DECENTRALISED COOPERATION HANDBOOK

FOREWORD

PLATFORMA, the pan-European coalition of towns and regions, and their associations active in city-to-city and region-to-region development cooperation, presents its first *Decentralised Cooperation Handbook*, compiled through a coordinated effort of a core group of coalition partners.

This assembles a number of case studies, selected and presented to the reader as illustrative examples of decentralised cooperation practice, demonstrating the relevance and contribution of Europe's local and regional governments to the development of local governance and public institutions in partner countries. The examples showcase decentralised cooperation as a strategic tool to build ownership of development goals at the local level, based on principles of inclusive partnership for sustainable development, leaving no place and no one behind.

The collected case studies were selected in order to display the diversity of the efforts undertaken by small, medium and large governments at the subnational level, in rural and in urban context, but also to showcase the capacity of the subnational level to act and to generate sustainable change, building public sector expertise and assisting in solving real-life issues where they are most pressing, at the level of governance closest to the citizens concerned.

This collection has the ambition to inspire decentralised cooperation practitioners in Europe's cities and regions to improve and innovate the way they understand and implement projects in cooperation with partners abroad. It can serve as a point of reference in order to add value to their future cooperation plans and activities, reflecting on global challenges in local context, in partnership with peers around the world.

We also hope that this *Decentralised Cooperation Handbook* will help European decision-makers at national level, or at the EU level, to better understand what decentralised cooperation really means from a practical perspective, as a strategic and inseparable component of European and EU's development policy. By presenting an array of real-life cases of very different nature in terms of scope, goal, players, or dimension, this *Decentralised Cooperation Handbook* showcases specific and concrete actions by local and regional governments carried out on the ground.

We would like to thank all those who contributed to this collection, sharing their valuable experience with a wide public. Only through sharing and showcasing decentralised cooperation practice and experience can other cities and regions learn from successful examples, get inspiration from colleagues, and improve the capacities of cities and regions to engage, cooperate, and make sustainable change a reality.

We call on all decentralised cooperation practitioners in Europe's cities and regions to reach out to the PLATFORMA coalition and share their experience from decentralised cooperation projects. For more information don't hesitate to visit our website (platforma-dev.eu) and subscribe to our newsletter!

Marlène Siméon

Council of European Municipalities and Regions & PLATFORMA

CORE GROUP MESSAGE

The present Handbook on Decentralised Cooperation was elaborated on the initiative of the Network of Associations of Local Authorities of South-East Europe (NALAS), and overseen by a core group consisting of PLATFORMA members from global and regional networks as well as national and regional members active in city-to-city and region-to-region decentralised development cooperation: United Cities and Local Governments (UCLG), NALAS, the Majorcan Fund for Solidarity and Cooperation, and the government of the Autonomous community of Catalonia, Spain.

We understand this Handbook as an important complementary piece within the number of documents, publications, tools and activities displaying the relevance and contribution of decentralised cooperation (DC) to the overall EU development policies and international frameworks.

As stated in the presentation of the DC Handbook, practical examples are critical to showcase the capacity of the subnational level to generate changes which assist in solving real life issues encountered where they are most pressing and present for citizen: at local and regional level.

In this regard, the DC Handbook is a joint effort to provide a source of concrete examples on European local and regional governments' international action with partners abroad and allows insights on the diversity of territories and partnerships.

This practical perspective can contribute to a better understanding of what DC as a crucial and strategic component of EU development policy really means, and to get a quick insight about the multifaceted ways of peer-to-peer cooperation among regions, cities and towns, and their stakeholders.

The practices selected only provide a small insight to the possibility and variety of cooperation between local governments and associations, and the ambition is limited to illustrate what, when, where and how DC is developed. Within our organisations, and within PLATFORMA and the UCLG Capacity and Institution Building (CIB) working group, we will continue to collaborate making DC more visible, understood and considered by governments and partners, as well as insist running projects to document and communicate results.
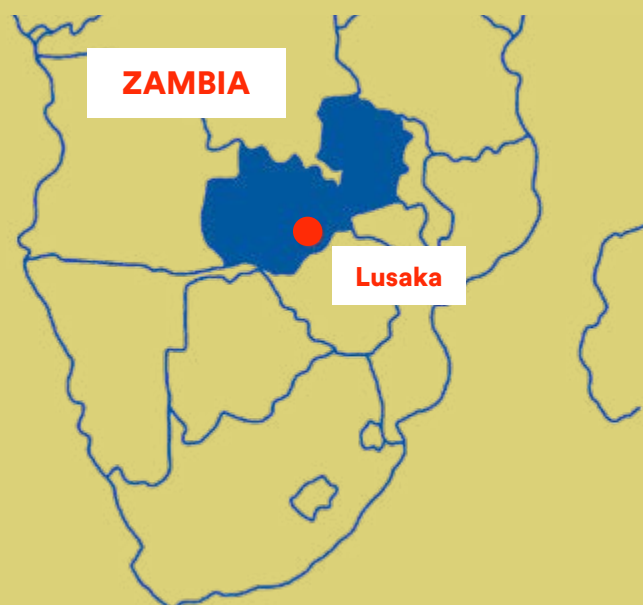
Joachim Roth

NALAS

NALAS   **PLATFORMA**   **CGLU**   **FONS Mallorquí**   **Generalitat de Catalunya**

LuMa: YOUTH FOR CHANGE

1. WHERE?

SWEDEN

Malmö

ZAMBIA

Lusaka

2. WHO?

Lusaka City Council, Zambia

City of Malmö, Sweden

(financed by ICLD, Swedish International Centre for Local Democracy)

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	**2017**
2018	**2019**	**2020**	**2021**	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

Lusaka and Malmö working together goes back to 2014, when they started collaborating on issues around the environment and energy.

In the framework of an ICLD initiative, Lusaka and Malmö both saw the need to develop better strategies for the participation of youths in order to make their important perspectives heard. Together, they planned and tested new methods. They also identified appropriate platforms through which the youth could gain influence locally and be part of the local dialogue around environmental and climate issues. The end goal was to increase the capacity of the municipalities to include youth in their work on these issues.

In particular, four areas were identified in which improvement could be made:

- Lack of youth participation in mitigating climate change.

- Lack of knowledge among civil servants and politicians.

- Unclear purpose of local dialogues with youth.

- Lack of knowledge and awareness among youth on how they can participate.

In relation to climate change, the focus was on increasing appropriation of the challenge by younger generations in both cities, as they will be not only the future protagonists but also those in charge of managing it.

The aim was to create a reference framework from which these issues could be tackled.

5. THE 2030 AGENDA PERSPECTIVE

- Goal 10: Reduced inequalities (especially target 10.1 of promoting universal political inclusion irrespective of factors such as age)

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• Goal 13: Climate action (especially target 13.3 of building knowledge through education and awareness raising)

The project's contribution is through raising awareness, knowledge and engagement on issues regarding climate change (goal 13). It also contributes to the political inclusion of youth, which contributes to goal 10 and to the UN Convention on the rights of the child. Goal 17 is the means to make this happen.

6. YOUNG PEOPLE AT THE FRONT

The voices of youths are present throughout the project through workshops, dialogues and activities. One example is during a radio workshop where a group of young people from Lusaka broadcasted conversations about the importance of young people's engagement in environmental issues. Other examples from Lusaka include a workshop for young people which was meant to get young people's views on why they do not actively participate in local governance issues.This resulted in the young people coming up with a position paper stating why they feel they are not included and the possible solutions to remedy this. Similarly, Malmö invited a group of young people commenting on an early version of the city's new *Environment Programme*. The project also learned from methods that other municipalities have used to better include

youth groups, such as the Helsingborg youth council in Sweden.

