

**Annotated Bibliography of Peer-Reviewed Academic
Literature Review**

for

**International Cooperation in Small Cities:
New Directions and Innovative Local Practices
in British Columbia**

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Baldersheim, H., Bucek, J., & Swianiewicz, P. A. W. E. L. (2002). Mayors learning across borders: the international networks of municipalities in East-Central Europe. *Regional & Federal Studies*, 12(1), 126-137.

The age of internationalization has also reached local government. Leaders of local authorities are increasingly in touch with their opposite numbers in other countries. The cross-border networks between cities, towns and regions seem to grow denser day by day (Goldsmith and Klausen, 1997, Baldersheim and Ståhlberg, 1999a). East and Central European mayors are very much a part of this trend. However, not all municipalities and mayors are equally involved in this pattern of cross-border networking. To the extent that important information, economic resources, or strategic advantages flow from membership of such networks, those who cannot or will not take part may be disadvantaged.

In this article, we shall address three issues related to these networks: (1) What precisely are the activities mayors engage in when taking part in international networks? (2) How far-flung are the networks of the East- Central European mayors? What are the geographical patterns? (3) And what are the forces driving international networking? What are the characteristics of the cosmopolitan mayor and municipality? The material we use comes from a survey of mayors in the Czech Republic, Poland and Slovakia carried out in 1997. Between 300 and 500 mayors were surveyed in each country (see Table 8 for details of the respective samples). The survey was in some respects a repeat of a 1991 study reported in Baldersheim, Illner, Offerdal, and Swianiewicz, 1996.

Banks, N., Hulme, D., & Edwards, M. (2015). NGOs, States, and Donors Revisited: Still too close for comfort? *World Development*, 66, 707-718.

Serious questions remain about the ability of NGOs to meet long-term transformative goals in their work for development and social justice. We investigate how, given their weak roots in civil society and the rising tide of technocracy that has swept through the world of foreign aid, most NGOs remain poorly placed to influence the real drivers of social change. However, we also argue that NGOs can take advantage of their traditional strengths to build bridges between grassroots organizations and local and national-level structures and processes, applying their knowledge of local contexts to strengthen their roles in empowerment and social transformation.

Bontenbal, M. (2010). City networking with the 'global South': Dutch policy and practice. *Tijdschrift voor economische en sociale geografie*, 101(4), 462-472.

Whereas the global networking of cities is commonly understood from a fiscal-economical and technological perspective explaining world economy and globalisation structures, this paper

discusses another viewpoint of city networking in which the exchange of knowledge on urban management and policy-making is examined. It reviews the policy context and practice of Dutch cities in North-South city networking and their role in international development co-operation through the sharing of municipal knowledge and expertise with partner cities in developing countries. Against the background of shifts in development thinking leading to increased acknowledgement of the role of cities in development co-operation, past and current policies at the national as well as the municipal level are considered that shape the framework for Dutch city networking with the 'global South'.

Buis, H. (2009). The role of local government associations in increasing the effectiveness of city-to-city cooperation. *Habitat International*, 33(2), 190-194.

In this paper the issue is addressed of the roles local government associations in developing countries can play in making the ever growing city-to-city cooperation (C2C) more effective for the development of local government in their countries. There are two characteristics looking at C2C through the past decades. C2C was mainly driven by local governments in developed countries and an increase of professionalism can be witnessed. The vital issue at present time is the insufficient influence of local governments in developing countries on the policy agenda of C2C; there is a need for more ownership. The increase of professionalism in C2C is an asset in the enhancement of ownership in developing countries. Local government associations can determine nationwide conditions and objectives for C2C and in this way they are in the excellent position to overcome the disadvantage of the one to one relationships of city-to-city cooperation. The main challenge is that local government associations themselves are in need of strengthening and capacitating. A descriptive model is developed for capacity development of local governments associations.

Campfens, H. (1996). Partnerships in international social development: evolution in practice and concept. *International Social Work*, 39(2), 201-223.

