



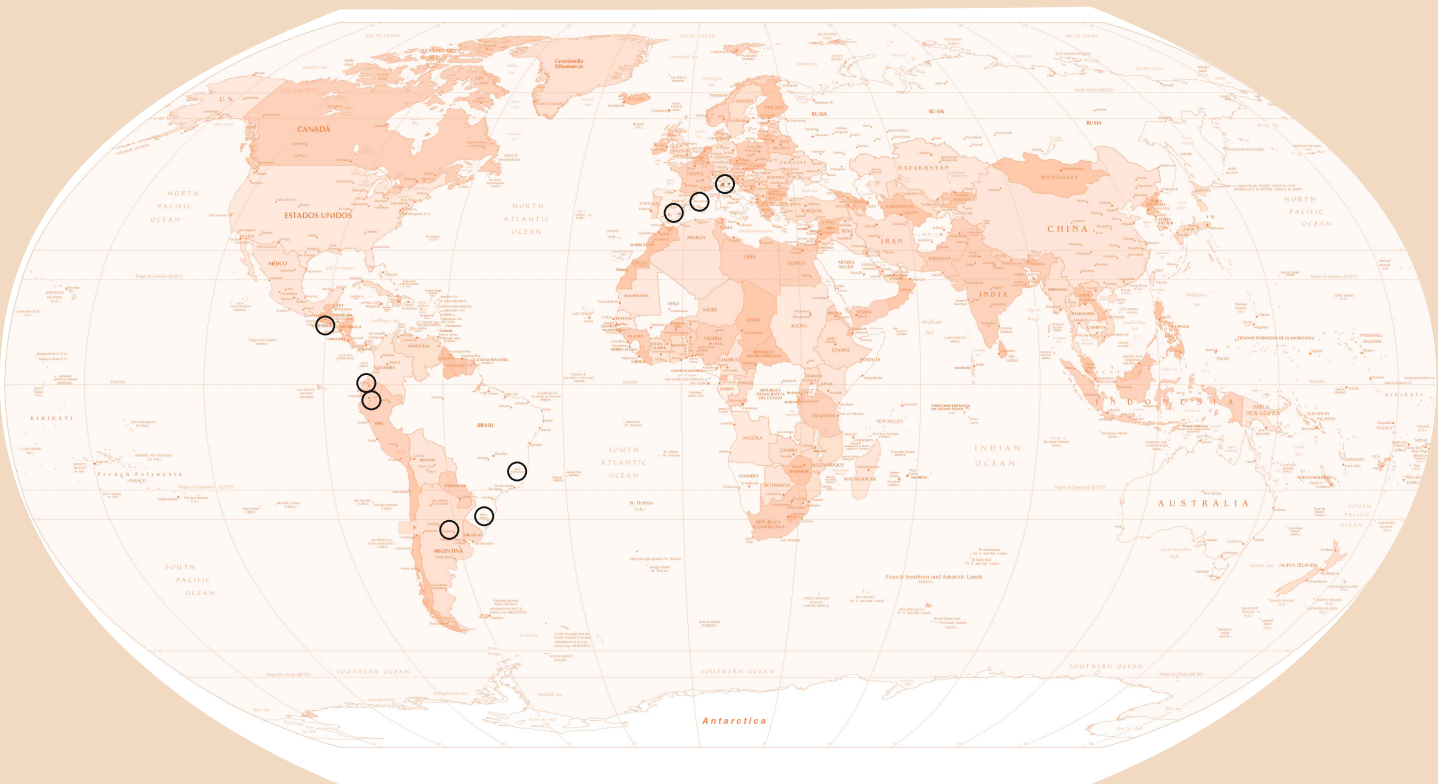
MUNICIPIO DE ROSARIO



sistemaPGLP

System of Qualification
in Participative Local
Planning and Management





Contact:

Sistema PGLP

School of Public Management of Porto Alegre

Address:

Rua Siqueira Campos, 1300 - 10º andar
Porto Alegre/RS - Brasil
CEP 90010-001

Telephone:

+55 (51) 3289.1212

Site:

www.portoalegre.rs.gov.br/sistemapgplp

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Planejamento de Comunicação: Andréa Back - CCS/SMGAE
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Presentation

System of Qualification in Participative Local Planning and Management

The PGLP System is an international program that seeks to train citizens in participatory practices in municipal administration, assisting in the strengthening and implementation of these processes.