7. WHAT WAS MEASURED?

Project success was measured according to ICLD core areas (inclusion, participation, accountability and transparency) linked to SDG 16 (target 16.6 and 16.7).

8. EXPECTED LONGTERM IMPACT

The expected longterm impact is that the municipal organisations (Lusaka and Malmö) will be better equipped and more prepared to include young people in municipal work, thanks to capacity-building and to useful tools and methods for youth participation as well as the knowledge raised amongst the local politicians on the importance of youth inclusion in

decision making procesesses. In the long run, sustainable methods and processes should be developed for youth inclusion.

In the future, when important and long lasting strategic documents for climate and energy are developed (such as the *Environment Programme* and the *Sustainable Energy Access and Climate Action Plan*, SEACAP), young people will be included in the process. More inclusive climate policies will support long-term climate engagement in the population and a higher acceptance of political decisions regarding climate change. This will lead to improved governance in the cities' future.

Another expected long lasting effect is the appearance of new networks and partnerships that the municipalities will have in University, civil society and Non Governmental Organisations both at the local and international levels.

On a broader, social level, the expected impact of an increased particiaption of youth in climate change issues could be:

- Better quality in decisions made regarding climate change.

- More involved and engaged citizens.

- Better use of young people's capacity.

- Increased local democracy.

- More engaged citizens.

- Raised climate awareness among citizens.

- A cleaner and greener environment.

9. WHAT WAS DONE?

1 Developing a toolbox for youth participation in Swedish and English, as part of the SEACAP process in Lusaka and in the development of a new environment programme in Malmö.

2 Two exchange trips per year to work with the project and exchange methods between the two cities.

3 Workshops with stakeholder groups and civil servants.

4 Training sessions on the UN Convention on the rights of the child.

5 Focus on testing and evaluating different methods for the development of the project.

6 In Lusaka, the project resulted in the establishment of a local youth council, the Junior Council. The formation of the Junior Council was initiated through engaging the young people and politicians through various workshops. Thereafter a resolution was made to turn the Junior Council into part of the municipal structure.

7 The dialogue platform *Lusaka Green Schools for Clean, Green and Healthy communities* (*Green Schools programme*) is another existing platform within the municipality that the project used to promote awareness on climate change. For instance the project in Lusaka was able to carry out cleaning campaigns in the school surroundings included in the *Green Schools Program*. The aim was to raise awareness on the importance of ensuring solid waste being properly managed and disposed of.

8 In Malmö, educational activities were conducted where new methods for dialogue between youth and decisionmakers were tried. For instance, in Malmö's Green Student Council, the students were able to give input to the city's new environmental programme. In addition, through the programme *Young Ocean Ambassadors*, the youth were able to engage their fellow students on issues related to the environment and climate in the oceans, as well as having direct dialogue with representatives of The Ministry for Foreign Affairs and The Ministry of the Environment.

Thus, each city has declined the shared framework in their own particular way.

10. INNOVATION THROUGH TECHNOLOGY

The methods used have been compiled by the municipalities into the Swedish digital toolkit *Ungas delaktighet i miljö- och klimatarbete*, which was launched in 2020. In the toolkit, there are tools that provide guidelines to how other muncipalities can engage the youth, such as a checklist for dialogue with youth and children.

The toolkit is available here:
https://malmo.se/ungasdelaktighet

The dialogue checklist is also available in English:
https://icld.se/app/uploads/2021/07/ICLD_Checklista_Barn_Eng.pdf

participation in local governance on climate change and various issues such as sexual and reproductive health. Therefore, the methodology used can be extended to other areas of governance.

Lusaka and Malmö are two very different cities, but they are united in the same challenge. It is very rewarding and a good learning experience for leaders and managers in both cities to work together in this way, to look at the same problem through different lenses. However, even if the problem is basically the same, the activities carried out in the two cities will be different and adapted to the local environment.

The digital toolkit from Malmö is a good example of how municipal partnerships can produce results that make it easier to disseminate methods and experiences to more municipalities. The toolkit has been spread to other departments within Malmö and to other municipalities through the Swedish network *Klimatkommunerna*.

Lusaka also aims to produce their own digital toolkit on methods and processes of youth engagement which can be shared on the Lusaka City Council Facebook page for easy dissemination.

11. WHAT DID WE LEARN?

Engaging both government and opposition since the beginning of the project is the best way to ensure its future sustainability. The program had a steering group with representatives from both sides (government and opposition) as well interest groups.

There is a great demand at both administrations and political level on more youth partcipation, but a lack of knowledge on how to make it happen. So the *LuMa* project is fullfilling a real need, which is part of its success.

There are several other partners willing to work with the municipality in Lusaka on youth inclusion and

It takes time to build this kind of partnerships, to understand how municipalities work in different ways (let alone societies), to define and address the real problem and, last but not least, to build trust.

SYMBIOCITIES

1. WHERE?

INDONESIA

Palu

Probbolingo

SWEDEN

Borås

Helsingborg

2. WHO?

SALAR (Swedish Association of Local Authorities and Regions) together with its company **SKL International**

Municipalities of Borås and **Helsingborg,** Sweden

Municipalities of Palu and **Probolinggo,** Indonesia

Indonesian Ministry of Public Works (MoPW)

3. WHEN?

2010	2011	**2012**	**2013**	**2014**	2015	2016	2017
2018	2019	2020	2021	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

Indonesia's rapid urbanisation has long been a challenge to sustainable development at social, environmental and economic levels. Cities need to plan for sustainability in the medium and long terms at the same time as they address current problems.

The project built on the active involvement of both politicians and municipal staff in all the participating municipalities as well as the active involvement of the MoPW of Indonesia. The Indonesian municipalities involved citizens in with the Sustainability Reviews and Action Plans.

The Swedish Government developed the *SymbioCity* approach as a foundation methodology, specifically designed to address rapid growth in small and medium-sized cities. The central idea behind *SymbioCity* is turning challenges into opportunities.

5. THE 2030 AGENDA PERSPECTIVE

• SDG 11 main focus
• Linked to SDGs 1-3-8-13-14

6. INCLUDING ALL VOICES IN CREATING THE FUTURE

SymbioCity promotes a holistic and inclusive approach to sustainable urban development which provides opportunities to improve living standards and well-being, safety, comfort and quality of life for all by including stakeholders and communities in urban development processes. Cities should be for everyone but different groups experience the city differently

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8. EXPECTED LONGTERM IMPACT

A bilateral Memorandum of Understanding was signed between the governments of Sweden and Indonesia to collaborate on Sustainable Urban Development, and specifically *SymbioCity*. This established the foundations for more projects of the same orientation.

SymbioCity approaches urban development with the belief that processes – and not only technical solutions – gradually move us towards improved living conditions. So, when the Indonesian municipalities of Palu and Probolinggo embarked on a *SymbioCity* journey with their Swedish partner municipalities Borås and Helsingborg, it became vital to capture the processes as well as the results.

Therefore, beyond the actual developments of the project, establishing solid processes in communities is the best way to ensure a lasting impact of projects. The more efficient the processes and the better designed the projects, the longer the impact.

and may have different needs and aspirations.

In this particular project, several workshops with different stakeholders were held in both Palu and Probalingo to get their different views and perspectives on their cities and their development. A special emphasis was placed on the importance of involving youth, the elderly and school-age boys and girls to create an intergenerational exchange of ideas.

7. WHAT WAS MEASURED?

As a direct outcome of the project, a few results can be stressed:

1 Strengthened institutional capacity in the

target cities to develop an urban environment that is sustainable and contributes to enhanced quality of life for their inhabitants.

2 An *Urban Sustainability Review and Action Plan* for the future sustainable urban development of Probolinggo and Palu was formulated, approved and linked to finance (local finance, MoPW, CDIA and potential ADB).

