDA are ongoing.
- FCM's network strategy is to get Canadian and American cities around the table in UCLG, and to have Southern partners play a larger role in the post 2015 agenda.
- FCM is exploring new themes of attention, such as LG and mining/extractive industries in developing countries, and response to crises/disasters (natural and manmade).
- FCM implements four programmes: the global MPED programme (in 7 countries; 2 LED forums, taking stock of ACB work), the Ukraine LED programme (2nd phase on trade is being proposed), CariLED programme in start-up phase and post conflict programme in Mali.

Association of Local Authorities of Tanzania (ALAT)

- There is a growing recognition by the government about the importance of decentralization: since 2006 the government has a joined assistance strategy; within that structure ALAT participates prior to the approval of the budget.



- ALAT disseminates lessons learned to members through newsletters and in annual assemblies.
- Through a UCLG programme on decentralization, ALAT worked at the Eastern African level for more recognition on LG and decentralization from national governments.
- ALAT contributed to the establishment of an LGA in Zanzibar through the ARIAL programme.
- Within the MPED programme, ALAT is co-managing two demonstration projects; one between Morogoro and Kitchener promoting the business community (business advisory centre, support mining sector).
- With the government of Sweden, ALAT is providing support to communities in resource management; water management; and financial management.

Cités Unies France (CUF)

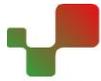
- CUF has to 'sell' the programmes of local and regional governments to their national government and donors. In France, 80% of LG development cooperation is financed by local and regional budgets. In times of crisis it is important to stress reciprocity of partnerships. The connection between immigration problems and countries of origin can be an interesting angle.
- France will have a new law on international cooperation in which the key role of local and regional government will be described. This will justify the involvement of local government in development cooperation. CUF is associated to the parliamentary work. The Minister of Foreign Affairs has stated that each mayor is a representative of France and able to 'sell' France. The Communication of the European Commission is a very important document for CUF.
- A special working group in France works on emerging economies. The stance is that trade is not contrary to aid; it can co-exist in dialogue with NGOs.
- CUF's involvement in Mali is important. CUF also coordinates a programme in Morocco, Algeria and Tunisia on youth.

Association of Mayors of Burkina Faso (AMBF)

- The decentralization process in Burkina Faso started in 2006. The current challenge is how to focus on economic development and the role of LG (in mining, youth unemployment, drinking water access, education). Lobby from AMBF to central government is needed.
- AMBF wants to replicate the approach of economic corridors between Burkina Faso and Mali in North Mali after the crisis (this crisis has also implications on LG in Burkina Faso due to the refugees). AMBF provides support to its members dealing with these issues.

Barcelona City Council

- In the light of the current crisis the focus is shifting from development cooperation to selling and business. Barcelona City Council has approved a new master plan until 2016 with new tools and modalities. The plan offers new possibilities, new actors, new capacities that were not acknowledged before. Barcelona shares this plan with CIB members.
- The speech of Barcelona's partners (Maputo, Latin America: Medellin, Lima, Bogotá, Quito) has changed; they have a better economic situation, good growth and more resources; and feel that they have capacity to confront big issues; which strengthens horizontal relations with Barcelona.
- Areas of intervention: public transportation (the public transport company has a specific unit that goes abroad for studies), urban planning, local economic development with special attention in



markets (strong links between Mozambican and Brazilian cities in connection with Barcelona) and archives. The cooperation takes place at a low-cost way; expenses are shared between cities.

- Barcelona is working with Lyon, Paris, Stuttgart, Milan and Torino and UNDP Art to make a proposal for the next European financial framework in which these cities would have a specific financial instrument for their interventions.

