C2C

CITY TO CITY

A GUIDE TO THE UCLG LEARNING UNIVERSE

INDEX

INTRODUCTION

From its extensive engagement with cities, local authorities and their associations around the world, and through its unique convening, facilitating and enabling role, United Cities and Local Governments (UCLG), as the global organisation representing local governments, recognises that the knowledge and experience of cities, local authorities and their associations and their ability to contribute meaningfully towards achieving the sustainable development goals, (SDGs), remains largely untapped. In order to reach these and other goals, cities and associations are collaborating and learning from each other in multiple ways. Thus, the need for collaborative efforts between individuals, cities, and networks is greater than ever.

Many of our members are since decades sharing their experiences and good practices. However, in recent years, it has become clear that application of these practices and lesson is complex as they very much depend on different contexts. This is why collaborating around critical questions and challenges is becoming more important. UCLG actively promotes and provides platforms and entry points for

THE RELATIONSHIPS BETWEEN LOCAL GOVERNMENTS ARE BASED ON THE AUTONOMOUS DECISIONS OF CITIES, LEADERS AND CITIZENS.

dynamic decentralised cooperation, including peer exchanges and a wide range of other learning activities.

Addressing demands from the cities requires leadership, commitment and an autonomous decision towards cooperation or association through networks. Demand-driven learning from the experiences of other cities is practical and enables cities to share their experiences of what has worked and what has not worked in their particular

contexts. This special public-public partnering, that involves open and frank dialogue between many stakeholders, helps leaders reflect, learn and ground experiences.

Local governments are international actors, and the impact of decentralised cooperation and learning is important not only for peace, awareness and the understanding of a "one world concept," but also for the international positioning of cities

in a global economy. Increasingly, cities from across the globe invest in cooperation and learning, and build strong, long-lasting relations beyond specific projects. However, local financial investments in international work often present challenges. It is good to see that some countries and the European Commission are co-funding cooperation projects, thereby increasing opportunities and enabling effective networking inside Europe and globally.

This publication seeks to bring together a sample of our members' efforts – the UCLG universe of learning – illustrating some of the practices of decentralised cooperation and learning between cities over recent years. This rich array includes experiences from municipal associations from both the North and South, Regional Sections and Committees of UCLG, as well as direct city-to-city cooperation.

The first section of the publication explores **various forms of cooperation**, ranging from decentralised cooperation in support of particular objectives, based on the notion of solidarity and social activism, to city-to-city cooperation for the sharing of technical knowledge that bolsters learning and capacity building, as well as the roles of the different actors engaged. It also underscores the value of such cooperation as an increasingly important development tool – particularly in light of the 17 Sustainable Development Goals and the capacity gaps that cities face in their implementation.

The second section presents an overview of some of the **methodologies that underpin this collaboration**, with a focus on what has worked well, and some of the lessons learned. It also highlights the critical need to constructively engage and involve both political and technical leaders.

The third section presents case studies, one on the engagement of Durban in the learning agenda, and the other on city-to-city cooperation between Barcelona and Medellin. Lastly, it illustrates on multi-stakeholder South-South triangular cooperation between Brazil and Mozambique.

The content for this report was gathered from interviews with more than 20 stakeholders actively involved in decentralised cooperation and city-to-city learning processes in different capacities, and from a series of UCLG policy papers, peer learning publications and other key documents listed in the Annex. The glossary provides a brief overview of the organisations that took part in these interviews.

The organisational profiles of representatives from cities, networks and associations, and Regional Sections and Committees of UCLG who were interviewed for this publication will be made available online. Through these interviews, they share some of their innovative experiences, whether in terms of strengthening local government administration, the achievement of development objectives, or

reinforcing collaborative and horizontal cooperation, as well as future activities that will be undertaken.

We are a dynamic organisation. With our forward-thinking learning agenda, **we seek to build strategic connections, share lessons and promote learning. We also strive to bring networking and cooperation work communities closer together, and motivate newcomers** in the regions, reminding them that they are not working in isolation.

In this sense, this publication is considered as a work in progress, and other organisations will be interviewed in the future.

Josep Roig
Secretary General of UCLG

UNDERSTANDING THE ROLE AND VALUE OF DECENTRALISED AND CITY-TO-CITY COOPERATION

01

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THE CHALLENGE AT HAND: ADDRESSING THE CAPACITY GAP IN CITIES

Cities around the world transform rapidly, whether in terms of rapid urbanisation, changes in society, communication and labour markets, migration, the ongoing impacts of the global economic crisis, growing poverty and inequalities, insecurity and conflict, preparedness for natural or man-made disasters, or dealing with the impacts of climate change. The challenges of the current global reality mean that urban governance and management are both more complex and important – and urgently require responsive local leadership.

Municipalities are increasingly involved in having a clear role in how these issues are addressed, as they are at the forefront of reacting to these challenges and finding solutions. Yet, thousands of cities are confronted **with capacity gaps**, hindering their ability to respond to these and other challenges. They often turn to UCLG and their members to seek assistance and to build their knowledge in order to help fill this void.

UCLG and its members can support these requests, particularly **through enhancing collaboration within the network and harnessing the potential of its members** in terms of building on their respective experiences and knowledge, how the organisation effectively catalyses action among partners, and in the services it provides to cities and their citizens.

Cities generate opportunities and have a strategic space to occupy not only **as key development players**, providing public goods and services, but also **as vital actors and advocates in the international arena** as development goals are agreed and implemented. Coordinated action between local governments themselves and with the international community and national governments is essential to enable cities to address these challenges and to effectively promote sustainable human development in their communities as well as the Sustainable Development Goals (SDGs).

C2C

SITUATING DECENTRALISED COOPERATION, CITY-TO-CITY ENGAGEMENT AND SOUTH-SOUTH PARTNERSHIPS

DECENTRALISED COOPERATION refers to the cooperation of subnational governments. It operates in parallel with State-to-State cooperation, in support of a particular objective and location, based on the notion of solidarity and social and environmental activism. Under the umbrella of decentralised cooperation, various forms of cooperation are taking place, including city-to-city (C2C) and association-to-association cooperation, and South-South and triangular partnerships.

DECENTRALISED COOPERATION

01 CITY-TO-CITY COOPERATION

02 ASSOCIATION CAPACITY BUILDING

03 SOUTH-SOUTH AND TRIANGULAR PARTNERSHIPS

01
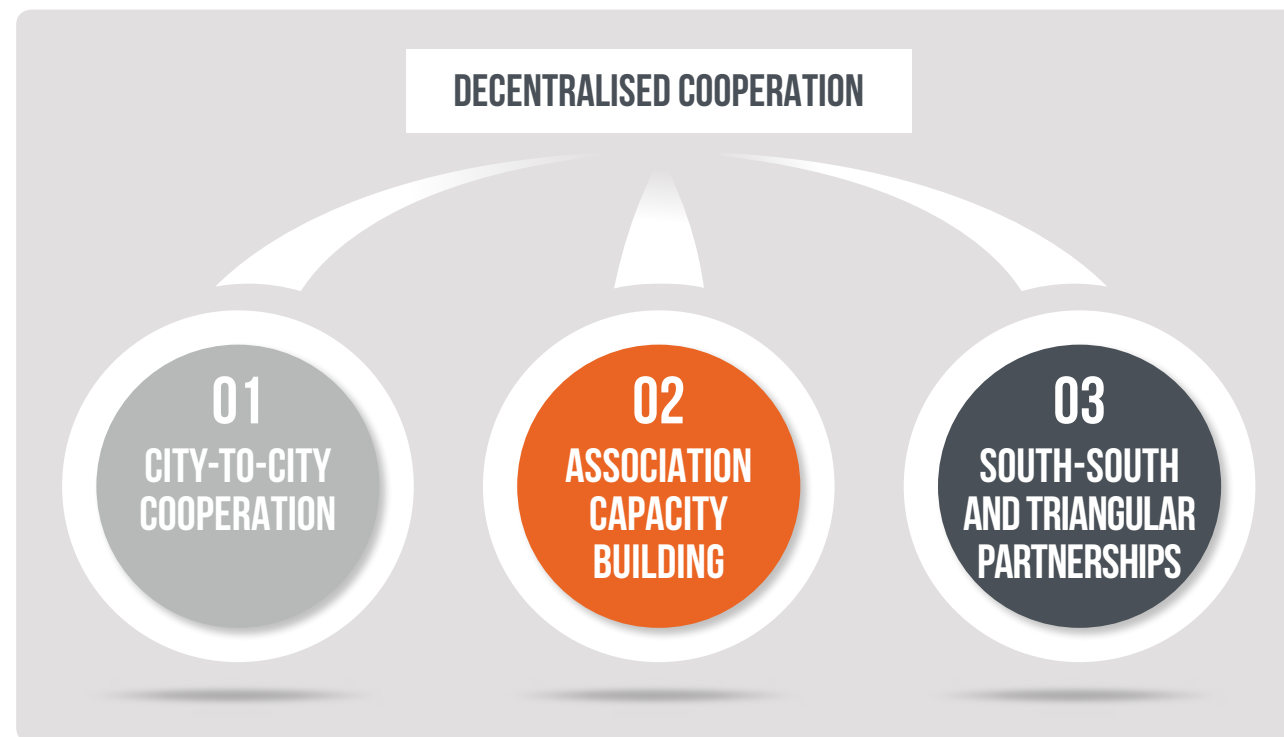
CITY-TO-CITY COOPERATION takes many forms and focuses largely on the sharing of technical, managerial and political knowledge that bolsters learning and builds capacity amongst peers, serving the interests of the public. C2C may involve local stakeholders that are considered relevant or that are engaging as activists.

02

ASSOCIATION CAPACITY BUILDING is a peer-to-peer cooperation between local government associations (LGAs), in particular for strengthening their institutional set-up and capacity of advocacy and services. In addition, various **local government associations** participate in (externally funded) development cooperation programmes and partnerships for capacity building, including those city-to-city cooperation, or 'local expertise' of municipalities for capacity building in other countries.

03

SOUTH-SOUTH PARTNERSHIPS bring together Southern municipalities and their associations who face similar challenges and share experiences of transition. These partnerships make empirical knowledge and practices available and motivate shared responsibility of Southern actors. **TRIANGULAR PARTNERSHIPS** involve southern municipalities and a third actor from beyond the South. A good example is the cooperations among ILO, UCLG and African members such as Maputo, Durban, Chefchauen, and Bourgou.

C2C

EVOLUTION OF CITY-TO-CITY COOPERATION

NORTH-NORTH ·······▶

TWINNING ('40~NOW)
- Motivations to intensify relationships after WWII
- Mostly EU Cities
- Eurocities
- URBACT Program

NORTH-SOUTH ·······▶

SOLIDARITY ('80~NOW)
- Capacity building
- Cooperation involving cities and civil societies
- UCLG CIB Working Group, Platforma
- EU DEvCo Projects

SOUTH-SOUTH, TRIANGULAR ·▶

TECHNICAL EXCHANGE ('90~NOW)
- Resolution in High-level UN Conference on South-South Cooperation (Nairobi, 2009)
- Brazil, Korea, South Africa, Turkey and China as emerging actors

GLOBAL ·······▶

C2C GLOBAL NETWORK ('90~NOW)
- Network establishment
- UCLG, Metropolis
- Thematic global networks (ICLEI, Smartcities, etc.)

C2C LEARNING (2000~NOW)
- Combination of practical and political approaches
- Action and problem solving oriented
- Involves 2 or more cities
- Increasingly led by the South

Over the past several decades local governments have had numerous exchanges in which they learn from each other. [1] These have included **twinning between cities** in the wake of World War II, with activities aimed mainly at inter-cultural dialogue and the promotion of peace, as well as relationships between European and North American cities and municipalities with Africa, Latin America, Asia and the Middle East –, which are also long-standing, and diverse in origin and content.