3 The Ministry developed the results of this project into a guideline for 122 Green Cities in Indonesia.

4 A platform for future broader co-operation between the municipalities was established, and a municipal partnership was approved by ICLD in 2014.

9. WHAT WAS DONE?

1 Development of Urban Sustainability Review of Palu and Probolinggo, including:

● Training and capacity building of project participants.

- Supporting and advising municipalities in the technical and administrative implementation of projects.

2 Consultancy support including:

- Diagnosis of present urban situation.
- Specification of objectives, targets and indicators.
- Back-casting and development of scenarios.
- Formulation of action plan.

3 Establishing and facilitating municipal partnerships in the area of sustainable urban development.

4 Project management of external aid funded projects at the local level in the field of sustainable urban development.

5 Organising and facilitating exchanges of experiences and information among project participants and external stakeholders.

6 Organisation of a final seminar, providing reporting on project results, lessons and sharing of experiences.

7 Indonesian edition of the *SymbioCity* Approach.

10. THE SYMBIOCITY APPROACH IN A NUTSHELL

*SymbioCity i*s a six-step methodology that can be applied to city strategic planning but also to specific areas or sectors. The sixt steps are:

1 Getting organised: involving the right stakeholders and planning.

2 Understanding the needs and resources of the city: how issues interlink in the city system.

3 Setting the goal: a vision based on the root of the problem, not the symptoms.

4 Finding a solution: opening the focus to get lots of candidate solutions and weighing the options.

5 Maximising the impact: making sure the problem will be solved in the widest sense.

6 Making it happen: planning, building alliances, gathering resources and communicating.

11. WHAT DID WE LEARN?

Testimonials from two of the city managers involved:

"The people who live and work in a city are the people who must own and shape a development project. If they are not included, if they are not dedicated and empowered, it will lead to problems and unresolved issues further down the road."

"It's important to be in close contact with all stakeholders throughout the entire process. Also, there needs to be a strong interest for the process among local politicians and decision makers, so that the project gets the competence and support that it needs."

WATER FOR TELPANECA

1. WHERE?

Telpaneca, Madriz

NICARAGUA

2. WHO?

Fons Mallorquí de Solidaritat i Cooperació Municipality of Telpaneca and the UCOM at Madriz Department, Nicaragua

Note: The Municipal Coordination and Cooperation Unit (UCOM is the acronym in Spanish for Unidad de Concertación y Cooperación Municipal) is a technical-administrative entity for coordination and joint representation of six municipal governments of the department of Madriz.

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	2019	**2020**	**2021**	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

The community of Villa Austria is located in a micro-region near Telpaneca that also includes El Achiote, Santo Domingo, Los Pinares, El Rodeo and San Ignacio, with a population of 4,338 inhabitants in 1,058 households.

The area is classified as high or severe in terms of poverty, with serious limitations on the right to avai-

lability and access to water, according to WHO and INAA (*Instituto Nicaragüense de Agua y Alcantarillado*) established regulations for the dispersed rural sector:

- Water supply coverage equal to or less than 50%.

- An incidence of water-borne diseases equal to or greater than 25%.

- Organisation and community contribution above 10%.

- Minimum water feasibility of 30%.

The direct protagonists of the project are 110 families, 362 people overall. Within this group, the age range of under 5 is 21.89%. The targets were quantified after the initial situation assessment.

5. THE 2030 AGENDA PERSPECTIVE

- SDG focus: 6
- Goals: 6b, 6.1, 6.4
- Other SDG linked: 3 (3.3); 5 (5.5)

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6. THE IMPORTANCE OF POLITICAL STABILITY

A long period of political stability and a sustained commitment by local leaders has ensured a smooth development of the project since the beginning.

7. WHAT WAS MEASURED?

The indicators being measured are (before and after the project):

1. % of women trained to improve their health conditions, based on the total number of participants in the project.

2. Increase in the number of women who hold positions in community structures for decision-making (at the end of the first phase, 40% of the members in the Water Committee were women).

3. % of the families where women are heads of the household.

4. % of families that put into practice the knowledge acquired in the training events, and present improvements in their health conditions.

5. % compliance with the procurement and contracting process regulated by law.

6. % reduction in time used by families in household water supply tasks, with emphasis on reducing the workload of women and girls.

7. % of families with efficient coverage in access to water. In relation to the starting year of the project.

8. % of families in coverage that contribute to the network.

9. % of direct protagonists integrated into the execution of the project.

8. THE EXPECTED LONG-TERM IMPACT

Beyond the short-term goal of 110 families having access to drinking water for the first time, a number of long-term impacts are expected:

1. A strengthened community organisation thanks to better water management and environmental health practices.

2. A meaningful increase in the ratio of temporary employment in the area in relation to new community organisation tasks, leading to better stability for families.

3. Higher gender and generational equity in the Telpaneco Municipal Planning and Human Development system, thanks to new procedures allowing access to same opportunities as well as an increased use and control over rights, resources and benefits in the community.

9. WHAT WAS DONE?

1. An assessment of the situation in the community organisation in Villa Austria, with special focus on water management (three problems were identified: a weak management model, low tax collection rate and infrastructure degradation).

2. An update of the local water diagnosis under the perspective of SDG 6.

3. Selection of beneficiary families (85 of the 110 target families were active in the process).

4. Carrying out training workshops on health, community management and sustainability.

5. Ensuring the legalisation process of the land affected by the works (most of it was municipal property but some of the pipes were laid on private property).

6. Acquisition and provision of material and transportation for the works.

7. Building the infrastructure needed for drinking water systems, in full compliance of public procurement regulations.

WATER AND SANITATION FOR TÉNADO

1. WHERE?

BURKINA FASO

Ténado

2.WHO?

Municipality of Ténado, Burkina Faso

Fons Mallorquí de Solidaritat i Cooperació

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	**2019**	**2020**	**2021**	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

Fons Mallorquí had been implementing interventions on SDGs 6 (ensuring drinkable water and sanitation for all) in partner countries at the local level for over 10 years and Burkina ratified the SDGs in 2016, with special focus on SDG6. This meant a cascade of development and operational plans under the umbrella of the National Water Strategy 2016-2020.

In this light, the Municipality of Ténado updated its *Development of Drinking Water and Sanitation Program* in 2016, just as the SDGs were starting to become a standard in development planning. This plan was nevertheless implemented over the 2016-2020 period with some significant results.

At the end of the period, both partners in this project undertook to update its planning, this time by aligning with the SDGs and in particular around the goals of achieving universal and equitable access to safe and drinking water for all and ensuring equitable sanitation with special focus on women and girls, while complying with the guidelines of the national strategy.

The situation in Ténado is that at least 25% in a population of about 61.000 (2020) does not have access to full drinking water service. In addition, the management system is inefficient: 8 out of 10 households use uncovered containers for carrying water home.
In terms of sanitation it is no better: less than 7% of households have access to latrines. The impact of this

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figure on the health issues of the community is evident.

In terms of governance of services, there is an institutional mechanism in place. However, there is insufficient planning and the monitoring and evaluation mechanism is hardly operative.

5. THE 2030 AGENDA PERSPECTIVE

- SDG focus: 6
- Goals: 6b, 6.1, 6.4
- Other SDG linked: 1.2-1.4.-2.2-3.2-3.8-3.9-4.a-5.4

6. MOBILISING THE PEOPLE

According to the mayor of Ténado, Yoma Batiana, one of the most surprising outcomes of the project was the high degree of mobilisation and participation among the citizens and local communities. This is a key factor, as the future of the project rests on the commitment of the Water Users Associations as the next co-managers of the system together with the municipality.

7. WHAT WAS MEASURED?

The indicators under assessment during and after the project are, among others:

- % of households with safe sanitation.

- % of school infrastructures with equipment in hand-washing, toilets and such, with specific attention to girls.