The training program gathers, in nine educational modules, the experience in participative local planning and management of the member cities: Barcelona (ES), Belo Horizonte (BR), Cordoba (ES), Cuenca (EC), Porto Alegre (BR), Quito (EC), Tuscany Region (IT), Rosario (AR) and San Salvador (SV). It also offers a basic module that articulates the contents processed by each member and introduces broader theoretical and practical knowledge of participative democracy. To obtain a certificate of the courses, the student must attend the module, participate in lectures and write a final paper.

How does it work?

Courses are offered in the on-site and distance education modalities and can be demanded by the Mayor of any city in the world, for the coordination of the System. The main office of the program is located in the School of Management of the Municipality of Porto Alegre which, from its modern training center, organizes the implementation of the modules. The System includes equipment for teleconferencing, distance learning platform (Moodle platform), classroom and informative site.

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Basic Module

The Basic Module introduces the issues addressed by the modules of each city, transversally articulating its conceptual and practical contents. The course intends to insert the set of issues relating to local management and participatory planning developed by the member cities in the training sessions, and specific case studies of each of them, in a theoretical framework that encompasses the broad debate on participative democracy.

To qualify the PGLP System method of training, the Basic Module is suggested as a prerequisite to the other modules. The methodology aims to provide subsidies to the students in order to develop a critical understanding of the complexity of the participative processes and get acquainted with the set of experiences from cities that are part of PGLP system.

The Module is structured into 12 sessions that mix theoretical and practical studies and has the duration of 40 hours - 18 hours of classroom classes, 12 hours of compulsory lectures and 10 hours dedicated to the final work.

Expected Results

- Acquisition of theoretical basis and critics of participatory democracy;
- Understanding of the concepts used in the different modules;
- Knowledge of contents of modules of the member cities;
- Exposure to transversal questions.

The expansion of the PGLP System

Porto Alegre, as coordinator of Project B of the Urb-al Network 9, structured the head office of the PGLP System in the School of Public Management (EGP) of the Municipality. The School is responsible for organizing the offer and implementation of courses in this new stage. Currently, any municipality in the world can request the application of the modules for its city. For this, the Municipality must organize the group of students and arrange, with the coordination of Porto Alegre, how to implement it.

One of the goals of the system is to expand the participation of members; therefore cities interested in being part may consult about its entry into the project. To do so they must have experience in participative management and local development and structure to join the System.

Another issue is the interest of the members in having the support of institutions and international organizations, as well as the development of Project B's Network 9 Urb-al was made possible by the cooperation of the European Commission.

PGLP System: the final result of Project B of Network 9 Urb-al

The System of Qualification in Participative Local Planning and Management (PGLP) is the product of the Project B of Network 9 Urb-al, a cooperation program of the European Commission that aimed to exchange experiences, and the training of the structure and of the human resources in the processes of participative democracy practiced by the member cities.

The project involves nine cities in Latin America and Europe, which during two years developed pilot training modules in local participative planning and management. The work of co-management resulted in three International Seminars in which the coordinators shared results and outlined new targets to improve the experience.

In the first stage of Project B, each city implemented its own module in its own locality, training public officials and civil society actors. In a second moment there was the completion of courses in other cities of the System. In addition to forming the participants of the modules, the Project aimed to multiply and disseminate knowledge via the students, by specific methodology.