Since the 1980s, **local governments and their associations** have increased and enhanced their international development cooperation activities. A main objective of these activities has been **to develop the capacity of local governments to play a leadership role in social and economic development** that will reduce poverty and enhance social protection in their communities. UCLG, over the years, through, among others, the UCLG Capacity and Institution Building Working Group (CIB), has

brought together local government associations, cities and regional authorities to foster collaboration and a common understanding of development cooperation among members and partners.

[1] See, for example, United Cities and Local Governments (UCLG) – Policy Paper on Development Cooperation and Local Government, available at: http://issuu.com/uclgcglu/docs/eng_book_web

Local governments worldwide are involved in many forms of cooperation and partnerships that cover a wide range of different motives and objectives. Partnerships between 'northern' and 'southern' local governments and their associations have been created to strengthen capacity and to support development, where reciprocal benefits are felt in areas such as participatory governance, and where 'southern' cities and local governments have played a leadership role, from which their 'northern' partners have been learning. In the past decade, new partnerships for development between local governments from lower or middle-income countries – in South-South and triangular partnerships – have started to grow. This form of cooperation may also be complemented by a northern counterpart, making the cooperation 'triangular'.

Many practitioners concur that cooperation has moved well beyond the 'North-South', 'East-West' or 'South-South' dichotomy, towards a collective space where the principal focus now is on the partnership created and working together on common ground to develop public policies at the local level, or to find solutions for shared – and often global – challenges. The experiences shared by stakeholders interviewed for the publication indicate that the North and the South are much closer than it seems when it comes to addressing development challenges, in an environment where everyone learns from everyone, and everyone has a solution to offer no matter where they are located geographically.[2]

Another form of cooperation which has developed and spread is that of international city cooperation, whereby partners from the network engage in learning, liaison and working through interactive spaces to professionalise their international relations, and to position and promote their cities beyond their borders.

THIS FORM OF COOPERATION MAY ALSO BE COMPLEMENTED BY A NORTHERN COUNTERPART, MAKING THE COOPERATION 'TRIANGULAR'

[2] Please see the glossary for the full list of organisations that contributed interviews and other inputs.

> "Southern municipalities and associations may face similar realities and challenges. South-South learning can facilitate mutual understanding and experience sharing. If they are from the same region, the relationship can be even stronger… South-South learning processes can foster more equalitarian relations among all partners as it is more focused on sharing rather than giving or receiving. The idea that we all are there to both learn and teach something creates a different kind of environment which the participants feel they can contribute towards".

CNM
Tatiane de Jesus

> "When you put together a mayor from a city in Africa with a mayor from a city in Europe and in Latin America, when they have a discussion I don't think it is in terms of a South-South or North-South angle, it is about the issue at hand. The challenge for this kind of cooperation – whether you call it decentralised cooperation or city-to-city cooperation, or paradiplomacy – is that we don't have a proper framework or indicators for measuring the impact".

DIPUTACIÓ BARCELONA
Octavi de la Varga Mas

> "AL-LAs is an initiative to rethink the way in which cities position themselves beyond their borders, professionalising the external action of their governments and making it more strategic. AL-LAs represents an effort to contribute collectively to the design of new, local, horizontal, non-hierarchical international relations, for a world that is changing at a swift pace. We need to be aware that we are in a constantly moving world and cities need to deliver results to their citizens. We can work in a different way developing our own projects once we are aware of our priorities".
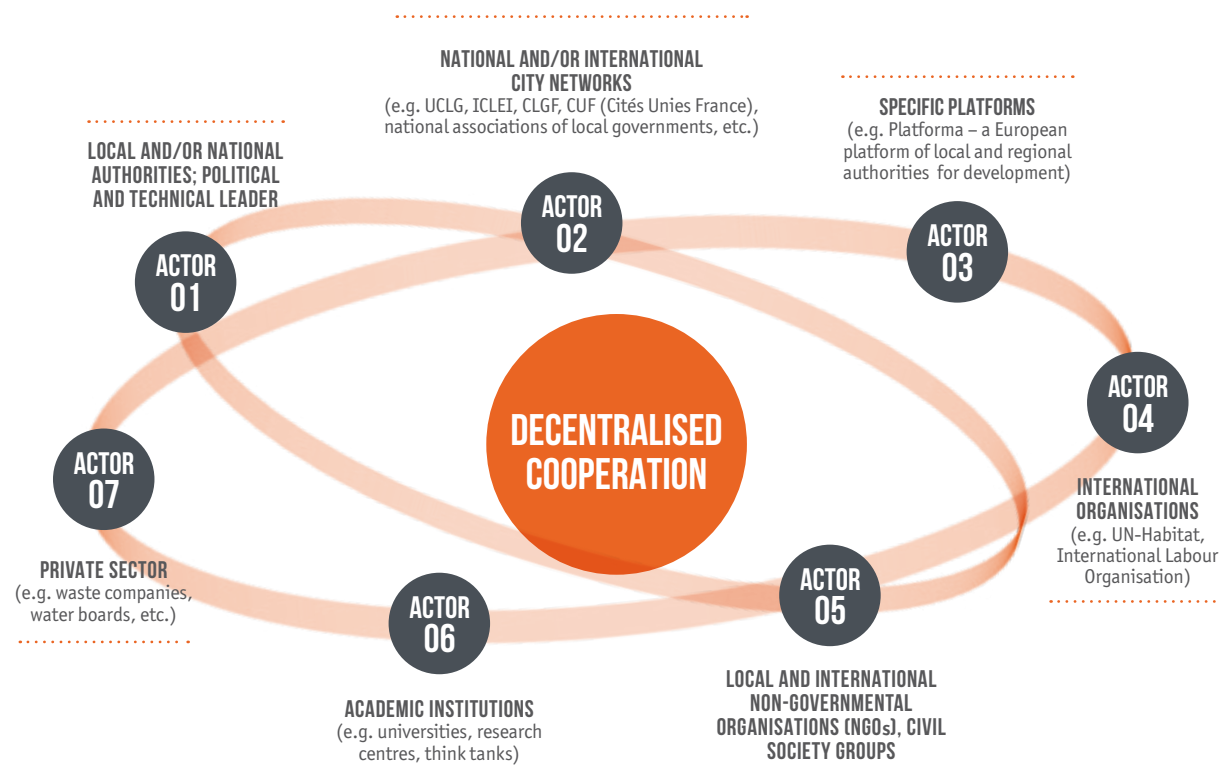
AL-LAS
Braulio Díaz

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KEY ACTORS IN DECENTRALISED COOPERATION, CITY-TO-CITY ENGAGEMENT AND SOUTH-SOUTH PARTNERSHIPS

MANY DIFFERENT ACTORS are involved in decentralised cooperation, city-to-city peer learning and South-South partnerships, and new actors are emerging as well.

Some of the actors engaging in these forms of cooperation include:

NATIONAL AND/OR INTERNATIONAL
CITY NETWORKS
(e.g. UCLG, ICLEI, CLGF, CUF (Cités Unies France),
national associations of local governments, etc.)

LOCAL AND/OR NATIONAL
AUTHORITIES; POLITICAL
AND TECHNICAL LEADER

SPECIFIC PLATFORMS
(e.g. Platforma – a European
platform of local and regional
authorities for development)

ACTOR 01

ACTOR 02

ACTOR 03

DECENTRALISED COOPERATION

ACTOR 04

INTERNATIONAL
ORGANISATIONS
(e.g. UN-Habitat,
International Labour
Organisation)

ACTOR 07

PRIVATE SECTOR
(e.g. waste companies,
water boards, etc.)

ACTOR 06

ACTOR 05

ACADEMIC INSTITUTIONS
(e.g. universities, research
centres, think tanks)

LOCAL AND INTERNATIONAL
NON-GOVERNMENTAL
ORGANISATIONS (NGOs), CIVIL
SOCIETY GROUPS

The role of networks and associations

The role of networks and associations is broad. While they can **advocate and lobby** in the international arena around key issues of concern (e.g. post-2015 development agenda or Habitat-III negotiations), they also serve as a repository for information and experiences related to issues of local governance. They are service providers in that cities can approach the various networks and associations with complex issues they are seeking solutions for. Networks and associations ensure there are more solutions to challenges and help to

cavoid 'reinventing the wheel', which can be achieved through exchange and cooperation among cities. A further role of the association is to make their own cities cooperate more, while adapting to constantly changing demands and remaining dynamic.

For example, within the framework of the Mozambique and Brazil decentralised cooperation project (see Case Study 3, Section 3), local government associations (LGAs) from Brazil and Mozambique played a key

role in initiating the project between Brazilian and Mozambican cities. An international NGO Architects Without Borders provided technical support, while LGAs played an important role in identifying the issues to focus on, facilitating the communication between the cities and identifying networks for Mozambican cities to carry on with their learning on the focus areas. Within C2C and South-South cooperation, associations can also play a similar facilitation role, and gather the needed technical knowledge.

Decentralised cooperation

The trend towards decentralised cooperation amongst decentralised actors has seen the involvement of thousands of cities and regions around the world who collaborate together as equals, building mutually beneficial partnerships that are based on the **exchange of knowledge, assistance and best practices**.

This cooperation has contributed to reinforcing local authorities' institutional and operational capacities (including political, strategic and technical skills), and to strengthening their ability to develop innovative policies adapted to their specific contexts. Building alliances has also helped to **empower local authorities to interact with other levels of government and to lobby and defend their interests**.[3]

[3] See, for example, "Study on capitalisation of European decentralised cooperation experiences", available at: https://webgate. ec.europa.eu/fpfis/mwikis/aidco/images/4/45/ CD_final_report_EN_april2013.pdf

"

"I think that local leaders, especially in developing countries, know very little about the existence and modality of decentralised cooperation. I know because sometimes I have the opportunity to speak to Brazilian mayors and they really don't know it exists, or even those who have heard of it don't know how it works. I try to inform them with an example of the city of Rio de Janeiro, where we now have cable cars that connect the city to the slum in the mountains. The cable cars came about because of the UPP, which meant that public policy could reach the slum and improve it. The cable cars were meant to improve the lives of slum dwellers. The mayor had learned of a similar approach used in the city of Medellín, so they applied it to Rio de Janeiro, and this is decentralised cooperation, it doesn't have to go through central government. For some things you have to go through central government, but to improve public policies such as this, we didn't have to do that".