All together, the areas in which indicators are gathered are: performance of the municipal services, universal access to continuous water services, universal access to sanitation and reinforcement of citizen participation capacities.

At a systemic level, the goals expected are:

- To enforce the capacities of local authorities to bring the 2030 Agenda to the local level.

- To raise awareness about the need to measure the contributions of Local Goverment to the SDGs.

- Specifically, for Fons Mallorquí, to align development cooperation strategy with local strategies of development with the 2030 Agenda among its partners.

- To mesure the contribution of Fons Mallorquí and its local partners to achieve SDG 6. This should be in harmony with other similar projects being carried out in Pocona, Bolivia and Kairouan, Tunisia.

8. THE EXPECTED LONG-TERM IMPACT

The Local Authories of Ténado know the 2030 Agenda and are able to frame their locals strategies and priorities inside the SDGs to measure their contribution, aware of the importance of data monitoring and management at a local level, all in relation to drinking water access and sanitation.

As a result of the project, the municipality of Ténado vowed to expand the plan to the 2021-2024 period, not only to improve the indicators but also to extend the system to neighbouring municipalities, taking into account possibilities for inter-municipal management of services if necessary.

In terms of indicators, the goal is reducing to 0% the number of households without access to drinkable water by 2024 and reaching 80% level of full or basic service (below 10% in 2021).

9. WHAT WAS DONE?

1 Review of local development plans and aligment with the 2030 Agenda: identification of gaps and needs.

2 Selection of relevant SDGs and drafting a road map for its implementation.

3 Collecting information of main actors involved in water management at the local level and dissemination of the scope of the work.

4 Establishment of the monitoring committee.

5 Development of the water access and sanitation diagnosis in Ténado (review of key documents, data collecting from the field).

6 Restitution workshop of the diagnosis of the municipality.

7 Planning of the investment plan.

8 Drafting of the municipal development of water access services.

9 Validation of final result at the local level.

10. INCORPORATING DIGITAL TOOLS

A future aspiration of this project is to build a digital tool to measure water indicators. It is planned to be included in a next phase.

Due to COVID-19, all follow up activites were carried out via Zoom or Whatsapp since its onset. The role of the local consulting partner was key for a successful and seamless transition to online tools.

11. WHAT DID WE LEARN?

The local government leadership in the project was fundamental for unlocking key stakeholders in the area.

Due to lack of specific competencies, the process of decentralisation was key for planning the necessary investments for the water management systems.

A good selection of qualified and engaged partners is always critical for achieving the desired results, even more so in a pandemic context in which travelling was out of the question.

EMERGENCY CALL FOR COVID-19

1. WHERE?

CATALONIA

MOROCCO

PALESTINIAN
TERRITORIES

IRAQ

SENEGAL

BURKINA FASO

DEMOCRATIC
REPUBLIC
OF THE CONGO

MOZAMBIQUE

2. WHO?

Generalitat de Catalunya (GENCAT)

Humanitarian response actors (Non-Government Organisations and International Organisations)

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	2019	**2020**	2021	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

Given the global emergency caused by the COVID-19 pandemic, notably in development countries, the Catalan Government sought to launch an extraordinary ad-hoc funding scheme. The main challenge was to conduct a timely, joint (GENCAT + partners) assessment of the humanitarian situation in most vulnerable countries and communities, and to provide a rapid, agile and coordinated response to the COVID-19 pandemic.

The Catalan Government decided to organise this funding scheme through the Catalan Committee for Humanitarian and Emergency Aid (CCHAE). CCHAE is a collegiate body created by Decree 179/2005, of 30 August and attached to the Catalan Agency for Development Cooperation (ACCD). It aims to coordinate and recommend the actions of Catalan institutions and entities in the face of emergencies that may arise in southern countries.

The Committee met on 22 May 2020 in order to analyse the humanitarian situation and share information regarding the different interventions that Catalan cooperation actors (NGOs, institutions and public

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entities specialised in humanitarian action) were carrying out by then in response to the emergency caused by the pandemic. As a result, a call for proposals was issued, targetting NGOs specialised in humanitarian emergency aid provision.

5. THE 2030 AGENDA PERSPECTIVE

The global crises caused by the pandemic of COVID-19 can compromise the world commitment to the 2030 Agenda for Sustainable Development risking to slow down the process toward achieving the 17 SDGs. It is expected that projects such as this one will reduce the impact and negative effects that COVID-19 has had on communities in countries in the South.

One central criterion to evaluate the project proposals received during the Call was no. 16: Triple dimension (social, economic and environmental) and nexuses with development and the 2030 agenda (*leaving no one behind*).

Individual Goals targetted were:

● SDG 1: no poverty

● SDG 2: zero hunger

● SDG 3: good health and well being

● SDG 4: quality education

● SDG 5: gender equality

● SDG 6: clean water and sanitation

6. WHAT WAS MEASURED?

The Call was the object of an external evaluation, and its results are available to all. 14 concept notes and project proposals were submitted, out of which 11 were selected for funding. Additional resources allowed GENCAT to reach an overall support budget of 1,7 M€.

Selected emergency aid projects were centred on areas such as health, education, access to water and food security. The OCHA Global Humanitarian Response Plan COVID-19 was taken into consideration, and projects were reviewed guaranteeing that the selected ones are in line with GENCAT's Gender and Human Rights approach.

Overall, the management of the Call was effective as it achieved the objectives set in due time (responding to the COVID-19 pandemic by financing emergency humanitarian aid projects of Catalan entities and IOs working in southern countries). The Call was also efficient, given the results obtained and the relationship with the means available (number of technical staff, timings and total amount of grants awarded).

7. THE EXPECTED LONG-TERM IMPACT

This project will contribute to improve or will generate changes in life of targeted men and women and/or vulnerable groups in targeted communities in the following sectors: health; water, sanitation and hygiene (WASH); protection; education; food security and livelihoods.

● Regional and sectoral emergency response intervention priorities are established.

● A rapid, efficient, specialised, professionalised, pertinent, coherent and coordinated quality response is provided in most vulnerable countries.

● Humanitarian emergency situation in most vulnerable countries is mitigated.

8. WHAT WAS DONE?

1 Organising a call for projects.

2 Inviting NGOs specialised in humanitarian emergency aid provision to participate in the call.

3 Reviewing project proposals guaranteeing that the selected ones are in line with GENCAT's Gender and Human Rights approach.

4 11 projects implemented by 7 NGOs, and 4 multilateral international organisations were funded with an

overall awarded budget was 1,7 M€.

9. ACTING QUICK AND ENSURING IMPACT

This call was addressed to both relevant NGOs who could deploy rapidly in the field, plus country-based multilateral organisations. Thus, 8 NGOs and 3 IGOs (UNHCR in Mozambique; UNRWA in Palestine; and WMO in Morocco).

CCHAE funding mechanism is innovative in the sense that it allows for an express (2-month duration) funding process. In this sense, it should be noted that such agility and speed is related not only to the funding instrument itself but also to the ACCD staff directly involved in the Call and their high degree of dedication and commitment.

The call followed a reverse order: all relevant local voices were heard before launching it, so it made sure it focused on the most needed kinds of intervention.

The very context of the COVID-19 imposed hard managing conditions: all stakeholders had to work from home, thus posing a challenge for internal coordination and communication. While this factor required overwork on the part of everyone, it did not have a greater impact on the outcome of the Call.

10. WHAT DID WE LEARN?

CCHAE's functions include proposing specific actions in the event of emergencies in which the Catalan government considers that it is necessary to intervene. As a result, it opens and establishes deadlines and criteria for calls for rapid response proposals as well as post emergency reconstruction proposals. This is all in coherence with the Catalan cooperation policy.