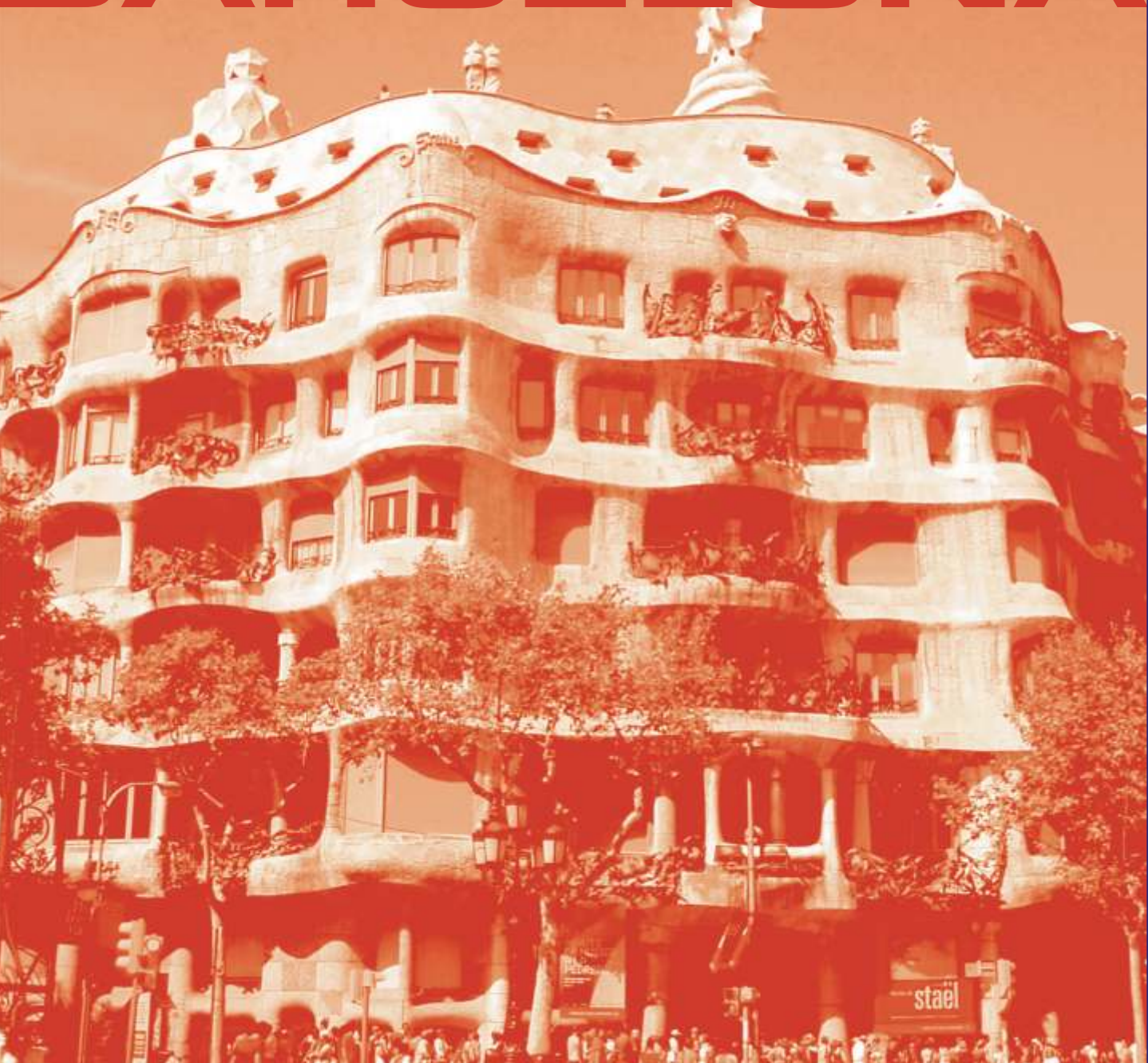
The thematic offered by the modules of each city reflect their strength in the process of participative democracy, from solid experience of public policies developed by each one. The themes of the modules involve different dimensions of democratic management.