FNP

Paulo Oliveira
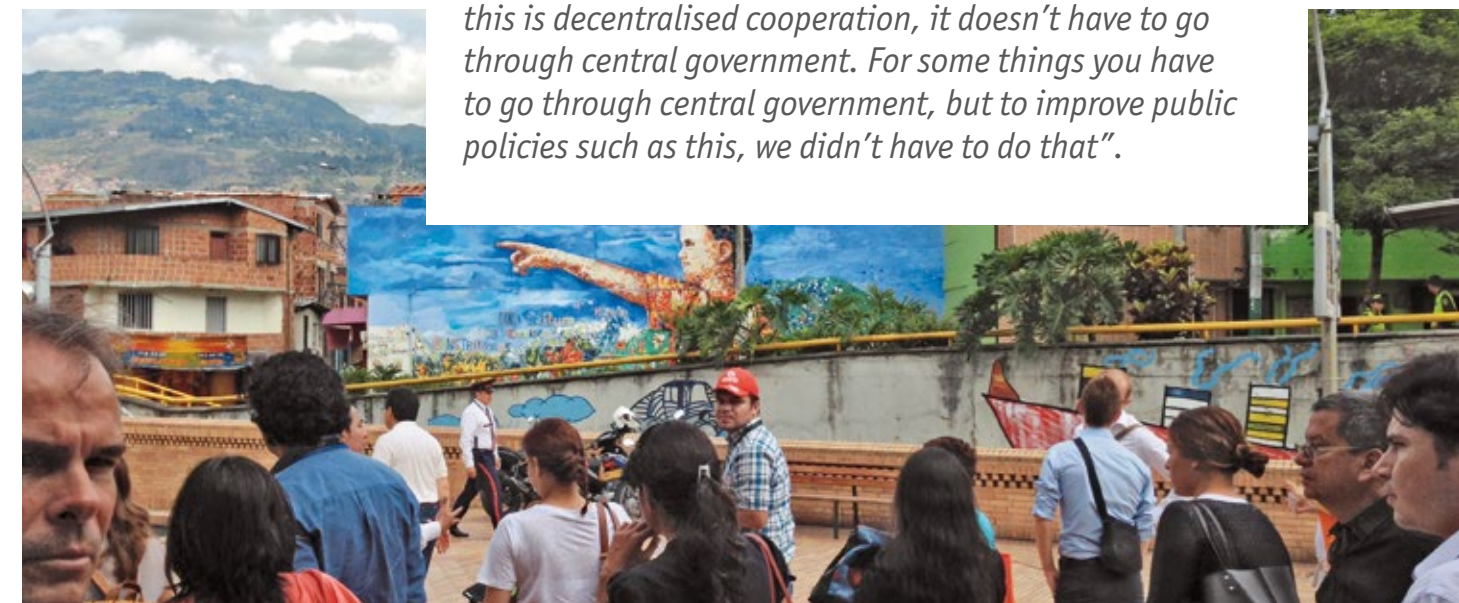
Decentralised cooperation is based on **serving the interests of the public and improving public policy** (Ibid). It also builds territorial links, leads to increased partnership capacity with other local authorities, universities, civil society, etc., and **enhances dialogue with local stakeholders,** who are vital actors for local development, thereby involving and empowering communities while fostering shared understanding on issues of common concern. Such cooperation is best understood as and embedded in a long-term 'process' that goes beyond a 'project helpful for tangible outcomes' as it requires time to build the foundation of trust.

Many cities have a specific budget line for decentralised cooperation and international work, such as in Spain, France or China, while other cities, such as German, Korean or Brazilian cities, encounter difficulties or even are not allowed to spend funds on cooperation or international travel. In order to engage internationally, those cities frequently partner with capacity building programmes financed by national governments or international partners, generally managed by the national local government association.

The European Commission is one of the largest co-founders of decentralised cooperation,

recognising it as an important modality to complement other forms of cooperation. Other donors and countries are following slowly, because the cooperation, although funded externally, depends greatly on local authorities, decisions. UCLG members and partners, such as the UN Development Cooperation Forum (UNDCF), therefore bear in mind the critical importance of funding and donors' flexibility.

Although there has been a lot of growth with numerous cities around the world cooperating, it is difficult to see the full landscape of decentralised cooperation as much of it goes unreported and it is difficult to measure. Given this challenge, there is a need for 'working out loud' or working very openly so that others are made aware of these initiatives. Calls have been made for voluntary reporting and making reporting available that would help fill in some of the gaps and facilitate connections amongst practitioners.

City-to-city learning and cooperation

City-to-city (C2C) cooperation undertakings can focus on one or more of a great variety of different sectoral themes – environment, water supply, solid waste management, transport, housing, public health, economic development, education, tourism, etc. These might be oriented around specific projects (e.g., building a new sewage treatment works) or they could be involved with long-term collaboration of a more administrative/institutional nature (upgrading of local tax collection, improving organisational capacity, or financial accounting, etc.). C2C cooperation, taking place between local governments and their communities, is often **initiated by political leaders, since the cities are autonomous bodies with the political will to trigger the cooperation on their own**. Decentralised cooperation can be implemented and managed in many different ways, including through non-governmental organisations, various institutes, agencies or Local Government Associations, or even cities.

In the origins of UCLG that date back over a century, twinning became a modality for local politicians to express their solidarity and will to cooperate. The twinning modalities are very open, and engagements vary from intensive cultural or business relations

to minimum expression by compiling a (often very long) list of partnerships without any evolution.

Since the 1980s, local authorities and their civil society groups in many developed countries entered into cooperation relations with their counterparts in developing countries, motivated by political solidarity, also joining the agenda 21.

Today, **city-to-city cooperation often occurs with a thematic focus**, providing a forum for exchange between politicians and technicians, **where the interest is not in making profits but rather serving the public**. Cities are increasingly critical of the technical advice provided by national governments or external consultants that are often "theoretical". They want to exchange experiences so they can change their own realities by applying the lessons of others. Immediate benefits are felt from this learning exchange, not only by the ultimate targets – the citizens – but also by the administration as politicians and technicians are exposed to more experiences, raising their level of knowledge and awareness.

Many cities and local authorities who share similar concerns come to UCLG as a network in order to find (seek), work on (sense) and share solutions to particular issues of concern. In response, **UCLG promotes peer-learning activities to foster exchanges**

and to reinforce the capacity of local actors. Peer-learning exchanges – bringing together and building relationships between various actors around a specific topic, including member cities, networks, agencies and academia – draw on a range of perspectives and experiences that enrich solutions (TBC- you can't enrich actors, need something more concrete) and promote partnerships.

The scope of substantive issues addressed through decentralised cooperation and city-to-city learning can span the whole range of local government activity – and encompass areas which are largely outside the responsibility of local governments.

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DECENTRALISED COOPERATION CAN BE IMPLEMENTED AND MANAGED IN MANY DIFFERENT WAYS, INCLUDING THROUGH NON-GOVERNMENTAL ORGANISATIONS, VARIOUS INSTITUTES, AGENCIES OR LOCAL GOVERNMENT ASSOCIATIONS, OR EVEN CITIES

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"In terms of southern learning processes, there is a frustration over the lack of funding and tight time frames. We can't deliver on learning outcomes in a short period of time. Big donors don't appreciate that. Practitioners therefore need to lobby, indicating that this is a process, it takes much longer. It takes two years to understand each other and to build trust. Learning will only happen when there is a foundation of trust".

MILE
Sogen Moodley

EVOLUTION OF MODALITIES

TWINNING ➤ NETWORKING ➤ PROJECT

"The city of Barcelona receives many benefits from this engagement [with Medellín]. For example, the municipal experts who participate in these processes grow both professionally and personally. They are more aware of the reality of different parts of the world and this is very enriching for the municipality of Barcelona".

CITY OF BARCELONA

Jordi Cortés

"Cities can see what is working well in other cities, this in turn raises their confidence that the same can be undertaken in their cities as well – a kind of 'see and believe' approach. Such learning can be more beneficial than learning in an academic setting".

UCLG-ASPAC

Bernadia Irawati Tjandradewi

C2C

UNIQUE STRENGTHS OF DECENTRALISED COOPERATION, CITY-TO-CITY ENGAGEMENT AND SOUTH-SOUTH AND TRIANGULAR PARTNERSHIPS

01 PEER-TO-PEER LEARNING FOR ENHANCED KNOWLEDGE

The transfer of knowledge and experience between municipalities on a basis of trust and equality enables a genuine learning process. The partnership makes use of the unique in-depth knowledge of local and regional governments on service delivery, good governance and accountability.

02 LONG-TERM SUPPORT FOR STRENGTHENING THE LOCAL AND REGIONAL GOVERNMENT SECTOR

The long-term relationship results in trust and constructive dialogue which enables sustainability and effective and efficient capacity development.

03 COST-EFFECTIVE SUSTAINABLE PROCESSES THROUGH EXISTING STRUCTURES

Strengthening existing organisations and thus avoiding setting up parallel structures ensures sustainability. As there is no need to hire long-term consultants or set up project offices, the partnerships are cost-effective.

04 LEVERAGE LEARNING EFFECTS, AUTHENTICITY OF PRACTICAL EXPERIENCE

The partnerships can leverage learning effects and knowledge between different levels of government and different levels of society. They contribute to building leadership at the local level.

05 RECIPROCITY, SELF-REFLECTION

As partnerships are built on a basis of equality, partners benefit from the partnership, which can result in community development and active citizenship through international visibility, increased problem-solving capacity through access to good practices, and strengthened human resources.

C2C

THE GLOBAL CONTEXT

Implementation of the Sustainable Development Goals (SDGs): Challenges and opportunities

The engagement of local authorities and their networks in global development discourse and policy dialogue has grown substantially in recent years and their role is increasingly recognised by international organisations as they are considered essential to ensuring progress on the ground. In particular local governments played a strategic lobbying role in the negotiation process leading to the adoption of the Sustainable Development Goals in September 2015.

Taken together, the 17 SDGs and the 169 targets offer a transformative agenda for sustainable development by 2030. Many developing countries question how the goals will be financed. The new development agenda is universal, and should be implemented in an integrated

manner, requiring collaboration, coordination and coherence at different levels. Meaningful implementation of these goals, however, hinges on their localisation. A new challenge in efforts to reach the SDGs will mean bringing together multiple stakeholders to learn together on issues of relevance towards achieving the Goals. In this regard, there is a need to move beyond learning and sharing towards action-oriented collaboration to foster local action – and traction – to make the SDGs happen. **Local authorities thus have a pivotal role to play in driving local efforts and initiatives.** However, many challenges face municipalities in terms of delivering on these Goals, including capacity gaps that must be overcome.

Capitalising on knowledge and motivating action inside cities will be essential in order to retain the relevance of the SDGs and ensure their achievement – a necessary success that will largely happen at the local level. **Decentralised** (city-to-city, association-to-association and South-South triangular) **cooperation should

thus be leveraged as a powerful tool to support effective localisation of the Goals through the fostering of capacity development, knowledge transfer, sharing of experiences and good practices, and inter-regional cooperation.** Local governments around the world, but especially in lower-income countries, have a key role to play as catalysts for local development – but they also need assistance in performing these complex tasks.

This requires the motivation and mobilisation of political and technical leaders to develop a vision for their communities, supported by the necessary political will. The present juncture presents UCLG with a unique opportunity to support local governments as thousands of cities around the world begin implementing the SDGs. It also represents an enormous challenge as the UCLG World Secretariat does not provide individual training; its role is to promote, collaborate, coordinate or influence members and development partners towards more problem-based and action-oriented learning and beneficiaries.

"In terms of the SDGs, many African countries look at them, some consider them as Eurocentric. But the situation in each country has to be taken into consideration, they have to look at our own situation, assess our ability to implement the goals, rather than just giving it to us as an instruction that all countries must implement these SDGs. It's important to say again that the 'one-size-fits-all' approach does not work for developing countries. The SDGs must be approached with the understanding that all developing countries are different, have different levels of development, and have different needs. UCLG should come up with a multi-faceted, multi-pronged approach to say that when developing countries are expected to implement programmes, partners must be well aware of the context at the local level and take it into consideration".

ETHEKWINI MUNICIPAL ACADEMY, DURBAN

Mpilo Ngubane

"If we consider South-South cooperation as a new model, or if we look at new actors of city-to-city cooperation, I think it is very important to look at the lessons learned from the traditional North-South cooperation evolution process, because it has evolved for quite some time and there are a lot of lessons learned from how to do it and how not to do it. It is really important to make sure the cooperation is demand-driven and bottom up with local traction: it is essential that the political will is truly there at the local level, and to make sure that that is embedded in the structure, not only in the administrative structure of the local government, but also in the local society so that there is the demand to continue with it despite any political changes that might happen".