Partnership arrangements among the major actors involved in international social development have been shifting in significant ways since the early 1960s. At that time, the writer, on a four-year assignment to Columbia, was first introduced to the world of international cooperation involving the so-called 'developed' industrial nations of the North and the 'underdeveloped' nations of the South, now generally referred to as the Third World. These shifts in partnership need to be understood by placing them in proper context, acknowledging the rapidly changing political and socioeconomic world order, and the new reality of poverty in Canada as well as in the Third World.

Of particular interest here is to determine what can be learned from a critical examination of those shifts in concept and practice of partnerships in international development. The focus will be on Latin America, drawing on my own extensive experience and long involvement with that

region as visiting professor and researcher on poverty, social movements and non-governmental organizations. Among the principal actors in partnership to be considered here are: (1) governments and their organizations, including multilateral institutions; (2) non-governmental organizations (NGOs); and (3) 'popular sector' organizations representing the poor. This paper will highlight the development focus of each of these actors through the period of the 1960s up to the 21st century, the partners with whom they align themselves, the roles they take on and the nature of cooperation and resource transfer.

De Villiers, J. C. (2005). Strategic alliances between communities, with special emphasis on the twinning of South African cities and towns with international partners. *Unpublished PhD thesis, University of Stellenbosch Business School, Bellville Park Campus.*

De Villiers, J. C. (2009). Success factors and the city-to-city partnership management process—from strategy to alliance capability. *Habitat International, 33(2), 149-156.*

International city-to-city (C2C) partnerships, also known as twinning or sister cities, have evolved from their beginnings as a facilitating instrument of international friendship and cultural exchange at the local level, to a powerful tool for capacity building, learning, and economic and social development in developing countries. In recent years' research findings from both academic and practitioner studies have provided much-needed insights into the failure rate and factors that contribute to the sustainability and success of such relationships. But to apply these principles, cities need guidelines and a formal policy and process framework to conclude sustainable relationships and manage them successfully. This paper draws on recent studies in South Africa and the United States of America, and frames a C2C partnership as a strategic alliance entered into between two or more cities. It applies principles from the management literature on strategic alliances to the field of C2C cooperation and proposes a management and planning model which municipalities involved in international C2C partnerships can use to ensure the success of individual relationships. This model consists of six steps: strategy formulation, identification of potential partners, evaluation and selection of potential partners, negotiation of the alliance and agreement, implementation, and the embedding of knowledge which leads to alliance capability and continued alliance success. The paper suggests that C2C cooperation can make a major development contribution and that application of this model can effectively increase relationship success at the local level.

Ebrahim, A. (2003). Accountability in practice: Mechanisms for NGOs. *World Development, 31(5), 813-829.*

This paper examines how accountability is practiced by nongovernmental organizations (NGOs). Five broad mechanisms are reviewed: reports and disclosure statements, performance assessments and evaluations, participation, self-regulation, and social audits. Each mechanism, distinguished as either a "tool" or a "process," is analyzed along three dimensions of

accountability: upward–downward, internal–external, and functional–strategic. It is observed that accountability in practice has emphasized “upward” and “external” accountability to donors while “downward” and “internal” mechanisms remain comparatively underdeveloped. Moreover, NGOs and funders have focused primarily on short-term “functional” accountability responses at the expense of longer-term “strategic” processes necessary for lasting social and political change. Key policy implications for NGOs and donors are discussed.

Edwards, M. (1999a). International development NGOs: Agents of foreign aid or vehicles for international cooperation? *Nonprofit and Voluntary Sector Quarterly*, 28(suppl 1), 25-37.

What is the future for development NGOs who work internationally but are based in and governed from the industrialized world? Are they destined for redundancy as NGOs and other organizations rooted in southern societies take over their roles and replace their expertise, or will they retain a legitimate place on the world stage in the 21st century? This article looks at the changing context for international NGOs and lays out three alternative routes into the future: incremental change (which is probably unsustainable), global market brands, and international social movements. The implications of each strategy are presented, and some overall conclusions drawn. The fundamental question facing all NGOs is how to move from their current position—as agents of a foreign aid system in decline—to vehicles for international cooperation in the emerging global arena.

Edwards, M. (2004). Future positive international co-operation in the 21st century (Rev. ed.). London: Earthscan.