Member cities established cooperation agreements with universities and centers of education and research. These external members provide pedagogical assistance and they are part of the Academic Council of PGLP System.

Basic Module

Themes of the sessions:

1. Participative Democracy, Deliberative Democracy and Governability
2. Participative Planning and Territory Management: potentials and limits
3. Methods, Techniques and Instruments of Participation
4. Participative Budgets (PBs) - Introduction
5. How to differentiate the PBs Critical analysis
6. Information, Communication and Participation
7. Municipal Finances and Financial Dimension of the PBs
8. Imbalance and Iniquities of the Participation
9. Inherent Risks and Tensions to the Participative Processes
10. Assess, Monitor and Control Participative Processes
11. Relation between the PBs and the Planning System Territorial Dimension of the PBs
12. Review of Lessons Learned



Citizen Participation as a Strategic Axis of Municipal Management

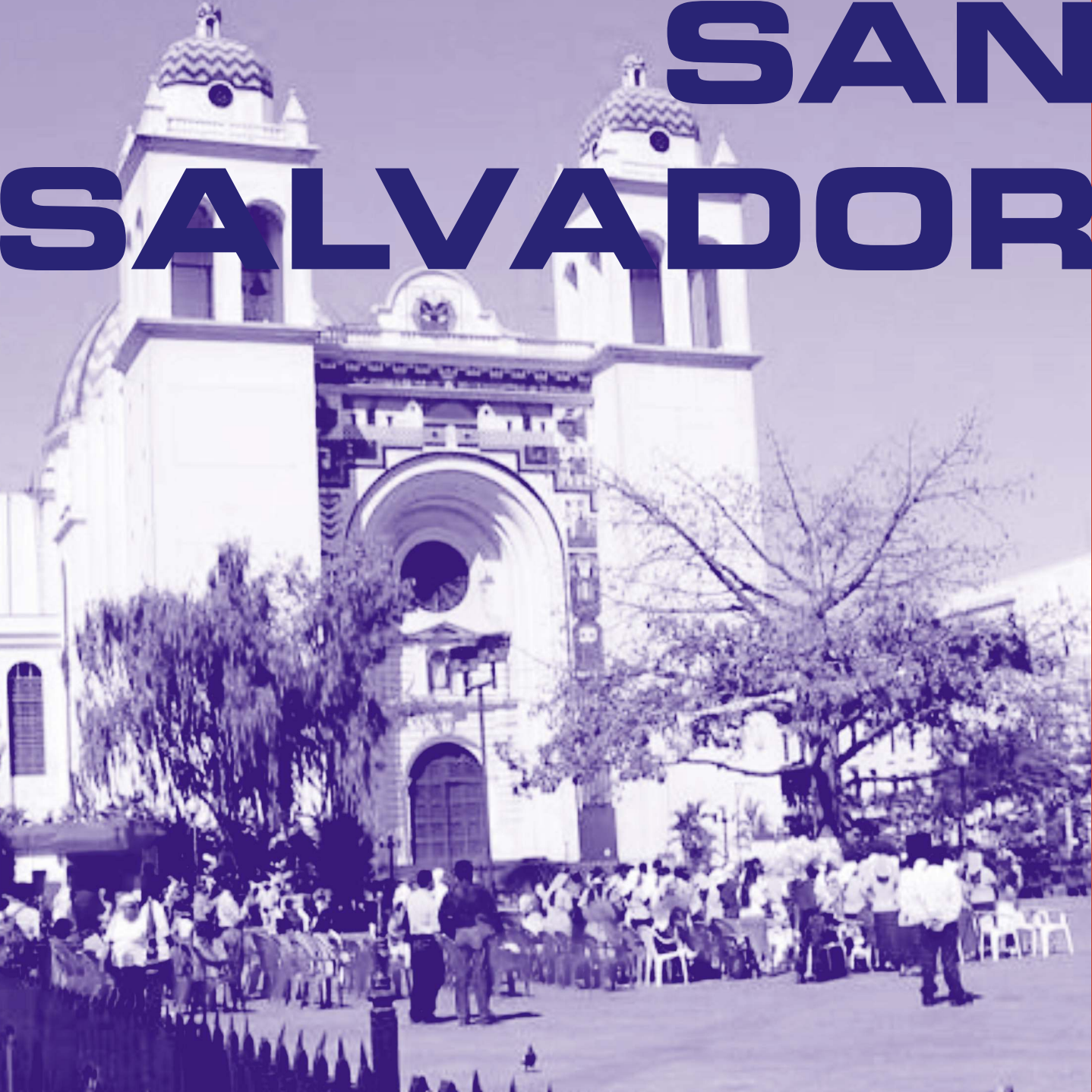
The San Salvador Module aims to address the participation of citizens in local government as a strategy for strengthening democracy in societies whose political tradition is marked by verticalism and social exclusion.