CIB

Renske Steenbergen
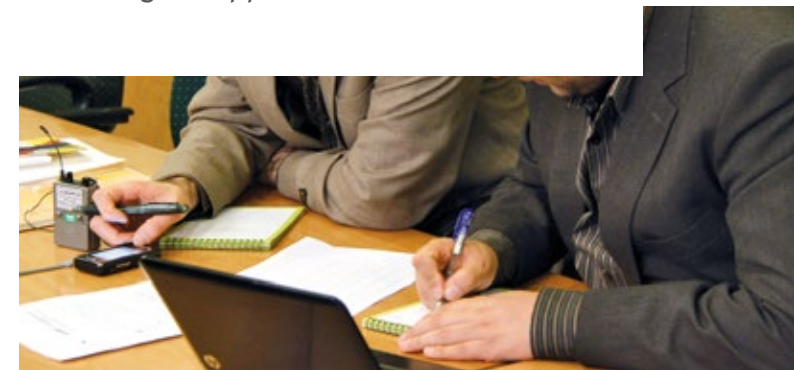
Climate Change

In a global context, cities and local authorities play a developmental role that goes beyond the purely local when collectively addressing issues such as climate change; they increasingly play a key part in defence of common 'global public goods'.[5] In efforts to combat climate change, cities are playing a key role in strengthening the climate agenda as what cities do individually or collectively to address climate change – whether in terms of their action on adaptation and mitigation strategies, or how they **share knowledge and expertise with one another** – can help set the agenda in communities elsewhere and have a multiplier effect.

An illustrative example is the 100 city cooperation project for climate change carried out by German local and regional governments with project support of Engagement Global,[6] and the city associations. With funds from the German Ministry, the projects support city-to-city cooperation on climate change building on existing partnerships between German and Southern cities, many of which were created decades ago, through twinning or solidarity arrangements. During the 3-year project cycles, cities re-engage their partnerships, work on practical results and involve their stakeholders, also promoting the different modalities of international cooperation of German national and regional governments, such as youth exchange and academic programmes or green economic partnerships. Depending on the cities, engagement, small-scale to large-scale projects are set up, such as solar heating in Nicaraguan villages or greening a street in the city of Kumasi with advice from the city of Dortmund, to a new waste management plan resulting from an exchange between Cologne and Rio de Janeiro.

Much the same as collective efforts to combat climate change, there is a growing need to address both emerging and ongoing crucial challenges that local governments face. In addition to urbanisation efforts expressed in SDG 11 to make cities inclusive, safe, resilient and sustainable, it is becoming increasingly important for local governments and UCLG members to share experiences and learn from each other in order to jointly address cross-border issues, such as preparedness for disaster, economic crises, and strategies to deal with increasing migration.

> *"I have really seen a trend over the past 10-15 years of the municipal movement gathering around a number of important issues. What happened in Paris with COP21 is a very good illustration of this. The Compact of Mayors gathered to say 'We local governments are impacted by climate change and so we also have something to do with the negotiations because we are at the forefront of reacting to this and we are part of the solution as well'. All of these issues have become global issues in which the cities are more and more involved – and many of these issues are reflected in the SDGs".*

CNM
Sébastien Hamel

> *"My conviction is that cooperation between local authorities is the human face of international relations and public governance. We therefore need that local authorities are vocal at all levels, in development strategies, in environmental strategies, in all the strategies that can have an impact on people".*

UCLG-AFRICA
Jean-Pierre Elong Mbassi

Habitat III

The Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) taking place in October 2016 in Quito, Ecuador, aims to marshal global commitment to sustainable urbanisation and to implement a New Urban Agenda, towards building well-governed, well-planned, and efficient cities and other human settlements, based on the principles of sustainability and equality.[7] **Cities and local authorities have an essential role to play in Habitat III** as many of its goals will depend on the services and policies implemented locally.

Using decentralised cooperation and city-to-city learning for the exchange of expertise, good practices and practical experience in a range of areas (i.e. housing, education, sanitation, employment, etc.) can empower local authorities to make a substantial contribution towards sustainable and inclusive urban development. It is very important to track progress and understand the lessons of cities working together. This provides the needed evidence and helps to identify the demands of local governments and their capacities.

UCLG is therefore underscoring the critical results of the learning exchanges, which is useful for the global agenda and the process of Habitat III. Research and higher education must be adapted in order to increase local governments' capacities.

How well local governments can perform their tasks – particularly in terms of the post-2015 development agenda, the New Urban Agenda, or in climate efforts – will have a huge influence on the quality of life of billions of people over the coming decades. It is, thus, imperative to continue supporting cooperation between the different cities, and to encourage new decentralised cooperation and city-to-city cooperation, whether through funding for technical support; investment in networks, exchanges and monitoring; or building a wider network of southern members to build the knowledge base on city-to-city learning as a broader platform for exchanges and solutions in all areas. A more structured and systematic approach to support counterparts from all over the world is needed to build resilient cities, fight climate change, reduce poverty, support democracy and local governance, and provide basic service delivery to the people.

5 http://issuu.com/uclgcglu/docs/eng_book_web
6 http://www.engagement-global.de/homepage.html
7 http://www.uclg.org/en/issues/habitat-iii

METHODOLOGIES
BEHIND DECENTRALISED COOPERATION, CITY-TO-CITY LEARNING AND SOUTH-SOUTH TRIANGULAR PARTNERSHIPS

02

C2C

LEADERSHIP, OWNERSHIP, AND UNDERSTANDING

Methodologies behind decentralised cooperation and city-to-city learning differ distinctly from other forms of cooperation. In practice, participative means are used to organise and design demand-driven activities between municipalities of different cities or countries that enables a range of perspectives and practical experiences of municipalities in implementing policies, programmes or projects to be brought to the table that can enrich one another, provide a means to address differences and similarities in contexts, and allow for mutually beneficial exchanges.

Effective methodologies must be supported by three critical elements: **leadership, ownership and understanding**. Together, these elements create momentum to push the partners to go further. For example, committed participation and the leadership of political leaders is essential to ensure buy-in of the community and shared understanding amongst partners. The commitment of technical leaders is equally important in ensuring that the actual work on the ground is carried out and outcomes are achieved. Once the ownership of the project is established, the cooperation and its results will automatically be longer term. An additional key element is having a sufficient amount of time to develop a foundation of trust and build the partnerships around the interests of the project.
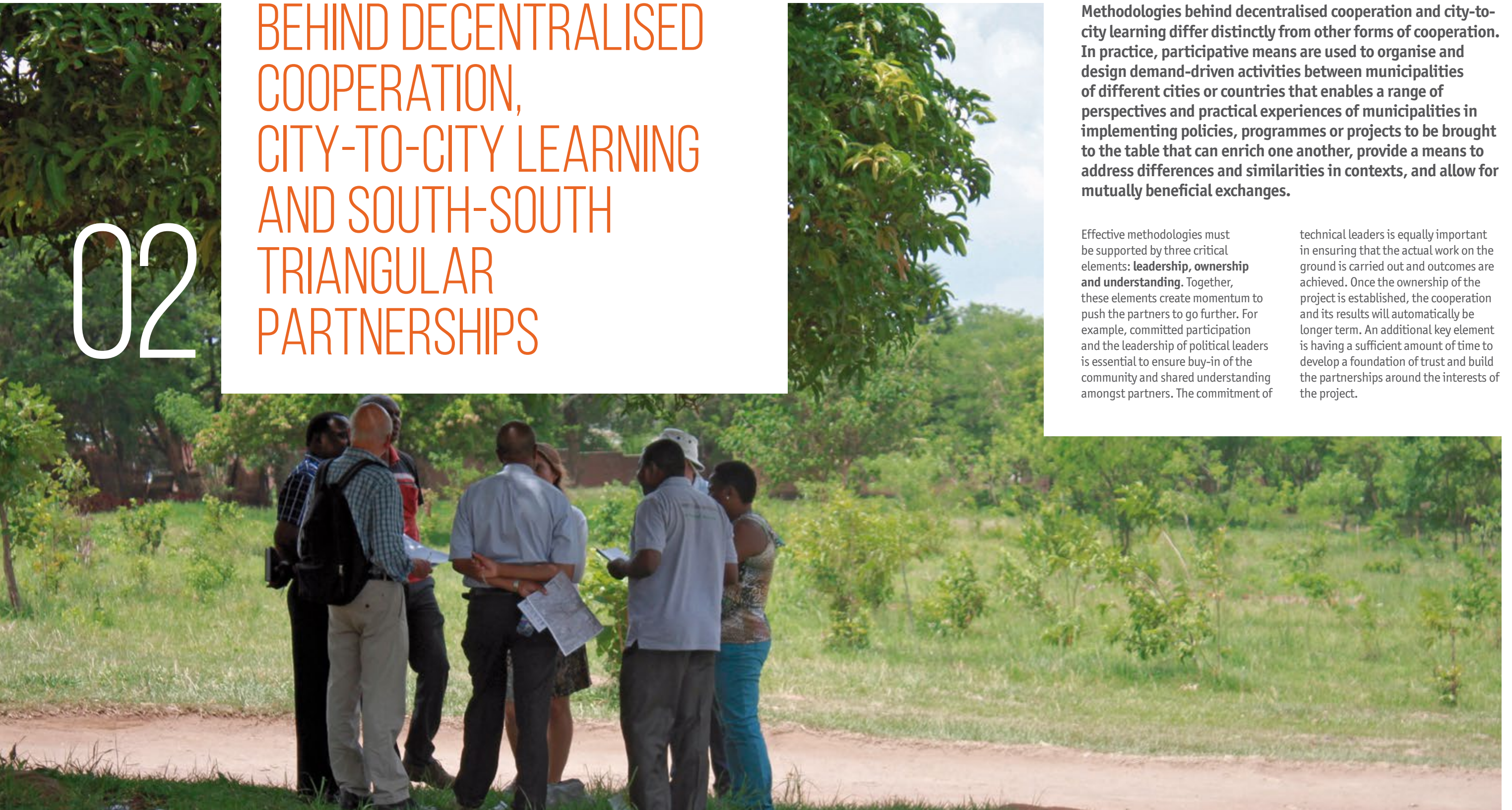
Decentralised cooperation is participatory by nature. It brings together local governments and their communities, providing a platform for exchange that involves political and technical leaders, and other key stakeholders, including civil society, academia and the private sector. The political leaders ensure the necessary political buy-in while the technical leaders play an essential role regarding specific areas of technical cooperation and ensuring the fit (adapting it) to the local context. This inclusive approach helps local coalitions to develop and allows for mutual accompaniment and support over time, which guarantees the sustainability of cooperation programmes.

A number of key elements underpin successful development cooperation processes: [8]

▶ Co-ownership and co-responsibility for the activities and outcomes;
▶ Realistic objectives and a shared commitment to account for results;
▶ Transparency and openness, between partners and with local communities;
▶ Cooperation is politically supported, but not party politically aligned; and
▶ Shared commitment to ensure that learning is spread and disseminated, also using the Local Government Association and other vectors for multiplier effect.

Specific strengths of city-to-city learning and South-South triangular partnerships include long-term commitment, collaborative and don't split word partnerships, and scalability space either side of dash up and down.

Principles guiding city-to-city cooperation

Local governments exist before and after participating in a cooperation process, they fulfil the basic tasks their citizens expect and mandate; this is very different from the role of NGOs. Local governments primarily aim to work together, sharing issues and challenges in order to achieve successful local development. Their form of cooperation is built upon four core principles:

FOUR CORE PRINCIPLES OF COOPERATION

01 EQUALITY AND RESPECT for ideas and creativity

02 REJECTION OF THE DONOR-RECIPIENT PARADIGM with cooperation and support as its foundation

03 RECIPROCITY where all partners stand to gain some benefits from the cooperation – in this context reciprocity is seen as a value and a philosophy for action

04 SOLIDARITY amongst the partners, which can either be specific (e.g. responding to a particular humanitarian of political imperative [natural disaster recovery, post-conflict reconstruction]) or more general, for example addressing shared challenges, such as tackling extreme poverty or mitigating the impacts of climate change on local development.