Commonwealth Local Government Forum (CLGF)

- Although DFID supports LG at national level through bilateral programmes, it is not interested in developing a formal policy on LG or engagement of UK local government. However, as a Commonwealth organization; CLGF has been successful in developing a new programme focusing on LG in three regions: West Africa, Southern Africa and Southern Asia.
- CLGF is involving academia to get lessons out from projects through a network in CLGF. The academia come in as a critical view in the projects and make contributions to an e-journal. Their contributions and arguments can lead to more success of advocacy campaigns.
- The programme between Australia and Papua New Guinea is under re-negotiation. AUSAID is trying to bring it in their mainstream programme as they see the programme is delivering results on the ground. CLGF is negotiating how it can still play a role.
- New initiative with partners in Sri Lanka to work on LG role in bringing communities together, and on central level on the implementation of policy on LG.
- The ARIAL programme, in partnership with VNG International, is coming to a close. All partners need to see how there can be sustainability of successes of the programme.
- CLGF partners with FCM and Caribbean organizations in the CARILED focusing on LED, bringing in Commonwealth expertise.

International City Management Association (ICMA)

- The International City/County Management Association is an association of city managers, although ICMA works closely with elected officials as well. ICMA has 9000 members, 25 affiliate associations and works with members and consultants at the international level. ICMA implements numerous local capacity building and policy programmes. The organisation contributes to the lobby work of other networks. Since hurricane Katrina, the role of LG has been recognised more in the US. ICMA works with academia to develop innovations in LG and to use that in international programmes. ICMA has a turnover of 20 million Euro a year. ICMA has regional centres in India, Mexico and Beijing (China).
- Themes of intervention: LED, disaster management, climate adaptation (relevant in Africa and Asia; climate risk assessments, mitigation, response and spatial planning).
- ICMA implements the CityLinks programme funded by USAID: this programme is not only between LG, but also from community to community.

Association of Flemish Cities and Municipalities (VVSG)

- VVSG implements two programmes; one funded by the Federal government (focus on city to city cooperation mainly towards partner municipalities) and one funded by the Flemish government (directed towards Flemish LG, to raise awareness of international issues). The Federal programme ended in 2012; 2013 is a transition year. The Flemish programme will end in



December 2013. The Flemish government has promised structural funding on the condition that more LG are on board; there is much enthusiasm among LG to step into the programme.

- VVSG organized a planning week using results based management tools (logical framework and outcome mapping). The outcome mapping defines what change you want to achieve and complements the logical framework. Training material has been developed in all languages and is available on the VVSG website.
- VVSG works in South Africa, Senegal, Benin, Morocco, Guatemala, Nicaragua and the Andes Region (Bolivia, Ecuador and Peru) on Youth, Environment (Waste), LED, with a specific focus on Monitoring and Evaluation tools and intercultural dialogue.
- The federal government wants to transfer development cooperation competences to the regional level, but without the budget. VVSG lobbied for programmes on the Flemish level, but with the budget, and now needs to counter react to its own proposals.

VNG International

- VNG International is exploring ways to cooperate with the new minister for development and trade. She seems open to the role of LG in development cooperation.
- VNG International established a daughter company in Tunisia (Centre for Innovative Local governance, CILG); which has received interest from donors and Tunisian and Libyan central and local government.
- VNG International ensures the supporting mechanism for the EU-funded CIUDAD programme, that will come to term in October 2013, which grants 21 projects in the ENPI East and South regions. The programme is now in the process of being evaluated: points for improvements are the structure of grant projects and type of actors (currently both LG and consultancy companies are involved which does not always contribute to results).
- LED and disaster preparedness are high on the agenda. A new tool has been developed to improve the situation of municipal financial revenues and how to improve collection of taxes.
- The EU funded ARIAL programme is finalizing, ARIAL is one of the overall programmes of the EC to address LG in the ACP countries, the question right now is if and how there will be follow up.

Analysis of trends

Pascal Lavoie and Renee Giroux (FCM) give an overview of the trends that they identified in the roundtable.