By mapping the city into territories and the society organizations for the diagnosis and prioritization of their immediate needs, San Salvador has adopted the practice of Participative Budget, using the methodology of micro-planning of citizen participation and the establishment of forums for local and thematic participation.

The results of its participative policy, as the crossover solution to the city's problems, as well as the necessity of the institutionalization of a participative policy, based on participative processes and standards, are themes of the module.

Expected Results:

- To promote projects of local development based on territoriality;
- To stimulate the building up of citizenship and awareness of the rights and duties of the population through training in participatory politics;
- Establishment of thematic public policies.



SAN SALVADOR

Assessment of the Participation Processes

Barcelona module aims to train in practices of evaluation of institutional processes of participation in order to provide a reflection over them, and thus promote the improvement of participative politics. The methodology of work will be expository classes with experts on the subject and practical exercises.

As fundamental elements for assessing the quality of these processes, the course approaches instruments to measure the impacts of participation on public policies and the relation between local participative practices and the improvement of socio-economic indicators.

Expected Results:

- To train agents in the participative democracy processes with instruments for its systematization, assessment and improvement;
- To identify and use criteria, methodology and assessment indicators for participatory processes;
- To find criteria to observe and assess the impact of participation, from broader perspectives:
 - + Participation and public policies;
 - + Participation and local governance.