C2C

> *"Learning between cities has three components: transfer of technical expertise, technical knowledge and know-how and how it is transferred; support – which is an ongoing longer-term process, 3-5 years, not one-off – but it is also about mentoring, playing a mentorship role; and benchmarking is also a useful process. It allows African practitioners to go to another setting and benchmark themselves against that setting".*

MILE
Sogen Moodley

> *"South-South cooperation projects are usually demand-driven and cost-sharing methods are used to raise the commitment level of participating cities and local governments. A key element for South-South cooperation in the region to be most effective is having similar levels of development amongst cooperating cities, which facilitates learning and makes it easier to establish common ground".*

UCLG-ASPAC
Bernadia Irawati Tjandradewi

Motivating factors that drive C2C cooperation

There are numerous motivations for local governments to engage in development cooperation, including **helping to meet basic human rights and international development objectives**, such as the former Millennium Development Goals (MDGs). Certainly, awareness on challenges, empathy and exposure are important, as evidenced by the mobilisation of support for disaster response or conflicts in recent years. On the other hand, **the cities are cooperating for their own interests** in order to be more visible and to be more connected to relevant experiences, which could serve mutual interests. The rise in networking cases of many European cities are evidence of this.

In order to promote and enhance sustainable local development,

local governments' cooperation may encompass a very wide range of forms and activities, to meet one or more specific goals. These goals can include:[9]

▶ Strengthening the role and place of local government in development strategies;
▶ Promoting the territorial coordination of development cooperation actions so they will produce the maximum positive impact on improving the living conditions of citizens;
▶ Measuring development cooperation performances among local governments (benchmarking);
▶ Strengthening and supporting good local governance, so that the local government can better carry out its development roles; and
▶ Improving local governments' capacity to tackle and deal with the impact of global challenges on local development, among others.

[8] See "UCLG Policy Paper on Development Cooperation and Local Government", available at: http://www.cib-uclg.org/images/pdf/eng_book_web.pdf

[9] See UCLG Policy Paper on Development Cooperation and Local Government, available at: http://issuu.com/uclgcglu/docs/eng_book_web

C2C

LEARNING METHODS

A wide range of methodologies are used to support decentralised cooperation and city-to-city learning.

Peer-to-peer cooperation

Peer-to-peer cooperation, learning and exchange lie at the heart of local government development cooperation. Within peer-to-peer cooperation, there are many different modalities. It may be a one-to-one cooperation, or involve several local authorities. It may be part of a wider programme between local governments in one country and another, or even be part of a world regional or global programme. Increasingly, it is gaining recognition as **a method to build capacity** as it accompanies practitioners, whether city or association leaders, in building knowledge to perform tasks better and to implement projects themselves through learning by doing. Within this framework, local governments learn from peers **through the exchange of best and failed practices and lessons learned** and try to apply them themselves. This is often initiated through specific project funding which acts as a catalyst for action and capacity building and provides opportunities to vitalise and stimulate partnerships. The peer-to-peer cooperation methodology benefits of a 'product' that condenses the acquired knowledge for action – this can serve as a critical starting point for other cities that face similar challenges.

A range of activities can support peer-to-peer cooperation, including technical visits, training sessions, sharing of management experience, online training, leadership programmes, etc. One important opportunity in the peer-to-peer

mechanism and the atmosphere created by being 'critical friends' is the sharing of challenges and learning from mistakes.

Peer learning is an ad hoc network event to share the knowledge on a certain topic. UCLG members and partners, such as ILO and UN Habitat, and the networks have been engaged in several topics such as strategic planning and management, economic development, public space, and SDG, recently. Metropolis is also fostering this type of exchanges through the initiatives, which enables its members to work more on a specifc topics.

In various cities, based on the lessons learned from the peer-to-peer model of individual cities, efforts have been undertaken to professionalise the working methodologies and alignment with other larger development cooperation programmes. Individual partnerships were found, in some cases, not to be sufficiently sustainable, while results were difficult to measure. In addition, some cities found it difficult to translate their local policies to those in other countries. Therefore, to enable increased follow up on the programme management aspects of capacity development, to ensure a greater impact on a broader area than just the city, as well as to ensure home-based approaches can be translated to the approaches of the partner city, broader targeted initiatives were set up. These programmes would typically target more cities in the same country and would help local government experts from the home country to support cities in the partner country, which support broad-based changes in local governance with solid, professional support to local governments, in coherent programmes aligned with other development interventions in the partner country.
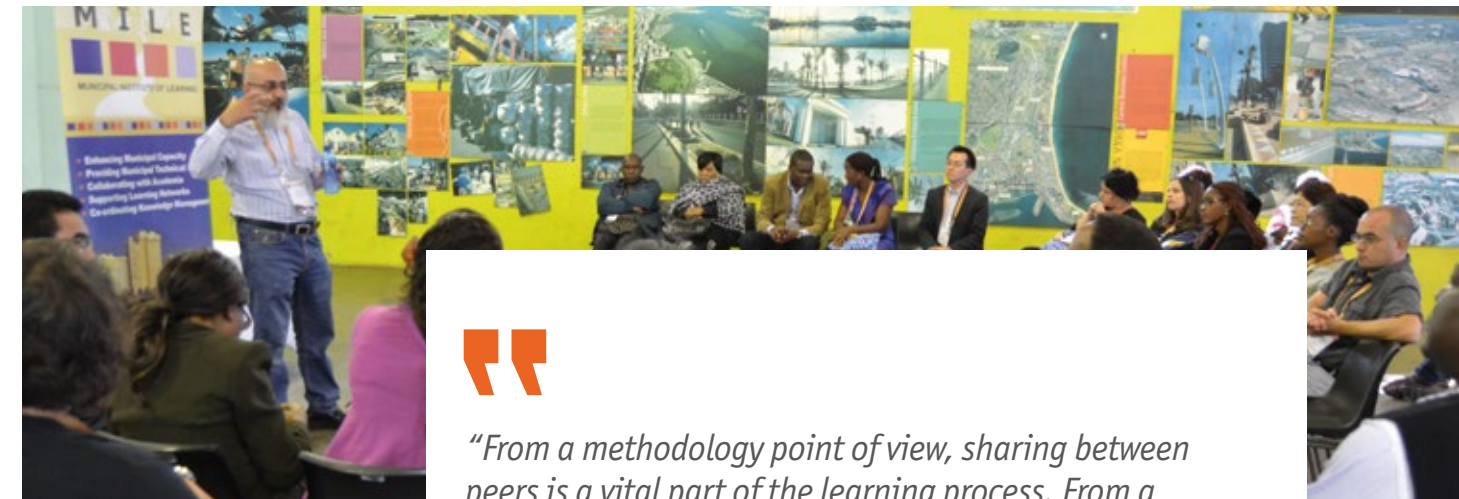
It is essential to document the learning process that happens between cities. Often, other

stakeholders, networks or cities want to replicate or scale up cooperation. Some peer-to-peer exchanges result in declarations or roadmaps that highlight the political will and value, and through which participants commit to strengthen the exchange of good practices and capacities, among others.

PEER REVIEWS ARE INCREASINGLY APPLIED ON LEARING EVENTS AND NETWORKING ACTIVITIES OF UCLG COMMITTEES SUCH AS FINANCE, PLANNING, SOCIAL INCLUSION AND CULTURE. THEY HELP DISCUSSING CHALLENGES IN DEPTH AND STRENGTHENING NETWORK LINKS

01. **CASTING**
02. **CASE PRESENTATION**
03. **KEY QUESTION**
04. **METHOD CHOICE**
05. **CONSULTATION**
06. **CONCLUSION**

Resource: Peer group Supervision, http://www.peer-supervision.com/Ebene2/6phasen.html

Examples of peer learning experiences facilitated by UCLG are available online:
http://www.uclg.org/en/media/news/learning-city-city-cooperation.

SALGA
Kubeshni Govender

"From a methodology point of view, sharing between peers is a vital part of the learning process. From a knowledge management perspective, peer learning and sharing allows for a process of tacit knowledge to be externalised, reflected on and in so doing allows for new knowledge to be developed. The role of external agents, like international partners, who have experience not just of content, but of methodologies, is critical in order to enable optimised learning".

City Twinning

The notion of 'twinning' is the coming together of two communities who wish to take action in facing their problems and developing closer ties of friendship. The town twinning movement started in Europe shortly after 1945 with the goal of preventing further outbreaks of war and promoting peace, amongst other objectives. Twinning partnerships cover a wide range of issues – art and culture, young people, citizenship, sustainable development, local public services, local economic development, social inclusion, solidarity, etc. Nowadays these partnerships may lead to specific projects on subjects such as water management, economic development or improving social services. The development of European partnerships from different parts of Europe has provided an opportunity to share problems, exchange views and understand different viewpoints on any issue where there is a shared interest or concern.

Twinning represents a **long-term commitment** between the partners and is not a short-term project partnership. Because of this long-term commitment, the partnership should always be able to withstand changes in political leadership and short-term difficulties that one of the partners may face. It is vital to ensure that the partnership is regularly reviewed, make sure it meets current needs, and remains fresh and dynamic.

Nowadays, **twinning is not limited to the countries of the European Union.** In the 1970s, the restoration of democracy in Greece, Portugal and Spain led to a range of new twinning partnerships with the municipalities of those countries. The changes in central Europe following the fall of the former communist governments from 1989 led to a proliferation of twinning links. Countries such as Switzerland and Norway have always been actively engaged.

For more information:
http://www.twinning.org/en/page/enter-our-universe-of-twinning#learning-city-city-cooperation.

Urbact Methodology in Agenda 21 for Culture

UCLG's Committee on Culture/Agenda 21 for Culture, which brings together cities, organizations and networks to learn, cooperate and launch policies and programmes on the role of culture in sustainable development, builds on the 'URBACT' methodology as it seeks to promote exchanges between cities where they share experiences, problems and possible solutions, coming up with innovative ideas on how to address challenges related to culture and sustainable urban development. Learning has two dimensions: **one is the rationale or the core, and the second is about adapting the learning on a particular policy challenge so that it fits into daily work.**

Adapting the learning to daily reality is done, in part, through creating local action plans. Through the action plan, actors commit to working on challenges using a participatory approach (local authorities, cultural actors, civil society, etc.). This involves joint discussions and joint implementation in the action-planning process after a phase of self-reflection, identifying areas of

weaknesses and strengths. The local action plan helps drive the exchanges and learning activities involving all stakeholders. The end result is long-term plans at the local level.

URBACT is a European exchange and learning programme promoting sustainable urban development. It is mainly financed by EU funds, with additional national and local contributions. Phase III of the project, URBACT III, taking place from 2014-2020, focuses on Action Planning Networks to improve the capacity of cities to manage sustainable urban policies, and more specifically to strengthen their capacity to design integrated strategies for sustainable urban development. The networks are expected to support an organised process of exchange and learning among peers across Europe, with a view to improving local policies through concrete action planning. Cities involved in Action Planning Networks identify a policy challenge they want to address at local level and then commit to develop an Integrated Action Plan that will address this challenge, using a participatory approach.

Access the URBACT online library at: http://urbact.eu/library-contents. See also: http://urbact.eu/capacity-building

URB-AL III - Promoting local public policies internationally

The Province of Barcelona has been engaged in URB-AL projects, using knowledge and the transfer of knowledge to form the basis of many of its strategies linked to building strong local governments, working with networks of local governments to improve the capacities of politicians, civil servants and public officers through training.

URB-AL is a **regional cooperation programme involving sub-national governments of the European Union and Latin America.** The programme, funded in large part by the European Union, was initially created to develop networks between local authorities and, on the basis of exchange of experiences on different urban policies, to contribute to the wider goal of promoting social cohesion in Latin America.