1. Funding

- Less money available: this influences strategies.
- Development of strategic relationships with national governments to sell our work.
- Some partners may be able to pay for services; this means a diversification of sources of revenue
- New funding for mining/extractive sector, trade, private sector involvement

2. South South

- Southern partners play an increasing role in programmes (regional involvement)
- Interest in developing horizontal partnerships and relations with northern LG/LGA

3. Relations



- A lot of work needs to be done on advocacy towards central government
- Opportunities of advocacy for LG/LGA around the post 2015 agenda
- Alignment of international aid and foreign affairs: development and trade and a growing interest in local economic development and trade
- Conveying a convincing message to normal citizens and linking international issues with domestic issues is important

4. Innovation

- Focus on academia, knowledge management and exchange platforms (tools)

5. Other trending themes

- Post conflict
- Disaster management

3. Knowledge sharing – Development assistance and trade: a new agenda?

Richard Smith (Senior manager Program development at FCM) introduces the session by stating that cities are one of key players to attract investment. Therefore they should play a more important role. We should help investors and central government understand the value of engaging LG in promoting economic growth and trade and attracting investment.

Presentation by Mr Bruce Lazenby, CEO of Invest Ottawa

- The creation of jobs is key for LED. In a city, there are three ways to create jobs:
 - People who live here sell to people who live here. In this scenario, it is hard to create growth unless the city grows.
 - People who live here sell to people who come here (e.g. tourism): growth is difficult because it is hard to convince them to come to your city (steal them: instead of going to A to B).
 - People who live here sell to people who do not live here (export): possibilities of growth, but it is crucial to understand what your unique selling points are.
- The focus of Invest Ottawa is to work with existing companies, facilitate the creation of new companies that can export, and assess how new businesses can be brought to Ottawa.
- Invest Ottawa's board of directors is co-shared by Ottawa's Mayor and the Chairman of the Chamber of Commerce: The Mayor is personally involved, which helps to get an "A-team".
- Invest Ottawa's motto is: innovation, collaboration and speed.
- Dilemma: cities often do not have the means to attract new companies (often a subsidy per job is expected from the city), while a lot of revenues from the company go to the central tax agency. Cities need to ensure that the city is attractive for the company to establish itself (business climate and living conditions)
- The city of Ottawa invested half of 3,5 million dollar in the Invest Ottawa initiative for 3 years. Other resources are province and programme funding. Member businesses pay for specific privileges instead of a general membership fee.
- Invest Ottawa participates in the Consider Canada cities alliance to promote Canadian cities (rather than individual cities) abroad. They point each other to the best locations: profile of strong factors per city/region.

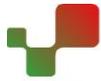


Presentation by Mr. Dave Donovan, Senior Economic policy Advisor, CIDA

- 70% of poverty reduction comes from economic growth in rising household incomes, 30% of poverty comes from social issues such as redistribution and equity. In countries as the Netherlands, Sweden, US, UK and Australia, we see a shift of more emphasis on the private sector as development actor. Where traditionally most of resources were invested in the social affairs, now economic growth and rising incomes are more emphasized in terms of programming. Economic growth is seen as an important factor for democratization. Thematically, there is a focus on food security, economic growth and children and youth.
- Global entrepreneurship is becoming an important buzzword. It is the growth oriented business that are creating jobs (small and medium enterprises). Public incentives to invest in developing countries could help, for example by being the link between entrepreneurs in developing countries and companies in for example Canada. Incubators train entrepreneurs, but there is also the need to connect those businesses to local financing and banks. The Canadian development and trade policy is not a matchmaking facility and does not only target Canadian entrepreneurs.
- LG can have an important function of an intermediary, the question remains how well positioned LG are to do so, in what capacity and where their comparative advantage lies.
 - LGs can be the link to local entrepreneurs for foreign investors (broker function of LG)
 - The peer to peer approach gives good results through which LG may reach out to businesses.
 - Reducing the red tape: LGs can play a major role in creating an enabling business environment, e.g. by focusing on the issuance of permits
 - FCM is currently evaluating their experience with a virtual trade mission of Canadian companies in Ukraine through the Internet. The first results seem positive
- Approach: Investment (capital for the creation of an enabling environment), Innovation (new ways to leverage private sector resources), Alliances (bringing different interests together) and Dialogue (connectivity between partners)
- Challenges for trade and development policy:
 - How to address market failures? This should be done not only from a social angle (governance), but also by a stronger private sector in developing countries.
 - How can donors bring different players into the field?