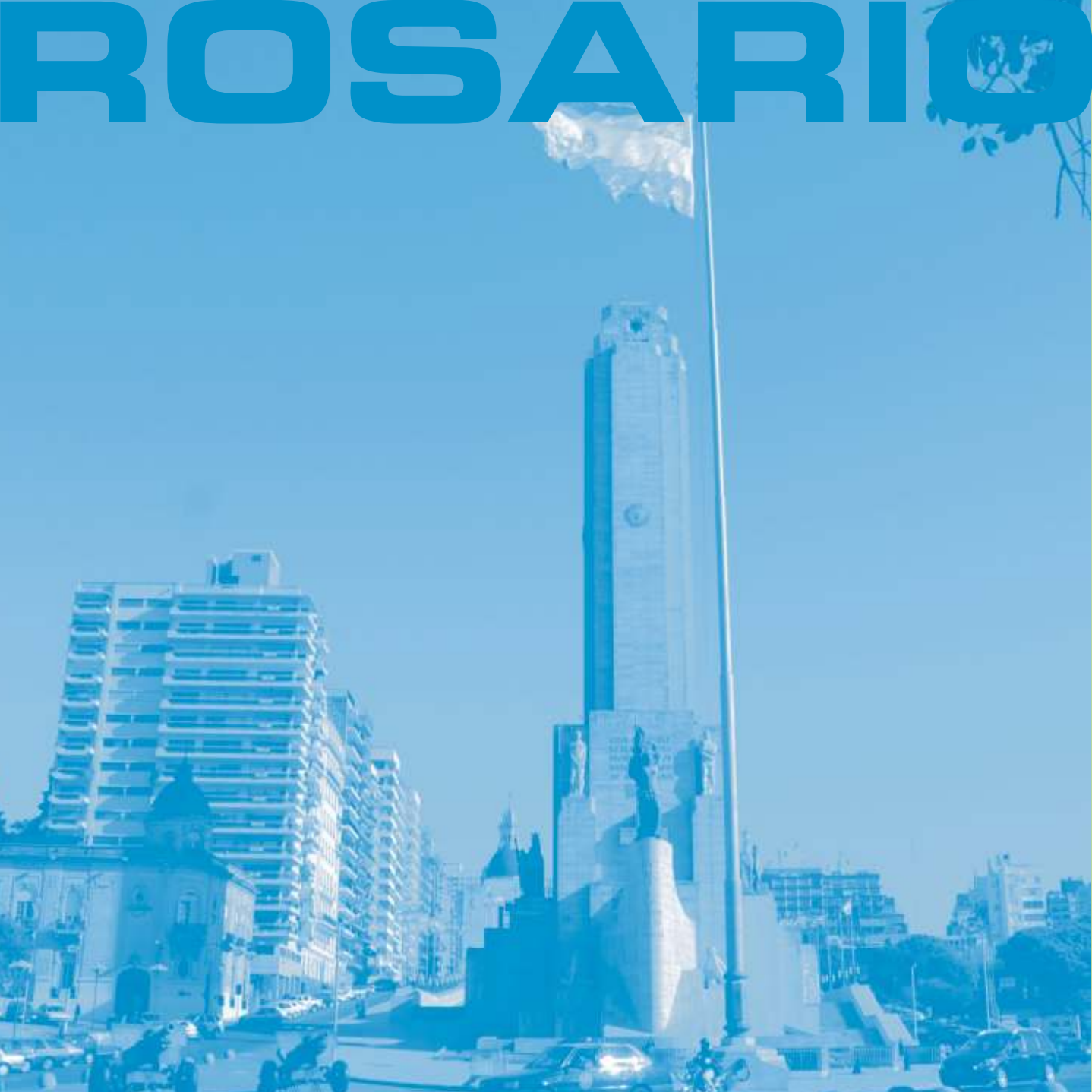
Strategic Planning, Decentralization and Participative Budget

The Rosario Module aims to lead to the reflection on the implications of local government to support the processes of decentralization of municipal public administration, and the technobureaucracy that involves it, analyzing the needs for development and maintenance of innovative policies.

For the city's practice of Participative Budget (PB), it intends to identify the new challenges from the co-administrative process between the government and citizens. For this, it should encourage capabilities in civil society organizations in relation to strategic planning and citizen participation, and promote a better understanding of the new settings of the local State.

Expected Results:

- To incorporate the concepts of strategic planning, decentralization and participative budget;
- To establish the relation between theory and methods of participative government for its development, from the State and civil society organizations;
- To provide the exchange of knowledge acquired through the experience in a particular territory;
- To provide officials with theoretical and practical instruments that will contribute to decision making.



System of Participatory Planning and Impact Measurement Instruments

Belo Horizonte module aims at training in urban-territorial planning articulated with the practice of participative democracy, promoting discussion of concepts and instruments of public participative management and municipal budget.

From the process of Participative Budget (PB), planning instruments were developed to measure the urban and social impact of the works demanded by PB and its benefits to local communities. The debate about the PB, provided by the module, is inserted in a broad discussion on democratic management and popular participation under the concept of "city" as a unit of integrated planning.

Expected Results:

- Contextualize people within the city space and its problems;
- To provide consolidation of the importance of city planning and its instruments;
- To provide understanding of mechanisms of interaction of citizens with the public sector and the instruments of shared management;
- To contextualize and discuss the instruments of participatory planning and its impacts.



The Government of the Territory and the Management of the Local Participative Process

The Tuscany Region Module aims to embed the debate on participation not only in procedural processes organized and structured by the state, but also for the participation of its citizens through their massive inclusion and by the stimulation of local public debate that generates the interest of society and qualify its participation.

