



FEDERATION
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FCM International Relations Framework 2015-2018

2017 Annual Work Plan

FCM International

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FCM International Relations Framework 2015-2018

2017 Annual Work Plan

1. Background

The *FCM International Relations Framework 2015-18 (IRF)*, approved by FCM's National Board of Directors in November 2014, guides FCM's international mandate. It promotes relationships between Canadian cities and municipalities and local governments across the world in ways which will ensure maximum learning, synergy and promotion of Canada's national interest.

The IRF provides direction and guidance for our international activities in four particular areas:

1. *Policy Influence* – International Policy Development and Advocacy
2. *Development Cooperation* – Municipal International Cooperation
3. *Trade and Investment Promotion* – Municipal Economic Initiatives
4. *Organizational Effectiveness and Efficiency* – Doing Better International Work

This 2017 Work Plan supports the achievement of the strategic objectives and key initiatives of the FCM International Relations Framework for its third year of implementation. A review of 2016 and planned activities for 2017 are presented in the following sections.

2. Review of 2016

In 2016, we achieved a number key results planned in each of our four areas of focus. These results are summarized in the paragraphs below.

In the areas of *Policy Influence*, the following activities and results were achieved:

- FCM formalized its relationship with Global Affairs Canada on the strategic partnership through meetings of the Joint Working Group and affiliated task groups.
- We actively participated in the UCLG's Global Task Force and advocacy on the Post-2015 Agenda & Habitat III and this helped achieve the inclusion of a specific municipal related goal in the newly adopted UN Sustainable Development Goals (SDGs);
- UCLG's World Congress adopted the proposed policy paper on local economic development to support a better positioning of the local government sector with key multilateral institutions involved in LED;
- FCM led a delegation of Canadian municipal representatives and international program partners to UCLG's World Congress and the United Nations Habitat 3 conference. During these meetings, FCM helped to secure commitment of national governments and multilateral organizations to ensure the involvement of local and regional governments in the implementation of the 2030 Sustainable Development Agenda and New Urban Agenda;
- We participated in the CLGF board meeting in London in July and subsequent Commonwealth Sustainable Cities Network to continue to play a leadership in the Commonwealth networks, particularly in support of our programming in the Caribbean and the implementation of the 2030 Sustainable Development Agenda at the local level.

In the areas of *Development Cooperation*, the following activities and results were achieved:

- We continued to implement our active projects in Haiti, the Caribbean, Peru-Colombia, and Ukraine;
- We began the implementation of Partnerships for Municipal Innovation on Local Economic Development (PMI-LED)
- We submitted and received approval of three new projects (Haiti project on land use register; Jordan project on Syrian Refugees; and South Africa on municipal infrastructure) and began the inception phase.

In the areas of *Trade and Investment Promotion*, the following activities and results were achieved:

- We continued to engage with GAC on the topic of trade and investment to help deepen the discussions and will be part of the Joint Working Group meetings in 2017.

In the areas of *Organizational Effectiveness and Efficiency*, the following activities and results were achieved:

- We continued to strengthen the participation of SCIR in FCM's international work through the role of the governance representatives and various assignments;
- We merged our international and domestic capacity building programs under one department to improve program delivery and synergies between programs; and
- We consolidated the operations of our field offices in Peru, Trinidad, Haiti, and Ukraine.

3. Work Plan for 2017

In 2016, we will continue this successful implementation of the IRF. For each of our 4 key areas of focus we will implement new activities. These are presented in the sections below.

3.1 Policy Influence - International Policy Development and Advocacy

In the area of *Policy Influence*, FCM pursues the following international strategic objectives:

1. FCM will continue to better understand and influence Canadian federal policies and programs related to international policy issues that affect Canadian municipalities, particularly climate change, immigration, security, trade, investment attraction, and effective aid and development assistance.
2. FCM will continue to better understand and influence multilateral organizations' policies and programs related to international policy issues that affect Canadian and overseas partner municipalities, particularly on effective development assistance and the new global development agenda; climate change adaptation; disaster preparedness and response; and, trade and investment attraction.
3. FCM will better engage and inform Canadian municipalities to understand the impact of international matters on their municipal interests.

To support these strategic objectives, FCM will implement the following activities in 2017:

2017 Activities	Timeline
<ul style="list-style-type: none"> ▪ Develop a new government relations plan to better organize our government relations on international matters with the Government of Canada, stakeholders and partners, including an engagement plan for FCM table officers and SCIR. 	Summer 2017
<ul style="list-style-type: none"> ▪ Consolidate leadership in international and national networks. 	Fall 2017
<ul style="list-style-type: none"> ▪ Support the implementation of the 2030 Sustainable Development Agenda and New Urban Agenda through FCM's international programs and its involvement in international municipal networks. 	Throughout 2017
<ul style="list-style-type: none"> ▪ Participate in UCLG Executive Bureau and World Council and in AIMF annual conference. 	Throughout 2017

3.2 Development Cooperation – Municipal International Cooperation

In the area of *Development Cooperation*, FCM pursues the following international strategic objectives:

1. FCM will work towards the creation of a strategic programming framework with GAC to promote greater collaboration between the Canadian municipal sector and the Government of Canada in support of Canada's development cooperation objectives in countries of strategic importance for Canada.
2. FCM will continue to expand and implement new international municipal assistance projects in developing and emerging countries, with a clear focus on the promotion of democratic local governance; strengthening economic prosperity and engagement of the private sector; disaster preparedness and response; and, environmental sustainability, while taking into account gender equality.
3. FCM will gradually diversify the sources of funding and partnership approaches for our international projects beyond the Government of Canada. We will explore potential programming with organizations like the World Bank, Regional Banks, Canadian foundations, and with other Canadian international organizations.