Discussion about CIB Working Group members' position on trade and development

- Bert Janssens from VVSG states that LED is an issue that many members work on. However, themes such as climate change are more crucial for VVSG than trying to get private sector into the programmes.
- Bjoern Rongevaer from KS agrees that the programmes can focus on LED, but enabling trade is not a task for the association and should be done by other actors (e.g. Norwegian national agency). For KS this is not linked to development aid.
- Carol Kardish from FCM has experience in this 'broker' role in finding agencies for partner cities and Canadian cities.
- Peter Knip from VNG International recognizes the issue, in the Netherlands there is a clear link between development and trade, especially with the new ministry of Development and Trade. There is a growing understanding that mayors often open doors in other countries and that we should involve them more in promotional activities. VNG officially joined the Dutch Trade Board



(committee promoting the Netherlands in the world). VNG suggests that the CIB Working Group follows the developments in this field, but the activities should not be limited only to this field.

- According to Nicolas Wit from CUF we can no longer make the distinction between development and trade. France will set up a working group at state level and it will be interesting to share information with this working group from CIB members.
- Judit Deilinger states that ICMA's mission is to create excellence in LG (good public services, opportunities for citizens, good environmental conditions for citizens). This cannot happen alone; public-private partnerships are the foundation for increased economic growth. ICMA does not support product promotion: if companies have something to offer, more than one will be invited into a programme, so as to remove the ethical barrier.
- Lance Joel from SALGA informs participants that in South Africa; when it comes to economic development, there is a clear division on what is to be done on the national and on the local level. However, in practice LGs cross that line. For example, the national government made a commitment that 500.000 jobs would be created. Now LGs need to fulfil this commitment and report back each quarter; although LGs were not involved when the decision was made. The underlying objective is that we want to alleviate poverty and we can only do that through the creation of jobs. At LG level, with limited powers, we can only create awareness, conduct training, create local networks, try to create opportunities. In assisting Lesotho in establishing an LGA, SALGA experiences the pressure from its members to create partnerships between municipalities that could ultimately result in economic development of both sides. Furthermore, SALGA notices difficulties in justifying the creation of opportunities for individual businesses, there is a risk of corruption.
- Conclusion: business cannot survive in societies that fail and there is an interdependence between LG and business. The CIB Working group will monitor the developments closely.

4. Policy and advocacy

Presentation by the UN High Level Panel secretariat

Member of the UN High Level Panel John Podesta (Chair of the Centre for American Progress) presents the key messages from the [High Level Panel Report](#) in this [video](#).

- Lysa John, head of Outreach at the UN High Level Panel Secretariat, updates the participants about the report, which includes views of the 27 members of the High Level Panel of Eminent Persons, including mayor Topbas from Istanbul, president of UCLG. The report reinforces the gains of the Millennium Declaration while improving its weaknesses and addressing new challenges leading to 5 shifts from the Millennium declaration, with clear links to LG:
 - A focus on the principle to leave no one behind and inclusion of vulnerable groups, aimed at ending extreme poverty.
 - A focus on sustainable development; also in relation to cities
 - Peace and governance, including the accountability of institutions (fundamental role of LGs)
 - The role of women and youth in economic development
 - Partnerships; taking into account new relationships in geopolitics;
- Nelson Muffuh, head of Outreach at the Executive office of the UN Secretary General, informs the participants that the report is a reference document, perceived as a good foundation upon which can be built to go forward. The Panel's work is an initiative of the Secretary General to



prepare his position that will come out later this summer. The next level of dialogue needs to be inward-looking at national level, between national and sub-national governments on how to organise themselves and on forms of financing.

In order to `localize` these objectives, engagement of sub-national government, civil society and the private sector is needed. The HLP will send a clear signal to ensure that national governments take this multi stakeholder dialogue into consideration. To ensure taking into consideration the role of LG, the involvement of UCLG in this process is needed.