The CCHAE July 2020 Call for Proposals was an ad-hoc response to the COVID-19 context as it allowed for a rapid response by Catalan cooperation agents. Although the criteria present in the CCHAE mechanism to evaluate the received project proposals were relevant, recommendations by the external evaluation suggested that references to international recommendations specific to COVID-19 should be included in future calls, such as the ones listed by Sphere, IASC, OCHA or CHS (Core Humanitarian Standard on Quality and Accountability.

DETI RÍO LEMPA
(INCLUSIVE TERRITORIAL ECONOMIC DEVELOPMENT)

1. WHERE?

GUATEMALA

HONDURAS

Río Lempa

EL SALVADOR

2. WHO?

Mancomunidad Trinacional Fronteriza Río Lempa

Diputació de Barcelona, Spain

Other participants: **Asociación de Municipios de Cayaguanca** and **Asociación Intermunicipial Cacahuatique Norte**, both municipal associations in El Salvador.

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	2019	2020	2021	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

The Province of Barcelona has long established decentralised cooperation bonds with Central America, in particular with Honduras, El Salvador and Guatemala due to immigration influx in Spain in the last years.

After a successful first phase of this project, the stakeholders decided to extend it, given the benefits achieved: the aim was to push for the development of a region shared by three countries (Guatemala, Honduras and El Salvador) which includes 45 municipalities and holds some of the lowest human development levels in those countries. The river Lempa is the geographical link of the region and gives name to a trans-frontier community (*Mancomunidad Trinacional Fronteriza Río Lempa*). In addition, the Lempa River is the main water basin in the region, a key resource not only for human water use but also for agriculture, energy and environment protection.

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The region shows the lowest human development ratios in the three countries. The Mancomunidad Trinacional Fronteriza is the only administration focused on strengthening public policies in this area and became the natural partner for Diputació de Barcelona.

5. THE 2030 AGENDA PERSPECTIVE

• Focus on SDG: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

• Other SDG linked: SDG 1, 10 and 12

7. WHAT WAS MEASURED?

1 The establishment a cross-border local legal and institutional framework to manage the inclusive Territorial Economic Development. (11 agreements signed).

2 The institutionalisation of the Municipal Units to manage the Territorial Economic Development.

3 The creation of a Cross Border Legal Framework for the DETI management process, including agreements at many levels among a variety of local partners.

4 The setting up of Municipal Units for Economic Territorial Development, including joint structures between municipalities.

8. THE EXPECTED LONG-TERM IMPACT

General objective: To improve the capacity of the intermunicipal entities and their municipal members in order to contribute to the social inclusion and the dynamisation of the local economy with a sustainable focus.

Specific objectives: To implement a public policy on inclusive economic development in the region.

The project also aims at:

• Increasing employment opportunities in the area and so reduce migration towards the U.S.

• Reducing the enrolment of teenagers and youth in the local gangs, or maras, and therefore their vulnerability.

9. WHAT WAS DONE?

1 Exchanging learning experiences and best practices on communal local public management in order to strengthen technical and administrative capacities in the target municipalities.

2 Ensuring the process of DETI in Río Lempa and its fit in the municipal legal system.

3 Implementing DETI activities in at least the

seven municipalities that took part in phase 1: dissemination, pilot project activation, identifying funding sources and extending DETI to all the areas.

4 Creating a web space for the Business Community.

5 Training program on territorial economic development (DETI) for local managers with a channel for exchanging experiences between Europe and Central America.

6 Business mentoring program for women: *Mujeres ayudando a mujeres* (Women Helping Women.

These are just a sample from a long list of specific actions.

10. BRINGING THE LOCAL BUSINESS COMMUNITY ONLINE

SINTET (*Sistema de Información Territorial Trinacional*) is the online dimension of Río Lempa Mancomunidad. Within it, a thriving site for business promotion and exchanges is active, focusing on the most relevant sectors in the area: craftmanship, services, jewellery, home&garden, fashion, open air activities, restaurants, etc.

11. WHAT DID WE LEARN?

Key to the success of the project is the fact that each of the three countries involved has pegged the initiative to their highest government level, thus ensuring alignment of the key partners at the national and local levels.

Economic development has proved to be a very productive area to trigger cooperation among local actors in a shared geography and the project and a great number of initiatives were set in motion to promote local industry.

NO CHILD WITHOUT A BIRTH CERTIFICATE

1. WHERE?

BENIN

Dogbo
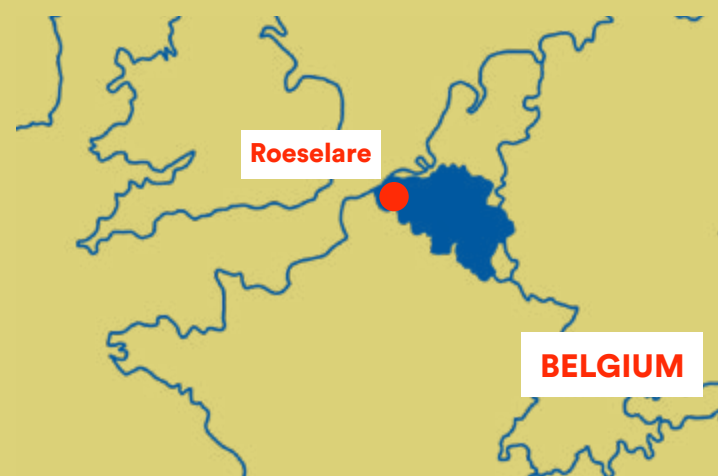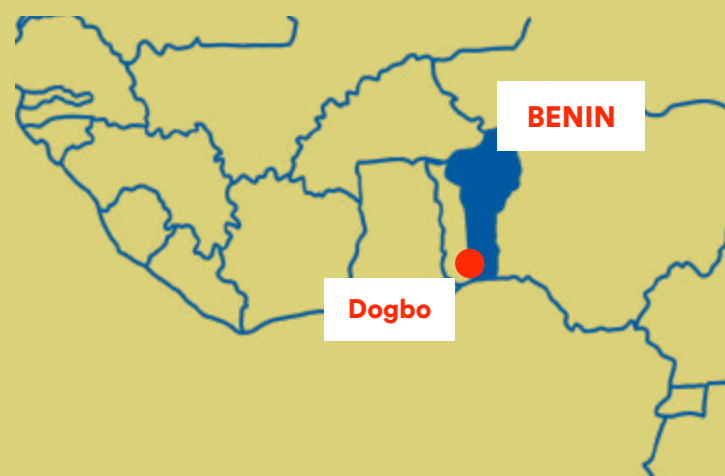
Roeselare

BELGIUM

2. WHO?

Dogbo Town Council, Benin

Roeselare Town Council, Belgium

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	2019	2020	2021	2022	2023	2024	2025

A new phase of the project is due to start in 2022.

4. WHAT TRIGGERED THE PROJECT?

When the Flemish Government created a framework in 2009 for municipalities to establish cooperation agreements with cities in the south, Roeselare chose Dogbo from a long list of candidates. According to the mayor of Dogbo at the time the two cities shared the same values, the same willingness to open collaboration and an acute entrepreneurial sense.

Out of many possible lines of collaboration, they chose the problem of ghost children, who don't exist for the administration because no birth certificate was issued when they were born (Benin has around 40% unregistered births). Without being registered, the Benin Governement won't consider them full citizens, limiting their right to attend school, obtain a passport, open a bank account or accessing social services.

At the root of the problem there is the fact that many registrar offices keep their documents in unsafe filing conditions and they degrade to the point of becoming useless. Moreover, the processes are ineffective and offices tend to be understaffed and untrained.

On the other hand, parents often miss the process of registering their newborns for a number of reasons: long distances to be covered, illegal fees, processes not clear enough, etc.

5. THE 2030 AGENDA PERSPECTIVE

● SDG focus 16: providing legal identity for all, including birth registration.