To support these strategic objectives, FCM will implement the following activities in 2017:

2017 Activities	Timeline
<ul style="list-style-type: none"> ▪ Hold one political meeting between the President of FCM and the Minister for International Development to discuss issues of common interest as part of the MOU and organize two meetings of the staff level Joint Working Group. 	Spring and Fall 2017

2017 Activities	Timeline
<ul style="list-style-type: none"> Continue the quality implementation of four programs in the areas of democratic governance, local economic development, and the extractive sector (<i>Canada-Haiti Municipal Development Program (PCM)</i>, <i>Sustainable and Inclusive Communities in Latin America (CISAL)</i> in Peru and in Colombia, <i>Partnership for Local Economic Development and Democratic Governance Program in Ukraine (PLEDGG)</i>, and <i>Partnerships for Municipal Innovation (PMI-LED)</i>). 	Throughout 2017
<ul style="list-style-type: none"> Begin the start-up phase of the new three new programs in the areas of municipal infrastructure (South Africa), Syrian refugee resettlement (Jordan), and reform in property title registration (Haiti). 	Spring and Summer 2017
<ul style="list-style-type: none"> Finalize the implementation of the Caribbean Local Economic Development (CARILED) and formally close the program. 	Spring to Fall 2017
<ul style="list-style-type: none"> Secure funding for new programs in the Caribbean and in response to Hurricane Matthew in Haiti. Advance discussions with GAC on previously submitted proposals focused on municipal infrastructure (Southeast Asia) and governance (global partnership) to ensure timely approval and delivery of programs. 	Fall 2017
<ul style="list-style-type: none"> Expand the recruitment of municipal volunteers in the areas of LED, democratic governance, assets management, and climate change. 	Throughout 2017
<ul style="list-style-type: none"> Strengthen the position of FCM / FCM Programs as a leader in knowledge mobilization through sector engagement in Canada. 	Throughout 2017

3.3 Trade and Investment Promotion – Municipal Economic Initiatives

In the area of *Trade and Investment Promotion*, FCM pursues the following strategic objectives:

1. FCM will work towards the creation of a strategic partnership with GAC to promote greater collaboration between the Canadian municipal sector and the Government of Canada in areas of trade promotion, trade policy, two-way investment, and international economic activities.
2. FCM will gradually develop a new line of member services to support Canadian cities and municipalities to attract trade and investment so Canadian businesses are able to access strategic and growing international markets.

To support these strategic objectives, FCM will implement the following activities in 2017:

2017 Activities	Timeline
<ul style="list-style-type: none"> Hold two meetings of the Joint Working Group between GAC and FCM to discuss common issues related to trade and investment attraction. 	Spring and Fall 2017

3.4 Organizational Effectiveness and Efficiency – Doing Better International Work

In the area of *Organizational Effectiveness and Efficiency*, FCM pursues the following strategic objectives:

1. FCM will continue to improve the governance, communication and internal capacity of its international activities, including better international engagement of its members and staff.
2. In Canada and overseas, FCM will enhance its collaboration and coordination with other stakeholders and partners engaged in international activities.
3. FCM will ensure that international knowledge management is an integral part of FCM's international organizational practices, decision making and learning.

To support these strategic objectives, FCM will implement the following activities in 2017:

2017 Activities	Timeline
<ul style="list-style-type: none"> ▪ Continue to strengthen the participation of members of FCM's Standing Committee on International Relations (SCIR) in FCM's international work. 	Throughout 2017
<ul style="list-style-type: none"> ▪ Continue the implementation of FCMI decentralized program management approach with the consolidation of our field offices in Peru, Trinidad, Haiti, Ukraine, and the opening of a new field office in Jordan. 	Throughout 2017
<ul style="list-style-type: none"> ▪ Continue the reorganization of the FCM Programs department and identify synergies between programs on shared thematic areas. 	Throughout 2017
<ul style="list-style-type: none"> ▪ Continue the preparation for the celebration of FCM International's 30th anniversary in 2017, and International Development Week 2018. 	Throughout 2017

4. Implementing the FCM International Relations Framework

This work plan will be integrated into FCM's corporate work plan and in FCM Programs departmental plan and appropriate resources will be dedicated to these activities. SCIR will monitor the implementation of the work plan during its regular meetings.