Book

Edwards, M., Hulme, D., & Wallace, T. (1999). NGOs in a global future: marrying local delivery to worldwide leverage. *Public Administration and Development*, 19(2), 117-136.

This paper argues that global trends are creating unprecedented opportunities for civic action at local, national and international levels. Three interconnected trends are identified: economic and cultural globalisation, and the inequality and insecurity they breed; the increasing complexity of humanitarian action in response to ethnic conflict and intra-state violence; and the reform of international cooperation to deal with the problems these trends create. In response, new forms of solidarity are emerging between citizens and authorities at different levels of the world system. It is these new relationships - expressed through partnerships, alliances and other forms of cooperation - that provide the framework for NGO interventions, but they also require major changes in NGOs themselves. Chief among these changes are a move from “development as-delivery” to “development-as-leverage”; new relationships with corporations, elements of states, the military, international institutions and other groups in civil

society; and new skills and capacities to mediate these linkages. These developments call for major changes in NGO roles, relationships, capacities and accountabilities.

Hewitt, W. T. (1999a). Cities working together to improve urban services in developing areas: The Toronto-Sao Paulo example. *Studies in Comparative International Development*, 34(1), 27-44.

This paper examines the structure and administrative impact of a cooperative urban development accord existing between the cities of Toronto, Canada, and São Paulo, Brazil. Using a case study approach, the extent to which urban service delivery in São Paulo has been facilitated by this agreement-focusing on the critical area of emergency care provision-is examined. The Paper suggests that a form of development assistance, the type of international municipal cooperation demonstrated in the study may have considerable potential, insofar as at least as possibilities for real improvement to established service delivery mechanism in developing areas are evident.

Hewitt, W. T. (1999b). Municipalities and the “new” internationalism: Cautionary notes from Canada. *Cities*, 16(6), 435-444.

This study attempts to assess the impact of municipal internationalism for cities and towns involved in more comprehensive types of global interchange. Focusing on two Canadian-sponsored linkages — involving the cities of Lethbridge (Alberta) and Ica (Peru), and Toronto (Ontario) and São Paulo (Brazil), respectively — the study supports the findings of earlier research which reveals that intensive municipal exchange can pay real dividends to the participants involved. At the same time, however, closer examination of exchange dynamics in each case shows that the process can also produce certain unintended — and negative — consequences not previously identified in the literature. These, in turn, appear to affect not only the quality of specific projects, but the continued vitality of the exchange process itself — thus limiting the overall benefits of the phenomenon.

Hewitt, W. E. (2000). International municipal cooperation: an enabling approach to development for small and intermediate urban centres? *Third World Planning Review*, 22(3), 335.

There is currently a paucity of research dealing with international municipal development cooperation (IMC) among small and intermediate urban centres (SIUCs). This paper examines SIUC-IMC case studies involving Canadian municipalities and their partners in five Latin American countries. Based upon a review of the organizational parameters and project portfolios established in each case study, the study concludes that as an enabling strategy, IMC offers developing world SIUCs a unique opportunity for the exchange of information designed to resolve specific urban issues. At the same time, the linkages formed are shown to be

extremely precarious, thus restricting the possibilities for long-term improvements in local living standards.

Hewitt, W. E. (2002). Partnership as process: Municipal co-operation for international development. *Canadian Journal of Development Studies/Revue canadienne d'études du développement*, 23(2), 225-247.

In recent years, development practitioners and academics have waxed eloquent about the advantages of partnering over more conventional donor-recipient forms of development assistance. As yet, however, the literature includes few "ground-level" analyses, which would allow for a better understanding of how such partnerships actually function and of the factors that ultimately contribute to their success or failure. This study offers a critical in-depth look at one type of innovative partnering strategy operating at the level of local government and known generically as international municipal co-operation (IMC). This case study seeks to identify key factors determining partnership success through an examination of the specific mechanisms of this form of interchange in two radically contrasting contexts. The study reveals that as is the case with other types of partnership relations, municipal partnering for development is a process that requires considerable preparation and cultivation in order to ensure that its potential as a unique mechanism for aid delivery is fully realized.