The third phase of the programme, URB-AL III, held from 2008-2013, featured a social cohesion approach in the design and implementation of public policies, which supported the generation of multi-stakeholder governance systems, the creation of mechanisms that integrate the decisions of the public, and the implementation of strategic plans with a future vision, which could also be considered as reference models for further social cohesion policies implemented by Latin American local governments.

URB-AL has enabled the involvement of many local governments in knowledge sharing. It has had a direct impact in 74 Latin American territories, in more than 500 municipal administrations, with a total population of 26 million people. More than 1.8 million people have directly benefitted from URB-AL and more than 160 organisations have directly implemented its activities.

The final report of the URBA-AL III programme is available at: https://ec.europa.eu/europeaid/regions/latin-america/urbal_en

Africa Local Government Peer Review Clearinghouse

UCLG-Africa is the umbrella organization of local government in Africa, representing nearly 350 million Africans citizens. The Africa Local Government Peer Review Programme, inspired by the peer review mechanism of the Local Government Association of England and Wales, was set up by UCLG-Africa at the request of African local authorities with the aim of using **the networking of local governments as a source of expertise that can be tapped in order to improve service delivery and the quality of local governance across the continent.** It works as a friendly tool to assess the performance of local governments and their associations at the service of their members and citizens.

The performance assessment is carried out against a benchmark of an ideal council or association of local governments, taking into account the following four key dimensions:

FOUR KEY DIMENSIONS

1 ACHIEVEMENTS OF THE ORGANISATION:
This dimension focuses on the council's or association's intentions about its achievements, and how it has improved and delivered the outcomes that local people need.

2 LEADERSHIP AND MANAGEMENT:
This dimension looks at the council's or association's vision and ambition for itself and for the area, whether the council focuses its resources on what matters, and the effectiveness of the decisions taken towards the realisation of the said vision and ambition.

3 ENGAGING WITH CUSTOMERS, COMMUNITIES AND PARTNERS:
This dimension looks at how the council engages with customers, communities and partners to ensure that services are customer focused, and to what extent the association works with, and at the service of its members.

4 RESOURCE AND PERFORMANCE MANAGEMENT:
This dimension looks at how the council is making the best use of its resources, including people, money, technology and assets.

Further information is available at:
http://www.afriquelocale.org/en/ component/minisite/minisite-12/ The-Africa-Local-Government-Peer- Review-Program/1-peer-review.

See also:
https://vimeo.com /123425831

An initial pilot project covering five local government councils and/or organisations was successful; the aim now is to scale-up the project. The idea is to establish a three-year programme on peer-review and link it to the peer-review mechanism of the African Union so that the local dimension is present in the overall Africa Peer Review Mechanism (APRM) of the AU. The initiative will be linked to South-South cooperation through mentoring and the exchange of good practices.

Monitoring based on the Logical Framework Approach

UCLG's Working Group on Capacity and Institution Building (CIB) is a technical platform for professionals from Local Government Associations (LGAs) and individual local governments active in the field of capacity development and local government development cooperation. The CIB is initiating a process where it will compare monitoring and evaluation methodologies that are used by CIB members.

Traditionally, the Logical Framework Approach – **a tool to help strengthen project design, implementation and evaluation, used throughout the project cycle** – is one of the most used methodology frameworks for development cooperation programmes. However, this methodology alone may not be sufficient in measuring effects and impact for local governments. As stated before, decentralised cooperation involves many actors and project logics and timings can fall short. This is why it is often embedded in other activities. In this regard, it is essential for donors to understand that these programmes are part of long-term processes, and that working from a programmatic or project-based approach is not always very easy for local governments, which may require different ways of working in terms of tracking the progress and impact.

ACTIVITIES ▷ OUTPUTS ▷ OUTCOMES ▷ **IMPACTS** ▷

C2C

LEARNING APPROACH

Blended Learning Approach

The **Municipal Institute of Learning (MILE) was launched in 2009** situated within the eThekwini Municipality in Durban, South Africa, in partnership with UCLG and the national association SALGA. It has become a major reference for Southern African governments and development practitioners.
A blended learning approach uses a variety of methods – such as group discussions, presentations, field visits, etc. – to **ensure that participants are engaged throughout the sessions and to support deep and meaningful learning.** MILE uses this approach when facilitating workshops and other activities which involves the use of a number of different ways to engage with participants to maximise learning, including:

BLENDED LEARNING

HABITS — — — CAPACITY

ATTITUDE
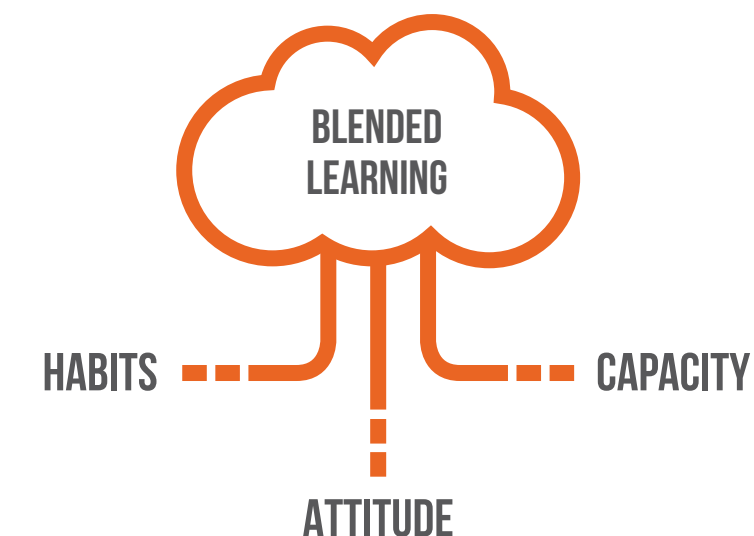
MASTER CLASSES

Three-day structured classes on issues such as planning, water and sanitation management, revenue management, solid waste management, tourism development and other cutting-edge courses made available to practitioners from all over the African continent. Master Classes are held in a structured and formal way, using the innovations from each of the relevant municipal departments.

LEARNING EXCHANGES

During international and national learning exchanges the sharing of information is reciprocal. These exchanges are more informal, and all learn together, as all hold knowledge.

INWARD-LOOKING HALF-DAY SEMINARS

Internal learning sessions for all managers within eThekwini Municipality, addressing issues such as ethics, corruption, good governance, etc.

COLLABORATION WITH ACADEMIA

Partnering with local academic institutions to promote learning, research and innovation. This engagement also aims to make sure that the knowledge and intelligence behind their curriculum produces students capable of working in the municipal work space.

MUNICIPAL TECHNICAL SUPPORT PROGRAMMES

For SA and African municipalities around urban strategic planning. The Municipal Technical Support programme offers mentorship and technical support to municipalities with reduced capacities thereby enabling them to improve service delivery. It goes beyond the transfer of knowledge, with a focus on providing support to help in implementation of the strategic plan.

Access information on these MILE activities online: http://www.mile.org.za/ Come_Learn/Pages/default.aspx.

C2C

LEARNING TOOLS

5 Capabilities Framework

VNG International, the International Cooperation Agency of the Association of Netherlands Municipalities, aims to strengthen local governments and their associations in developing countries and in countries in transition, and develops services all over the world. **VNG International is using the "5 Capabilities" (5Cs) framework as a tool to improve local government capacity and performance** that focuses on five core organisational dimensions or capabilities of any organisation. The 5Cs are capabilities to: **act and commit**; **carry out functions or tasks** (to deliver); **relate to external stakeholders** (to attract resources and support); **adapt and self-renew**; and **achieve a certain degree of coherence** within the organization. The 5Cs can be used as a lens to look at existing capacity in any organisation. The tool takes stock of the current situation of a local government in terms of capacity and considers where the organisation would like to be in terms of new objectives and regulations, and what is needed to get there. All of the five capabilities are inter-related and equally important. The methodology provides an opportunity for organisations to focus on what is going well and what can be enhanced.
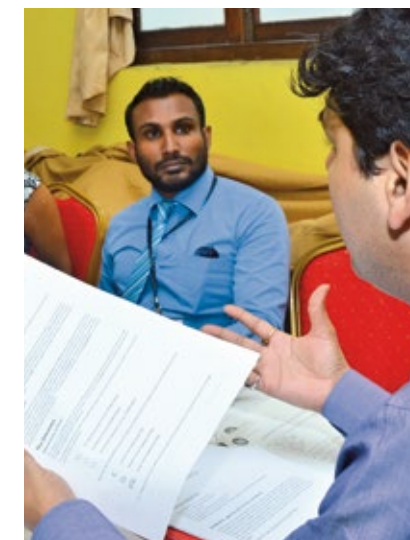
A toolkit on how to apply the 5 core capabilities to assess and improve local government capacity and performance is available at: http://www.vng-international.nl/ wp-content/uploads/2015/07/Paper_ on_Local_Governments_and_the_5_ Capabilities_opgemaakt.pdf.

COLLECT
• Input, output, outcome
• In line with existing guidelines and

IMPROVE
• Design strategy
• Implement

VNG INTERNATIONAL BENCHMARKING

COMPARE
• Similar organisations
• Highlight differences

LEARN
• Strengths and weaknesses
• Learn from others
• Opportunities for improvements

More information is available online at: http://www.vng-international.nl/our-services/benchmarking/.

Benchmarking Learning Tool

VNG International has also a benchmarking learning tool where **the method used is the comparison of performance indicators with similar organisations, enabling learning from the good practices of others,** while focusing on a particular issue, for example, low-income housing delivery. Data is gathered from among participating local governments. A general report is prepared and two or three meetings are held amongst the local governments to raise questions about what it going well, what are the differences, where are the challenges and the reasons behind these. The goal of the discussions is to enable local governments to be able to redress the situation or to improve things. Further data can be gathered in a year's time to see if improvement/progress has been made on the issue or not.

The awards have become an interesting modality to share and promote best practices. Our members experience that the awards are also effective tools to enlarge the network and create dynamics of mutual learning.

The Guangzhou International Award for Urban Innovation is held biannually and is co sponsored by United Cities and Local Governments (UCLG), the World Association of the Major Metropolises (Metropolis) and the City of Guangzhou.

The Guangzhou Award aims to recognise innovation as a key contributing factor in tackling challenges related to society, the economy, the environment, and governance. Around 250 initiatives from 160 cities were submitted for each Award in 2012 and 2014, and 5 out of the 15 shortlisted cities were selected as the winners.

The Award serves to promote the sharing of lessons learned from successful innovation. Today, it works as a platform for the documentation,

dissemination and analysis of the local implementation of the Sustainable Development Goals. The City of Guangzhou holds the Guangzhou International Urban Innovation Conference with the exhibition to spread the practices chosen.

In recent years, the City of Guangzhou has also started to organise learning visits to apply lessons of the practice selected and is, therefore, interested in being more engaged in the UCLG peer learning modality.
In addition to this, the UCLG Committee of Culture, in partnership with Mexico City, present the International Award UCLG-MEXICO CITY-CULTURE 21 and the UCLG Committee on Development Cooperation and City Diplomacy, in partnership with the city of Bogotá, have developed a Peace Prize.

More information:
MEXICO CITY-CULTURE 21
www.agenda21culture.net

Peace Prize
www.peaceprize.uclg.org/en

LEARNING CHECKLIST:
When thinking about engaging in learning activities, please check:

1. UNDERSTANDING OF THE CONCEPT	
1.1. Is the concept clear to you? (e.g. SDG 8)	
1.2. Can you define a baseline, or in other words, a starting point?	
1.3. Can you define your problem and situation?	

2. PURPOSE	
2.1. Why do you want to learn the topic? - Do you have an interest? - Do you want to have a chance to benchmark? - Do you see the practice as trendsetting?	
2.2. Why do you want to share your experience? - Do you want to compare your work with others? - Do you want to share the result of trial and error in your work?	