Presentation by David Morrison, Senior Vice President for Geographic Programmes (CIDA)

- LG need to be less polite. They should not only use official ways to ensure the input of LG in the setting of the post 2015 agenda. A revolutionary rather than an evolutionary approach from LGs is needed to ensure the attainment of development goals.
- Times have changed since the Millennium Development Goals and more actors are involved in development. For issues such as education, health, climate change, economic growth and sanitation, active participation of LGs is needed, and therefore their inclusion in the process is crucial.
- LGAs need to be working their national governments in the process towards the UN General Assembly that will improve the post 2015 agenda to include LG messages. On a global level, advocacy should be ensured by UCLG. The UN has opened the door a little bit for LGs, but is still an organization of national governments. LGAs and LGs should use mayors as ambassadors in order to get the LG message across. Every mayor in the world should be able to speak credibly on issues such as climate change and education.
- The subsidiarity principle is still not accepted in many countries, including in some of the developed ones.

Presentation by Ms. Natalène Poisson, Policy officer at the UCLG World Secretariat

- The Global Taskforce (in which UCLG is one of the main partners) has developed a Roadmap proposal. The role of UCLG in the Global Taskforce is to ensure inclusive consultation.
- The input of UCLG in the High Level Political Forum still has to be agreed upon, as UCLG is not yet recognised as full partner by all stakeholders.
- The UN Sustainable Development Solutions Network just released a report related to the open working group of 17 June 2013, to which UCLG was invited to participate. In order to be heard in the open working group, UCLG works alongside ICLEI to provide the LG message.
- Key issues of the Global Taskforce joint strategy are local democratic government, participatory government, sustainable development. The development of advocacy tools is a priority on the Global Taskforce agenda.

Workshop “How LG, through the CIB can ensure decentralised cooperation and coordination play a key role in the development agenda”, facilitated by Mr Jacques Carrière

1. Recommendations to UCLG and the Global Taskforce

- Provide tools to members, so that CIB members can inform LG partners about the process.



- Keep the link between UCLG/Taskforce and the day-to-day reality of LG by constant information flows. For example, UCLG needs to communicate and clarify the role of UCLG committees in the post-2015 agenda.
- UCLG should advocate for the UN to call upon Members States (national governments) to involve sub-national levels of government in the implementation of the post-2015 Agenda: 20% of aid should be channelled to LGs given that 70% of MDGs need strong implication of LGs. UCLG should use the data of LGs to build a tool and to develop indicators: “this is the kind of data that tell our stories.” Also, UCLG should advocate that countries adopt a system to measure impact of the post- 2015 agenda at local government level.
- UCLG should use the media to ensure better dissemination of key messages.
- The global task force needs to identify its role in the process and develop clear objectives and a communication plan to achieve its goals, including a clarified mandate and contribution/value to what local government brings to the agenda.
- UCLG, and other members of the task force, need to communicate how others in local government can connect to the reality of the post 2015 agenda

2. Recommendations to CIB

- CIB members should use existing programmes, tools and networks (e.g. regional LGA networks) to raise awareness amongst members, to consult them, and to lobby. CIB can play a coordination role in this.
- CIB should also use the Champions, envisaged in the policy paper on LG and development campaign, in the framework of the post-2015 Agenda.
- Champions of the UCLG Policy Paper on Development Cooperation should be geared to play a role in the post-2015 campaign
- Support UCLG in the development of possible indicators to measure impact of development goals at local level. The CIB members could support in adapting these to circumstances ,country with their partners.

5. Parallel sessions – strategies for effective programming

A. How to achieve better coordination of development cooperation programmes?

- Coordination consists of 4 consecutive phases:
 1. Information provision
 2. Exchange of information and improvement of knowledge
 3. Joint activities
 4. Joint programming
- Not all CIB members have yet discovered the coordination possibilities of the CIB website.
- Conclusions:
 - Ownership of coordination should ideally be with beneficiaries; they should be enabled to play this role and be in the driver’s seat.
 - CIB and its members can improve phases 1 and 2, e.g. by further improving the CIB website and information provision through the newsletter