Hewitt, W. E. (2004). Improving citizen participation in local government in Latin America through international cooperation: a case study. *Development in practice*, 14(5), 619-632.

Issues related to democratic restructuring and citizenship at the municipal level in Latin America have been the subject of increasing interest and debate among scholars and development practitioners in recent years. This study investigates how international cooperation may facilitate enhanced citizen participation in local-level decision making in the region by examining a specific Canadian-sponsored linking project involving the cities of Charlesbourg, Quebec (Canada) and Ovalle (Chile). The study presents a relatively optimistic account of the role that innovations transferred as a result of this project have played in enhancing citizen involvement in local government. At the same time, it suggests that any such gains may be limited and must be viewed within the larger politico-administrative context in Latin America and attendant factors restricting the establishment of a broad democratic culture at the local level.

Hewitt, W. E. (2011). The Ties that Bind: A 20-Year Retrospective of Canada's Municipal Linkages in the Americas. *Canadian Journal of Latin American and Caribbean Studies*, 36(71), 11-31.

In recent years, Canada has moved steadily toward greater approximation with the countries of the Americas. This is evidenced both in diplomatic terms and more concretely through increased trade, investment, and mobility in the form of activity in tourism and study abroad. While such trends have been the subject of considerable investigation and debate, very little attention has been paid to subnational linkages in the form of sister-city relationships in the Americas. This study seeks a partial remedy to this deficiency, through examination of changing patterns of Canadian-Latin American/Caribbean municipal ties over the past two decades. The research reveals that municipal ties are indeed growing across the region. It further suggests that such growth has largely been motivated by the more pragmatic ends of municipalities as subnational units, as opposed to agency linked to a developed world agenda as suggested by existing theoretical models.

Jayne, M., Hubbard, P., & Bell, D. (2012). Twin cities: territorial and relational geographies of 'worldly' Manchester. *Urban Studies*, 0042098012450480.

This paper contributes to recent interest in city twinning by urban theorists. It begins with a review of writing from across the social sciences, which describes the institutional context and content of twinning programmes, as well as work which theorises how care and hospitality are key elements of twinning practices. Ethnographic research is then presented from the City of Manchester (UK) in order to consider the ways in which twinning is constituted through circuits, networks and webs of cooperation and competition involved in the transfer of policy and knowledge which can be strategic, uneven and at times ambivalent. In doing so, it is argued that the conflicts, tensions and contradictions bound up with twinning have much to offer theoretical and empirical understanding of territorial and relational urban politics. The paper concludes with theoretical, methodological and policy relevant insights.

Keese, J. R., & Argudo, M. F. (2006). Decentralisation and NGO–municipal government collaboration in Ecuador. *Development in Practice*, 16(02), 114-127.

Decentralisation, or the transfer of decision-making power and funds from central to local governments, is one of the most important reform movements in Latin America. Recent constitutional changes in Ecuador have contributed to the democratisation and empowerment of municipal governments. Case studies of three municipalities in highland Ecuador examine new opportunities for NGO–municipal government collaboration. NGOs have considerable experience of working locally and can help municipalities with planning and capacity building. Municipalities offer NGOs the legitimacy and local accountability they may lack, as well as the means both to extend project activities beyond isolated communities and to maintain the results once NGO assistance ends.

Reimann, K. D. (2006). A view from the top: International politics, norms and the worldwide growth of NGOs. *International Studies Quarterly*, 50(1), 45-68.

This article provides a "top-down" explanation for the rapid growth of nongovernmental organizations (NGOs) in the postwar period, focusing on two aspects of political globalization. First, I argue that international political opportunities in the form of funding and political access have expanded enormously in the postwar period and provided a structural environment highly conducive to NGO growth. Secondly, I present a norm-based argument and trace the rise of a pro-NGO norm in the 1980s and 1990s among donor states and intergovernmental organizations (IGOs), which has actively promoted the spread of NGOs to non-Western countries. The article ends with a brief discussion of the symbiotic relationship among NGOs, IGOs, and states promoting international cooperation.