6. LEADERSHIP

Dogbo local authorities assumed the solution of the problem even when competencies were not theirs (the national Government refused to hand over such critical activity yet did not ensure its correct implementation with their own means).

The mayor showed determination and courage when he announced by radio that all parents were entitled to get their children's birth certificates without paying a fee and gave his personal phone number to solve any issues. He stressed the fact that reliable birth data is the first step to planning the future.

7. WHAT WAS MEASURED?

The key indicator was the percentage of children with a birth certificate: all children who are born in Dogbo are nowadays registered correctly, meaning a 40% increase since the beginning of the project.

The project also made sure that awareness raising activities were carried out in all the villages near Dogbo (53 at the time), as a key step to ensuring the success of the topmost indicator.

Another measured activity is the goal that all actors involved in the process of birth registratoin must undergo the right training.

A turning point in the life of children in Benin is when they turn 12 and have to take a nation-wide school certificate: this was used as the opportunity to ensure a massive regularisation for all the students affected, bringing together for a day all the stakeholders in the administrative process to do all the paperwork on the spot.

8. THE EXPECTED LONG-TERM IMPACT

Beyond the purely administrave benefits, there is a will to extend birth control in order to space out births, reducing them to two or three per family unless the parents really have the means to ensure their full support.

Dobgo has become a reference for other municipalities in Benin, with over 30 exchange visits to learn how to manage a civil registry. Even the Ministry of Interior, the ultimate authority for civil registry in Benin, has visited Dogbo to learn how to make an office more efficient. Therefore the initiative is bound to expand accross the country. Accurate registers are seen now as a tool to plan education, health services or even food production years in advance.

In the end, the goal of the project was to professionalise the administrative staff in Dogbo in order to make processes with citizens efficient and user-oriented.

This has meant doubling the staff in some areas and extending training.

Above political agendas, the Dogbo-Roeselare partnership is out of the question by diverse political agendas on either side. There is even an association in Roeselare focused on helping social projects developed in Dogbo. Thus, cooperation has move beyond the perimeter of public administration, and beyond Roeselare as there is now an association of Flemish municipalities that have partnerships with cities in Benin.

Receiving the 1st prize at the PLATFORMAwards in 2018 was a means of acknowledging a project that showcases how decentralised cooperation can be enacted in many different ways and how far it can get.

9. WHAT WAS DONE?

1 Conducting a risk analysis of the consequences of a badly managed registry, which led to an action plan.

2 Buying motorbikes (Roeselare) and hiring agents (Dogbo) to collect the data from midwives every week in order to register new births. When midwives attend a birth now, they also talk to mothers about birth control and the need to keep an intergenesic period of at least two years, through a collaboration between the city council and health centers.

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ness on the way they were implemented and the possibility of improvement.

Early into the project, it became very clear that it was critial to take into account the cultural context: finding local people who'll guide you and explain to you how things are done and why. This was particularly important for this project as many century-old traditions are at play when newborns arrive.

Moreover, the personal dimension proved to be a key success factor: new elections on either side mean that the process has to be re-explained and put into the right context to avoid unwanted changes.

3   Digitisation of the processes.

4   Training activities for the stakeholders in the birth registration process, at the key places: Registrar's Office, hospital, neighbourhoods, homes, etc.

5   Awareness-raising activities on both sides. In the case of Roeselare, schools and cultural centres conveyed to children what the reality of their fellow children was in Dogbo and what kind of collaboration was in place between the two cities. Primary school teachers from Roeselare visited Dogba to know first hand the reality of children there and convey it to their students in Belgium in a faithful way.

6   From 2014 onwards new areas of collaboration were established, like promoting local economic activity (the plan is due to end in 2021).

10. UNDERSTANDING THE WHOLE PROCESS

An expert from Roeselare undertook a thorough analysis of the whole process of birth registration: law requirements, actors involved, main points, key moments, etc. This customer journey approach served as the starting point for the whole project. After that, the analysis was revised regularly to make sure everything was going as smoothly as possible and to find out previously unnoticed areas of improvement.

11. WHAT DID WE LEARN?

Birth registration processes changed in Roeselare after some time, due probably to an increased aware-

Discover in video the Dogbo-Roeselare partnership on birth registration. This 20-minute movie realised by Backpack Productions was offered to the PLATFORMAwards' first laureates by PLATFORMA and financially supported by the European Union:
https://youtu.be/jwfk-hJPpzE

SUPPORTING DECENTRALISATION IN TUNISIA

1. WHERE?

TUNISIA

4. WHAT TRIGGERED THE PROJECT?

The *Programme d'Appui à la Réfome de Décentralisation* (PARD, Program in support of the decentralisation reform) unites two completementary projects to accompany and support the decentralisation and deconcentration process in Tunisia, led by the Ministry of Local Affairs and Environment. The two projects are for institutional and communication support, of which VNG International implements the former.

5. THE 2030 AGENDA PERSPECTIVE

- SDG 8
- SDG 11
- SDG 17

2. WHO?

SKL International AB

GFA Consulting Group GmbH

CILG-VNG Internacional

Ministry of Local Affairs and Environment, Tunisia

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	**2019**	**2020**	**2021**	**2022**	2023	2024	2025

6. THE EXPECTED LONG-TERM IMPACT

The overall objective of the project for Institutional support is to accompany the country in reinforcing terri-

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torial development and reduction of local and regional disparities within the decentralisation process.

The specific objectives are:

● Supporting key actors of the process in institutional and organisational strengthening for the reform.

● Contributing to supporting the actors of the process of implementation of the decentralisation process.

7. WHAT WAS DONE?

For each of the six components of the project, a number of actions are being carried out:

1 Supporting the *Instance de Prospective et d'Accompagnement du Processus de la Décentralisation* in strategic management of the reform and operational coordination of actors and stakeholders:

● Prognosis on the management as it stands and provide recommendations.

● Implementation of an assessment system for the reform.

● Formulation of a communication strategy on the reform.

● Coordination with actors of the process and engaging them in meetings and debates about the subject.

● Training on change management for executives within key ministries.

● Implemention of an online library of documents on decentralisation for wider access.

2 Reinforcing the training offered to elected officials and civil servants in local governments and contributing to its implementation, as well as guiding the institutional evolutions of the public system for training and technical assistance directed to local governments, in order to improve its effectiveness, efficiency, and sustainability:

● Review and survey of local governments and their agents on training regarding job takeover, and distribution of the training model and documents for sustainable training provision to civil servants.

● Reinforcing capacities of territorial agents and elected officials through training and coaching.

3 Adaptation of legal, institutional, and technical frameworks on local government financing, and modernisation of the approaches to the management of local finances:

● Conducting a study on the debate and points

of adaptation for local taxation as well as regional councils.

● Conducting an audit of the local taxation method and propose scenarios for its improvement.

● International benchmarking study on equalisation schemes between local and regional governments.

● Technical assistance to the High Instance on Local Finances.

● Guide for the modernisation of expenditure management of local governments.

4 Facilitating preliminary meetings with sector ministry executives working with the transfer of competences and municipalities, to understand the points of discussion and conditions of success for the process and concluding with elaboration of a strategic note on the transfer of competences and resources:

● Organising an international benchmarking seminar on local governance and the transfer of competencies.

5 Guidance on the approaches and tools of management and human resource monitoring in local governments, as well as professionalisation of human resource management:

● Developing a job repository adapted to the organisation of municipalities based on the repository of the CFAD.

● Conducting an audit on the management of jobs and the payroll within local government's.

● Professionalsing the functioning of human resources in local governments.

6 Professionalising management of local affairs through developing guidelines as well as management and training tools:

● Prognosis on administering of receiving conditions as well as delivery of municipal services.

● Organising a workshop/seminar on organisational and functional relations between elected officials and communal staff.