- Phases 3 and 4 are not always applicable or wanted by the members. For this, common interest and joint opportunities are needed.
- Recommendation: CIB and its members should further put in place information provision and exchange, by improving the 'who does what' section on the website, and by sending a reminder to the members for input for the newsletter. Further, CIB should set some indicators to monitor the coordination process and evaluate it in a year

B. Methodologies in assessing impacts and results

- All CIB members are work with Result-Based Management. However, reporting mechanisms vary from country to country. For example, in Norway, a progress report cannot exceed 5 pages.
- Partners are often confronted with different reporting mechanisms for different donors. Through the Paris, Accra and Busan agendas, the donors have committed themselves to aligning these mechanisms. The CIB working group will prepare recommendations to the donors to align reporting mechanisms to reduce the burden of the partners.
- Carol Kardish (FCM) will collect and compare logframes from partners, and will draw some conclusions on the differences.
- During the next CIB meeting, a session can be organised on planning and reporting tools to identify what works and what does not work, to get back to donors with concrete recommendations.

In future meetings, more focus needs to be placed on results based management and assessment tool training, with a focus on fostering exchange, knowledge sharing and coordination with South.

C. Support to LG in fragile states

- VNG International has signed an agreement with the national disaster fund consisting of multiple NGOs in the Netherlands, providing that VNG International, whenever there are funds raised from the public after a disaster or in the event of a serious crisis, can present concrete projects towards reconstruction of local communities.
- VNG International participates in NATO military exercises to provide a perspective on the reality and the role of LG and their elected representatives in conflict situations.
- The work of SALGA in support of counterpart associations in Zimbabwe provides enriching experiences for situations in Mali and Syria.
- The donor community met at a conference on the recovery and development of Mali on 15 May in Brussels, and acknowledged for the first time in history the essential role of LG . Advocacy efforts have paid off. In the past ten years, the involvement of LG and their associations after disasters or during crisis / post-crisis has become "normal."
- If situations repeat, it is very important to look at the motivation: Why act in such a case?
- It is essential to help local authorities during the phase when the support structures are being developed, before long term support is in place. Often, LGs do not have the means to monitor or to impose themselves in this crucial step. Support from LGs/LGAs is only possible if funds are raised in time. The mobilisation of resources through programs often comes too late, as is shown by the experience of the FCM in Haiti.



- It is important to avoid being pointed at in political motivations; it is better for CUF when FCM and VNG are also involved in Mali. When possible, we should act together, especially in sensitive political contexts. SALGA's presentation on its commitment to Zimbabwe also emphasized the importance of joint action.
- Recommendation: The CIB Working group should continue to work on this issue, to feed into UCLG and its Committee on Development Cooperation and City Diplomacy. Among the deliverables identified: a kit with tools for decision making.

6. Wrap-up and update from the CIB secretariat

- Upcoming activities 2nd half 2013: further update CIB website and disseminate newsletters and activities on Twitter, implementation of the UCLG action plan of the Policy Paper on Development Cooperation and Local Government and participation in the UCLG World Congress: 1-4 October; organization of and contribution in 2 parallel sessions.
- Elements for the Work Plan 2014 - 2016
 1. Information sharing and tool exchange
 - Regular newsletter
 - Systematically update website
 - Assessment of website
 - Development of a community of practice
 - Improving accessibility of information on programmes
 - Planning tools and reporting tools
 - Annual meeting (2014: Germany)
 2. Programme coordination
 - Collection of best practices
 - Indicators of what we are looking for in terms of coordination
 - Facilitation of joint actions
 3. Policy and Advocacy
 - Implementation of action plan (training of global and regional champions, participation in international and regional events)
 - Development of new policies (trade, climate, fragile states, sustainable development, other)
 - Involvement in Post 2015 discussions
 - Management for results and coordination
 4. Structure of the CIB Working Group
 - Presidency; Vice-Presidency; Secretariat
 5. Relations with the Development Cooperation and City Diplomacy Committee and PLATFORMA
- In September the CIB members will get the opportunity to react to a first draft of the CIB Work Plan 2013-2016.