Thus, the city seeks to offer a highly qualified training on two fundamental issues for the successful implementation of participative policies: democracy and participation and the innovative methodologies that characterize the process of participation in the local government.

Expected Results:

- To stimulate critical awareness about the instruments, techniques and participative methodology in local governments;
- To provide an improvement on the quality of the processes of information, consultation and participation of citizens in public participative policies.

REGIONE TOSCANA



Relational Public Management

The Cordoba Module aims at the reflection about the citizens' participation and the possibilities that the municipal government has to create a wholesome communicative system among all the actors that take part in the process, encompassing municipal officials and citizens. It also aims to stimulate critical thinking about practices and instruments that facilitate the participative public management.

Although the module is based on the experience of modernization of the government of Cordoba by the implementation of Participative Budget (PB), it will not have a normative character of replication of its experience. The intention is to give theoretical and practical instruments for the students in order to consider the possibilities of a participative management in the context of their municipalities.

Expected Results:

- To provide analysis of public management, from a relational point of view, based on the discussion of concepts already elaborated and the development of shared knowledge;
- Provide a global overview of public policies about the environment in which they are developed, considering the plurality of players;
- To stimulate critical view of the participants in the government of the municipality in which the module will be applied.

Women's Participation in Local Management and Public Policies for Gender Equity

Quito's Module aims to supply instruments for the understanding of the complex relations of gender that accompany life in cities, and municipal strategic decision-making in favor of women and gender equality. In order to do so the recognition of the social participation of women as a right, and the inclusion of a gender focus in municipal public administration as a principle that creates equity, a well-being value for communities, is addressed.

As an instrument for gender equality, the module aims to develop awareness of women of their condition as citizens of the municipality so that they may powerfully exercise their right of participation.

Expected Results:

- To provide instruments for municipality officials in order to diagnose gender inequities, serving as strategic information for decisions that generate equality;
- To know mechanisms and strategies in order to include in the focus on human rights with a gender perspective in local management, with emphasis on processes of social participation of women;
- To provide knowledge of the cycle of public policies in order to generate decisions and processes for the adequate participation of women in the formulation, planning and monitoring of municipal decisions.

QUITO



Participative Budgets A Socio-territorial Strategy to Democracy and Rural Development

The Cuenca Module aims to offer practical knowledge under the Participative Budget (PB), democracy and local development in rural areas. Therefore, the intention is to give subsidies and information, from the experience of Cuenca, on how projects for local development support themselves and the implementation of PBs in rural areas.

The training process used is based on methodologies of active and participative teaching that allow the construction of learning from the students' previous knowledge. Students should reflect on the potential and conditions of their municipalities for the formulation and implementation of local development projects.

Expected Results:

- To elaborate clear and solid proposals, with the knowledge acquired in the module;
- To develop the necessary skills to apply cooperative learning;
- To plan, develop and support the work of implementation.



Practices of Participative Democracy in Porto Alegre: Participative Budget, Local Solidary Governance

The Porto Alegre Module aims to provide the understanding of the genesis of the Participative Budget (PB), a practice that began in the State Capital and was disseminated nationally and internationally, and the socio-historical conditions that influenced the construction of the network of participative democracy in the city. It also approaches the program of Local Solidary Governance (LSG) developed in the city and the relation between its proposal for local development with the practice of PB, identifying its points of articulation and transversality.

The procedures of democratic innovations that imply in emancipating potentials, but that also have limits, and the instruments of participation of the municipality, such as the Observatory of the City of Porto Alegre, are themes of the module.

Expected Results:

- Understanding of the participation as *process* and not as an instrument;
- To provide learning of a theoretical-conceptual character about the model of participation in Porto Alegre;
- To identify improvements, potentials, limits, challenges and risks present in the experience;
- To reflect on the contents presented by comparisons and analysis of the local reality of the participants;
- To contribute for the awareness on the complexity and the multidimensionality of the participatory processes, discarding mechanical replications.