● Developing a guide on the practicalities and technical aspects for installation of city/town halls.

8. THE TECH AND INNO PERSPECTIVE

Having both elected officials and communal staff interacting and jointly attending workshops offers a good opportunity to breach functional boundaries and work towards transformative improvement and development (often workshops are organised based
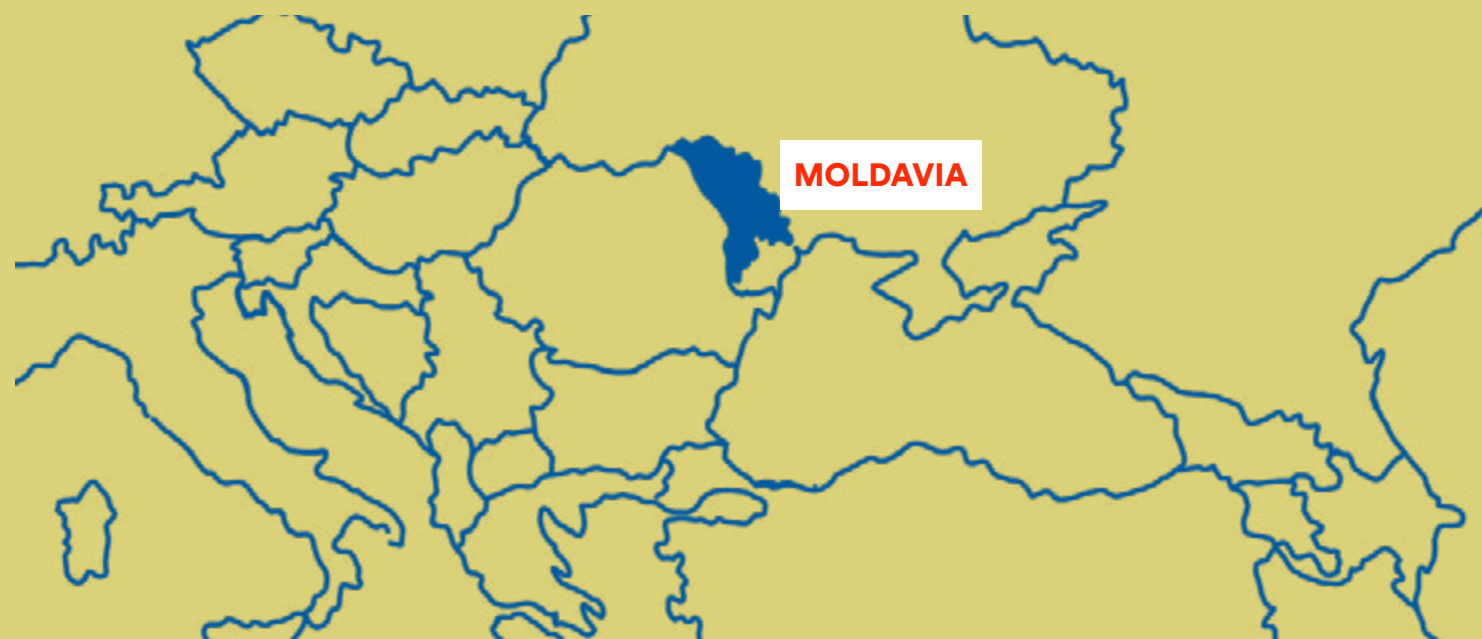
on functional differences).

9. WHAT DID WE LEARN?

Despite the political crisis the country is going through these years, Tunisians are focusing on what really matters, fighting COVID-19 and saving lives within their communities, which is a common ground for enhancing peace and social cohesion. Local governance has been an essential factor for success and as implementers should be adaptive to the actual challenges, within the scope of the programmes.

IMPROVING MUNICIPAL SERVICE DELIVERY IN MOLDOVA

1. WHERE?

MOLDAVIA

4. WHAT TRIGGERED THE PROJECT?

Local governments in Moldova needed to capitalise on decentralisation reforms decided by the central government, with the final goal of improving the quality of living of Moldovan citizens.

Transparency, accountability and inclusiveness were key ideas in the mind of the project sponsors.

A Municipal Performance Index (MPI) was set in place in order to identify the areas which required most attention and also to select the most suitable instruments. The areas finally chosen were:

- Improving municipal service delivery.

- Increasing local revenues and improving financial health.

MPI is a framework to assess and analyse the performance of Municipalities based on their defined set of functions. Municipal responsibilities range from

2. WHO?

Government of Moldova

USAID, U.S. Agency for International Development

Chemonics International

VNG International, Netherlands

3. WHEN?

2010	2011	2012	2013	2014	2015	2016	2017
2018	2019	2020	2021	2022	2023	2024	2025

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provisioning basic pubic services to more complex domains such as urban planning.

5. THE 2030 AGENDA PERSPECTIVE

The SDGs were not explcitely used in this project but it thematically connects with the following goals:

● SDG 11 by making these cities and municipalities more inclusive, safe, resilient and sustainable

● SDG 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (in this case the local level)

6. WHAT WAS MEASURED?

Some of the results were directly linked to SDG targets:

● Target 16.6.1: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar).

● Target 16.6.2: Proportion of population satisfied with their last experience of public services.

● Target 16.7.1: Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions,

by sex, age, persons with disabilities and population groups.

● Target 16.7.2: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group.

7. THE EXPECTED LONG-TERM IMPACT

According to the three areas of action identified in the first steps of the project, a number of goals were established.

1 In relation to improving municipal service delivery:

● Improved local capacity to plan for and manage municipal services.

● Established new municipal service arrangements.

● Improved ability of municipalities to access regional and donor funds.

● Enhanced transparency and accountability in planning and decision-making.

2 In relation to increasing local revenues and improving financial health:

● Cost and management efficiencies.

● Improved collection rates for local fees and taxes.

● Service fees based on full cost recovery.

● Improved budgeting and reporting.

● Increased citizens' access to information on available financial resources.

3 In relation to improving Municipal Energy Efficiency:

● Operative energy efficiency plans and systems.

● Improved citizen understanding of energy efficiency.

8. WHAT WAS DONE?

In the first phase, the project implemented a Municipal Performance Index that was used as both a selection instrument for the involved municipalities and a needs indicator for the developed support packages. For three project periods, three cohorts of municipalities (12-15) were selected, and tailor made support packages were designed: Improvement of municipal service delivery, increasing accountability and transparency and imporving municipal energy efficiency.

Other types of activities developed were:

- Creating medium term development strategies and land use plans.

- Designing municipal action plans.

- Facilitating inter-municipal cooperation.

- Developing capital investment projects.

- Developing asset management, capital investment, and local revenue generation plans.

- Enhancing municipal tax policies and collection methods.

- Increasing local government fiscal transparency.