3. TIME	
3.1. How long do you expect to carry out the learning project?	
3.2. How many days can you invest in learning and capacity building?	
3.3. How many days do you want to be dedicated to sharing your own practice?	
3.4. How long will it take to implement the action you want to learn for?	

4. LOCATION	
4.1. Can you learn outside your city?	
4.2. Do you want to include a site visit?	

5. HUMAN RESOURCES	
5.1. How many staff can be involved in learning and apply the new practice?	
5.2. Is learning a part of their professional job description? Or is it seen as a side task?	

6. FINANCIAL RESOURCES	
6.1. Do you invest money in learning and assistance for problem solving?	
6.2. Do you plan to invest in a practice to apply the lessons learnt?	

7. COMMUNICATIONS	
7.1. In learning activities, are you comfortable with using the host city´s language?	
7.2. If not, how can the language barriers be resolved?	

CASE STUDIES
UCLG MEMBERS HAVE MUCH VALUABLE EXPERIENCE IN DECENTRALISED COOPERATION

03

C2C

**This last section presents 3 recent case studies, the first on the experiences of Durban Municipal Institute of Learning (MILE), and the second on the unique city-to-city relation built over the years between Barcelona and Medellín.
The third is multi-stakeholders South-South triangular cooperation between Brazil and Mozambique.**

UCLG holds instruments to facilitate meaningful exchanges between practitioners, while its Capacity and Institution Building (CIB) Working Group provides a technical platform for professionals of local governments and local government associations (LGAs) working in local government capacity development and decentralised cooperation. A main contribution of the CIB platform is providing information about the development cooperation of its members, LGAs.

The compendium of experiences on the CIB website provides a comprehensive overview of the local government development cooperation projects and programmes that CIB Working Group members are involved in.

*The compendium is available online:
http://www.cib-uclg.org/compendium-page.*

CASA VIDA

CASE STUDY

|01

DURBAN'S DECISION
TO ESTABLISH A MUNICIPAL INSTITUTE OF LEARNING (MILE)

The eThekwini Municipality is the name of Durban's metropolitan municipality. Since its inception in 2000, **it has gained an international reputation for leading the way in terms of innovative service delivery,** particularly around its pro-poor water and sanitation focus, its solid waste facilities that convert its methane gas to energy that is put back into the grid, its progressive climate change adaptation policies and its participatory urban strategic planning approaches. As more and more municipalities learned of these successes, eThekwini was seen as a city that other metropolitan areas and towns could emulate. By 2009, the city's political and administrative leadership made a bold decision to establish their own Municipal Institute of Learning (MILE) – a knowledge management vehicle that is dedicated to help create, organise, share and store knowledge that will ultimately improve the quality of life. Rather than having a typical inward focus, **MILE was positioned to ultimately build the capacity of municipalities not just in South Africa but in the global South.**

Seven years later the vision of the city leadership has been well realised. Through a small team of full-time municipal staff and a set of interns that are rotated from the local universities, MILE offers a range of knowledge exchanges to hundreds of politicians and technicians from all over the African continent and beyond. The MILE team structures learning programmes based on need from Master Classes, Learning Exchanges and Seminars. What is unique about their offerings is the fact that all learning is led by officials from the municipality. The MILE team help translate the tacit knowledge of the line department experts into explicit knowledge and package a set of interactive learning events and accompanying tools. Utilising what the World Bank Institute terms "blended learning", their sessions are always interactive and include field visits, videos and panel debates.

More than one-off learning however, another interesting aspect of the MILE approach is the municipal technical support service that is offered. This involves deploying technicians to other municipalities to share their knowledge in structured peer learning process. Initiated through funding obtained from the Cities Alliance / UCLG

MILE WAS POSITIONED TO ULTIMATELY BUILD THE CAPACITY OF MUNICIPALITIES NOT JUST IN SOUTH AFRICA BUT IN THE GLOBAL SOUTH

City Futures programme, this methodology of building capacity has graduated into a programme that has seen MILE practitioners offering technical assistance on a range of aspects from energy efficiency to revenue management and urban strategy development.

Collaboration and networking has been a signature of the Institute's modus operandi. **It has partnered with six local and national universities to ensure that it maximises its research capabilities,**

whilst it has struck a sustained partnership with its national local government association in order to ensure its products respond to needs. Similarly, it has partnered with UCLG through the Urban Strategic Planning Committee to ensure that it remains relevant by responding to African challenges.

To date the model has been dependent on funding from its own municipal coffers and funding from the European Union, as all of its services are offered without cost. It will have to decide whether to lobby for more funding or commodify its knowledge by requesting municipalities to pay for the services offered.

IT HAS PARTNERED WITH SIX LOCAL AND NATIONAL UNIVERSITIES TO ENSURE THAT IT MAXIMISES ITS RESEARCH CAPABILITIES

For more information, please visit
www.mile.org.za

CASE STUDY | 02

THE CITY OF BARCELONA AND MEDELLÏN
A PIONEER IN CITY-TO-CITY COOPERATION

For almost two decades, Barcelona City Council has been carrying out development cooperation activities. This experience, which has included engagement with over 40 cities around the world, has provided the Barcelona City Council with enough perspective to increase and consolidate its city-to-city cooperation model. Bilateral city-to-city projects, which allow the exchange of Barcelona's experiences in municipal management with other local governments, have placed emphasis on the transfer of knowledge and good practices, aimed at contributing to the sustainable local development of cities.

In 2015, Barcelona City Council decided to increase its budget on global justice and international cooperation **up to 9,108,700 euros** and achieved the objective of allocating **0.7% of its own income** to solidarity and international cooperation. The amount is allocated to the activities of NGOs on **development cooperation**, education, learning and service provision, as well as bilateral cooperation with partner cities, including Medellin, Maputo, Havana, Tanger, Tetouan, Gaza and Nablus.

In the G8 summit in Gleneagles in 2005, the EU countries agreed a plan for reaching the 0.7% target for development aid by the year 2015.

A tale of two cities

Cooperation between the cities of Medellín and Barcelona began almost ten years ago and has focused on the exchange of models of municipal management and the strengthening of local governance. **The collaboration has generated different processes that include many projects and activities.** A great deal of the cooperation between Medellín and Barcelona began through exchanges between the two cities' libraries as part of a project that demonstrated the horizontality in their shared role and taught valuable lessons to both parties. The city of Barcelona has learned from and is using Medellín's participatory

method of designing libraries in neighbourhoods. In April 2013, **a four-year protocol of friendship and cooperation was signed between the two cities,** focusing on the following aspects:

▶ Boosting municipal policies and providing support to improve the services dedicated to vulnerable and excluded populations in Medellín.

▶ Transferring knowledge and best practices in the field of urban planning and management of public space with the accompaniment of the Area of Urban Habitat of Barcelona.

▶ Promoting culture and education through various initiatives.

▶ Stimulating the creation of collaborative networks.

▶ Strengthening of technical and human skills of the Municipality of Medellín through the training of municipal technicians.

Authentic city-to-city connection

The collaboration between the two cities has been both intensive and extensive, going beyond just representing an institutional relationship between two municipal governments, with the specific involvement of many departments of the City Councils of Barcelona and Medellín (libraries, markets, Urban Habitat, the Institute of Education, Social Services, etc.). It is also an authentic city-to-city connection, **with the active involvement of universities, professional associations, NGOs, and many civil associations from different fields** (music schools, youth entities, museums, audio-visual media, etc.), which **ensures that the exchanges and collaboration projects go well beyond the scope of the municipality itself,** becoming true processes of cooperation between cities. In Medellín, the people who have benefited from the different projects know of the strong alliance with Barcelona, and even citizens who are not normally involved in development programmes are aware of the special ties to Barcelona.

Why is the relationship so strong?

Over the years and through many processes of collaboration, solid, trusting and confident relations have been established between the two cities that have created an environment to speak frankly about the problems encountered on both sides, as well as the things that are working very well. As many institutions in both cities have been connected, and connections continue to be made, the relationship is strong on a number of different levels. At the political level, **the mayors have been engaged and able to promote a conversation** so that where initiatives are promoted in a political sphere in Barcelona, they have an echo in Medellín, and vice versa. Different levels of **the administration on both sides understand the value that comes from this relationship. At the technical level, strong ties have been created** between the people who are more hands-on with the projects, who know each other and work well together. **At the city level, there have also been programmes where it is the citizens who are engaged and promoting the conversation.**

Going beyond the municipality and engaging multiple actors through a process of extensive collaboration builds relationships and helps the work to grow, having a better impact both inside and outside.

IN APRIL 2013, A FOUR-YEAR PROTOCOL OF FRIENDSHIP AND COOPERATION WAS SIGNED BETWEEN THE TWO CITIES

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"The added-value of the Barcelona-Medellín relationship is that we have been learning together from the different processes… Behind those programmes there are intangible assets, and the other great value of this relationship is the fact that we have created a bond between the people that work together. We are able to speak freely of the local priorities, to talk about concerns openly, and we speak up about the good things and the bad things that are part of the processes. We have built a strong bond between two cities and, regardless of the financial or technical cooperation that is involved, there is also a cultural bond that goes beyond those traditional issues of cooperation".

CITY OF MEDELLÍN
Maria Luisa Zapata Trujillo

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"This cooperation has become internalised in our way of working and we are implementing new possibilities and innovating in various ways through this collaboration process. I don't know if we have 'upgraded' our relationship from a relationship where the only aim was to collaborate around projects into something higher now as two cities that have a similar view about what the cities can afford in terms of development, both for their own city and for other cities, and what they can contribute to international debates about development, and sustainable development specifically".

CITY OF BARCELONA
Jordi Cortés

Future challenges

Barcelona and Medellín are committed to challenging their relationship to make it go beyond traditional means of cooperation – **towards new ways of interacting as cities** – and to build on their strong ties to pursue new objectives and strategies. One example is through promoting triangular cooperation with partner cities, **with the aim** **of creating synergies between the different players** in the South and generating the conditions for them to be able to share experiences and good practices, and to transfer knowledge of similar situations and problems. Barcelona and Medellín are engaging with Havana regarding economic development and urban planning.[10]

[10] See, for example, http://www.acimedellin. org/en-us/communications/interna-noticia/ artmid/3147/articleid/257/havana-learns-from-medellin-and-barcelona

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"When a city like Medellín wants to pursue new ways of getting engaged internationally – even though the city has had a transformation and has undergone a process of development that is known to many people – it is still hard for people in Medellín to understand why we as a city would be interested in helping other cities when we still have so many challenges. We are convinced that in doing so we are also learning a lot from other cities and we have a lot to learn from these processes. And this is something the city will be pursuing both technically and politically to strengthen South-South relations to be able to extend that into triangular cooperation relations and agreements".

CITY OF MEDELLÍN
Maria Luisa Zapata Trujillo

ORGANIZATIONAL INFORMATION

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MOZAMBIQUE AND BRAZIL DECENTRALISED INTERNATIONAL COOPERATION: CITY-TO-CITY PEER LEARNING – STRENGTHENING THE SERVICE OF LOCAL GOVERNMENT ASSOCIATIONS

The project, which ran from January 2013 through June 2015 and built on former engagements, sought **to improve the management of local development in terms of effective governance, sustainability and participation to extend the population's right to the city.** It involved six cities from Brazil and eight cities from Mozambique. The cooperation also sought **to improve the institutional capacities of local authorities** to manage development, consolidating them as development agents on a local level and as actors of development on national and international levels in the sphere of South-South decentralised cooperation. The project was funded by the European Commission, the Norwegian Government, Cities Alliance and the City of Barcelona. The governance of the project was a particular challenge in that over 20 partners were involved, including mayors, networks of cities,

technicians, universities, UCLG and other institutions. In the beginning, this seemed to be a risk factor as there were a number of uncertainties surrounding the project and all partners had something to contribute. In the end, however, it became a factor of strength because of openness amongst partners throughout the process and across their different methodologies. This allowed many people to connect and ultimately strengthened the outcomes.