A program was also offered to Moldovan local managers (*Excellence in Municipal Management*), which provided hands-on technical assistance, including seminars, on-the-job coaching and training of trainers.
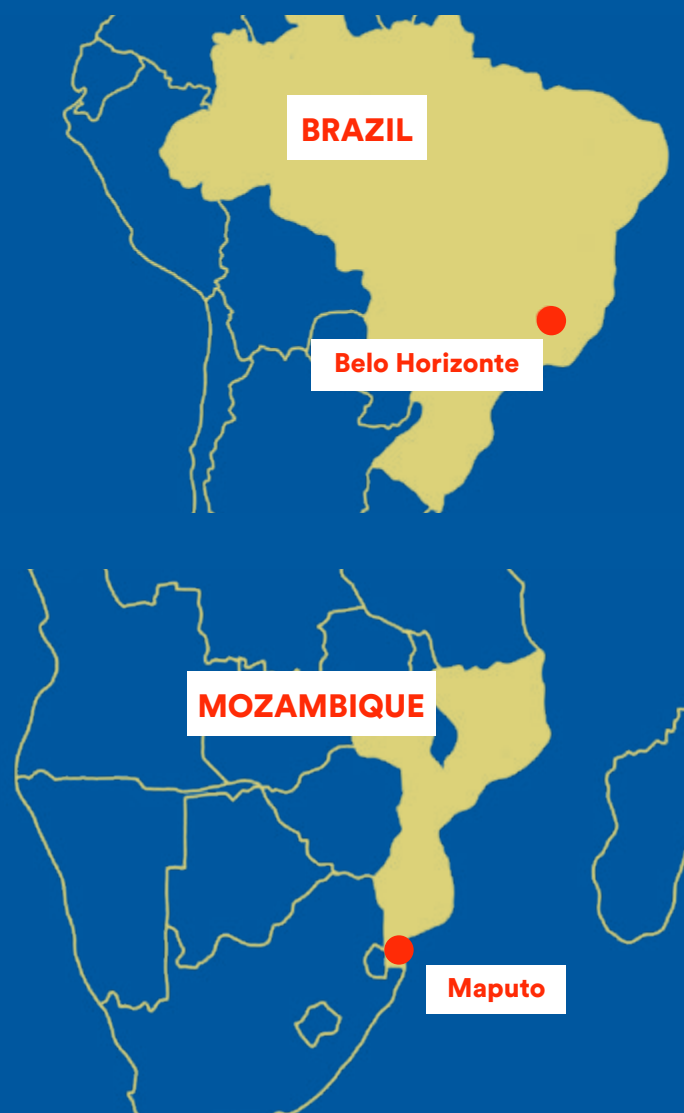
9. USING A PERFORMANCE INDEX AS A REFERENCE POINT

The creation of Municipal Performance Index to identify needs and to involve municipalities was a key factor in ensuring the alignment of the project activities with real, measurable needs among citizenship.

URBANISING PRECARIOUS SETTLEMENTS

1. WHERE?

BRAZIL

Belo Horizonte

MOZAMBIQUE

Maputo

2. WHO?

Municipality of Belo Horizonte (PBH) , Brazil

Municipal Council of Maputo (CMM) , Mozambique

Brazilian Cooperation Agency

3. WHEN?

2010	2011	**2012**	**2013**	2014	2015	2016	2017
2018	2019	2020	2021	2022	2023	2024	2025

4. WHAT TRIGGERED THE PROJECT?

Faced with a context of profound transformation in the international order, which has been pointing to a crisis in the development model of industrialised countries, South-South Cooperation emerges as an important instrument for the dissemination of new policies and practices in the international scenario. In the Brazilian case, many of the good federal practices originated from local initiatives that, once identified as successful, gained national prominence. The launch of the *South-South Decentralised Technical Cooperation*

Program meant recognising the capacities of Brazilian municipalities to engage as partners in promoting international development, while adding to local capacities the experience accumulated by the Brazilian Cooperation Agency (ABC) since its creation in 1987.

In the case of this cooperation, Mozambique was already on the list of partners contemplated by the Brazilian technical cooperation. In 2011, the Municipality of Belo Horizonte and the Municipal Council of Maputo began a dialogue with a view to creating a strategic partnership between the two municipal governments. This relationship involved prior technical missions from the Municipality of Belo Horizonte to Maputo and culminated in a letter from the President of the Municipal Council of Maputo to the Mayor of Belo Horizonte, proposing cooperation between the two municipalities.

It is in this context of alignment with the priorities of the Brazilian Government's international cooperation

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agenda and the strong engagement of actors based in Belo Horizonte and Maputo, that a strategic partnership was designed between the city halls of the two cities. This design started from a crossover between Maputo's demands and the PBH's offer of good practices, taking into account, as already mentioned, the existence of specific partners engaged on both sides.

5. THE 2030 AGENDA PERSPECTIVE

Although the project took place before the launch of the UN 2030 Agenda and the Sustainable Development Goals in 2015, the project was related to the following objectives:

- SDG 9: Innovation and Infrastructure
- SDG 10: Reduce inequalities
- SDG 11: Sustainable cities and communities
- SDG 17: Partnership for the goals

6. LEADERSHIP

The project focused on local public managers, who were expected to expand their capacities through cooperation.

7. WHAT WAS MEASURED?

The project sought to obtain the following results:

1. Joint elaboration of methodological guidelines for public urban planning policies, focusing on precarious settlements.

2. Formation of a multidisciplinary team, composed of technicians from the Municipal Services for Urban Planning and Environment (DMPUA) and community leaders, from Maputo, focused on integrated interventions in informal settlements.

3. Elaboration of an urbanisation plan for Maputo based on the models of projects carried out in Belo Horizonte, such as the *Vila Viva Program*.

8. THE EXPECTED LONG-TERM IMPACT

On the Belo Horizonte side:

- Consolidation as an important development center for decentralised cooperation projects.

- Strengthening the capacity to establish dialogues with international entities in order to contribute to the exchange of knowledge and cooperation.

As for Maputo:

- Improved governance and institutional capacity to develop public urban planning policies (focused on precarious settlements), provided by the *Urbanisation and Regularisation Plan* in Informal Settlement.

9. WHAT WAS DONE?

Activity 1 – Exchange of knowledge on Structuring Interventions in Precarious Settlements:

1. Mapping of cooperation initiatives in urban planning, with a focus on precarious settlements, in Maputo, containing lessons learned and recommendations: online exchanges between both sides.

2. Technical mission to Belo Horizonte: Maputo representatives visiting Belo Horizonte to share the results of the initial exchanges, conducting workshops, visiting similar projects in the city, etc.

3. Systematisation of the exchange of experiences in a base document.

4. Technical mission to Maputo by representatives of Belo Horizonte: visits in the target areas, workshops and definition of needs and plans by the Maputo municipality.

5. Internal publication of systematisation of applied methodologies (virtual), containing limitations and potential of the PBH and CMM methodologies aimed at structural interventions in precarious settlements.

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Activity 2 – Formation of a multidisciplinary technical team:

1. Joint elaboration of a multidisciplinary team training course to work in informal settlements.

2. Conducting the multidisciplinary technical team training course, taking place in Maputo with seven Belo Horizonte technicians.

3. Final Cooperation Report, based on the results of all activities, as well as a questionnaire specially designed to assess the training.

4. Technical mission and closing workshop, during a Maputo mission to Belo Horizonte. The aim was to deepen the knowledge acquired by both teams, present results, extracting lessons learned and defining ways to strengthen the cooperation in the future.

10. APPLYING ABROAD A PROGRAM ALREADY IMPLEMENTED AT HOME

One of the foundations of the cooperation was the replication - adapted to the local reality of Maputo - of the *Vila Viva Program*. This program, originally from Belo Horizonte, aims to carry out structural interventions with actions based on three axes: urban, social and legal. These are sanitation works, removal of families, construction of housing units, eradication of risk areas, restructuring of the road system, urbanisation of alleys, in addition to the implementation of parks and equipment for the practice of sports and leisure. The social axis encompasses community development actions, sanitary and environmental education and the creation of alternatives for generating employment and income. The legal axis consists of the regulation of the areas occupied by the communities, being the last to be executed.

11. WHAT DID WE LEARN?

The launch of the *South-South Decentralised Technical Cooperation Program* meant the recognition of the capacities of Brazilian municipalities to engage as partners in promoting international development. Thus, Belo Horizonte had the opportunity to launch itself as an actor capable of internationalising its good practices, benefiting other developing municipalities.

Still in the process of refining its international operations, the city also had the opportunity to learn to dialogue with other actors, with different cultures and levels of technical knowledge. Thus, Belo Horizonte can develop its diplomatic capacity at the same time as it improved its capacity to design policies that could be replicated in other locations.