In terms of follow-up, a challenge will be how to ensure the project continues as the funding has come to an end.

Seek, Sense, Share Framework

The methodology used throughout the project and the role of partners is described using Harold Jarche's 'Seek, Sense, Share' learning framework as it seeks to facilitate the sharing of complex knowledge and foster a network built on trusted relationships.

"When we went to Porto Alegre, we didn't just meet officials to learn about participatory budgeting. We also went to meetings Porto Alegre had organised with the community, and therefore learnt a lot more through this hands-on experience."

Benedito Guimino, Mayor of Inhambane – Urban Earth study.

Seek
IDENTIFY PARTNERS, CITIES, TECHNICAL AND POLITICAL LEADERS, AND PEOPLE

The positive experiences of the City Future project funded by the Norwegian Government and Cities Alliance since 2010 helped in the selection of participants and partners to target for engagement in the Mozambique and Brazil project, both as facilitators and as implementers, and to build a support team. These included the National Association of Municipalities of Mozambique (ANAMM), the National Front of Mayors of Brazil (FNP), Architects Without Borders – Catalonia (ASF-

Cat), the University of Lleida's UNESCO Chair, and the Intermediary Cities Network (CIMES). **The objective was to bring the actors together through triangular cooperation built around Brazilian cities' experiences and expertise, European support and Mozambican leadership.** A foundation of mutual trust and interest as well as similar views on development cooperation had already been established between a number of the stakeholders, notably through the City Future project, helping to create

a sense of capacity, expectations, needs and the potential technical and political leadership in the several cities. Cities were asked to mobilise technical leaders, as the project had a commitment to deliver content and the improvement of urban planning and management instruments. Parallel partnerships were also developed with the International Labour Organisation and Metropolis who have a strong commitment to strengthening international peer learning.

Sense
BUILDING CONTENT AND RESULTS

In this phase UCLG was tasked with building a process to establish and orient committed partnerships, key to mitigating any changes in technical and political leadership during the project. First missions were organised and contacts were established, technical responsibilities were clarified and communication systems were set up. The content development of each city partnership was sketched by project partners and the first evaluation was completed together in the first seminar in Nampula in 2013.

The development of partnerships was mainly carried out in small groups through bilateral meetings among technicians. If possible, these included the participation of management staff. Each city partnership had a specific theme and scope, which was endorsed by the mayors of the cities.

The bilateral meetings in Brazil were of utmost importance to motivate political and technical leadership and develop a vision of where and how far to go. They were prepared and coordinated by the Brazilian technicians who had previous project experience in Mozambique. In these technical visits to Brazil, Mozambique often expanded its delegation at its own cost to include additional stakeholders, including key politicians and other public actors such as national water and electricity companies, resulting in wider acknowledgement and

awareness of the project in Mozambican cities.

The bilateral meetings in Mozambique enabled the application of the knowledge gained and encouraged governments to move towards more implementation 'inside and outside' the legal definition of the instruments. The bilateral partnerships tested and piloted the improvement of management practices in the area of urban planning and management that had been formally identified and refined during the implementation phase. These included the master plan, land management and budgeting – all three of which were priority areas for Mozambican reform on decentralisation, as indicated by the Mozambique association ANAMM. The partnership helped Mozambique to see planning and management in another light and to understand the value of instruments for developing policies and informing decision-making processes.

The pair methodology, used through the duration of the project, was carried out in six stages: develop diagnostics and identify needs; identify similarities and differences; define priorities and transferable knowledge; joint creation of the work plan, schedules, results and responsibilities; exchange practices and instruments according to the selected themes; assess the results, gauge the

time periods involved and the effectiveness of the tool. This peer-working methodology helped to overcome difficulties and challenges faced in each location, and enabled tailor-made solutions through a bottom-up and participatory approach. Brazilian technicians helped to build the self-confidence not only of their peers, but also of the city teams. The partnership helped the city council to address all the spheres of planning and to build coherence between regional, city-wide, neighbourhood or special areas planning. A unique feature of these meetings was hands-on engagement between the technicians and the mayors whereby the technicians informed mayors of the plans, asking for the mayors to confirm the tasks, signing the report back as an official document. This methodology was an eye-opener for many mayors, who thus had a better understanding of the role and work of their technicians, which led to higher levels of trust. The exposure of Mozambican mayors and technicians to Brazilian leaders motivated some processes immediately, including in participatory budgeting, where Brazilian encouragement played an essential role in ensuring commitment from leaders in Mozambique.

Share
DISSEMINATE RESULTS AND EVALUATE THE PROCESS

A number of activities held throughout the project helped to share information on the undertaking of the project, implementation and its results, including:

▶ An official launch of the project in February 2013, which helped to build coherence between partners such as UN Habitat, Cities Alliance, GIZ Germany and the World Bank;
▶ A roundtable discussion held in Brasilia at the beginning of the project;
▶ Presentation of the project to the ANAMM congress;
▶ Three seminars in Mozambique, where activity plans and results were shared not only with cities but also with stakeholders and partners, including donors, which fostered increased and continuous interest;
▶ Networking in Nampula in August 2013 that sought to review and further enhance the communication agenda and contents, that were

in particular taken up by FNP and universities;
▶ A roundtable discussion at the World Urban Forum in April 2014 in Medellín that brought the project to Latin America;
▶ Presentation of the project during the European Days on Decentralised Cooperation (ASSIS) in 2013;
▶ Presentation of the project in 2014 to the CIB Working Group, and to development funds in Andalucia, Galicia and Mallorca;
▶ A book and an Expo were prepared and shared in social and academic networks; the expo "decentralised cooperation to democratise cities" will be shown in Maputo and Brasilia;
▶ Continuous reporting to the UCLG Executive Bureau;
▶ Dissemination during UCLG and other events, such as the Brasilian forum for cooperation (EDS); partners discussed the project in a roundtable in the UCLG Executive Bureau in Porto Alegre, lessons were also shared

during Africities 2015;
▶ The European Commission is building references around the project;
▶ University partnerships were signed and enabled follow up of the partners involved; and
▶ The heads (mayors) of the Brazilian Association delegated the FNP to continue seeking funds for a second phase of activities.

Additional outreach included a blog to share the results and to connect to other stakeholders; a newsletter; radio interviews provided by Brazilian mayors; and strategic connections to other events and meetings in Brazil. Sharing the results in academic circles and universities is foreseen through an academic online publication that the University of Lleida is coordinating.

The questions of follow up communication and 'after care' were identified as challenges requiring further attention.

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"The project funds finished in July and we are still keeping it going in the future. We asked mayors in Brazil what they would like to do in the future, and they indicated they would like to maintain this cooperation. During this project a number of mayors changed in both countries but the project was so well built that all of the new mayors accepted to continue on with the project, some of them were even more enthusiastic than their predecessors. With the cities in the driving seat, the associations FNP and ANAMM and UCLG promote the results and modality".

FNP
Paulo Oliveira

Read more online:
http://issuu.com/uclgcglu/docs/ decentralised_cooperation_to_ democr_4ca45697977607.

GLOSSARY OF PARTICIPATING ORGANISATIONS

AL-LAs – The Euro-Latin-American Cooperation Alliance among Cities

The Euro-Latin-American Alliance of Cooperation among Cities, AL-LAs was established in 2013. Since then, this network based on a strategic approach has emphasised the international role of cities as a means of innovation in a global context.

Coordinated by the Government of Mexico City, in partnership with seven other Latin-American cities: Montevideo (Uruguay), Moron (Argentina), Belo Horizonte (Brazil), Quito (Ecuador), Medellín (Colombia), Lima (Peru) and Rio de Janeiro (Brazil); as well as two European local government networks: United Cities of France (CUF) and the Andalusian Fund of Municipalities for International Solidarity (FAMSI); AL-LAs has become a strategic hub of cooperation and knowledge sharing that aims to enhance cities' international relations in order to improve their public policies and territorial development for the benefit of local communities and residents, public employees and officials, universities, businesses, cultural organisations, students, etc.

AL-LAs is a new approach to the way we concieve, understand and transform the world.

Further information is available online: https://www.proyectoallas. net/about_en
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Barcelona City Council (Ajuntament de Barcelona)

Barcelona City Council began its engagement in international cooperation for development and solidarity several years ago with city-to-city cooperation with Sarajevo in the mid-1990s. Sarajevo was the first city to receive funding, the exchange of knowledge and expertise, with the participation of municipal experts, NGOs and some private companies, from Barcelona who were involved in rebuilding parts of the city. After successful cooperation with Sarajevo, the programme spread to other cities. The department dealing with these activities is, actually, the Global Justice and International Cooperation Department. In 2015 Barcelona allocated 0.7% of its own budget to international cooperation for development, and the plan is to maintain this level of funding in the future. As a decentralised cooperation player, the City Council promotes good local governance through its city-to-city cooperation model and can offer a lot of experience in promoting public policies geared towards social cohesion, promoting citizen participation in government action, and in developing a constantly evolving model of political, administrative and fiscal decentralisation. The Barcelona City Council Master Plan 2013-2016 outlines strategic and geographical priorities for collaboration.

Further information is available online: http://ajuntament. barcelona.cat/relacionsinternacio nalsicooperacio/en/strategy-and-planning

UCLG Capacity and CIB - Institution Building Working Group

UCLG's Working Group on Capacity and Institution Building (CIB) is a technical platform for professionals from Local Government Associations (LGAs) and individual local governments active in the field of capacity development and local government development cooperation. The overarching goal of the platform is to gain more attention and recognition for local government development cooperation, within and outside of UCLG. By bringing together professionals of this type of cooperation, a pool of knowledge is built and an exchange of the most effective capacity-building methodologies can take place to achieve concrete results on the ground. The CIB Working Group has three angles to its work: i) information exchange about programmes and activities of local government development cooperation that the members are implementing; ii) programme coordination to avoid overlap between activities and duplication of efforts; iii) contributing to policy dialogues and strengthening advocacy before the international community on the importance of local governments and their role in development. The CIB Working Group also analyses methodologies used for programme implementation, monitoring and evaluation to ensure further professionalisation of the development cooperation undertaken by members. The CIB website provides information about the programmes of CIB members and contains a compendium of key tools and publications.

Further information is available online: http://www.cib-uclg.org/

CNM - National Confederation of Municipalities

The National Confederation of Municipalities (CNM), based in Brasilia, Brazil, is an independent, non-partisan and non-profit organisation founded in 1980. It is the largest association in Latin America with approximately 5,000 affiliated members. Work at the national level includes negotiations with the National Congress, and with the Federal Government where CNM presents the demands of municipalities and mayors. CNM's political department works with regional, macro-regional and regional level associations of municipalities. CNM works for excellence in municipal management and improvement of the quality of life for its citizens, including through the production of research and technical studies in several areas of the municipalities, technical and legal guidance and the development of technological tools aimed at modernising management and digital inclusion of municipalities. CNM also has operations in the international arena. Part of these efforts include promoting exchanges between authorities of other countries with the aim of improving the ideas of municipalism and citizenship. Each year CNM organises March to Brasilia in Defense of Municipalities, the largest municipal political event in Brazil.

Further information is available online: http://www.cnm.org.br/ institucional/conhecaacnm/quem-somos

Government of the Province of Barcelona (Diputació de Barcelona)

The Government of the Province of Barcelona (Diputació de Barcelona) operates at a supra-municipal level in the Province of Barcelona and works for the interests of the 311 individual municipalities in the province and for the regional government as a whole, covering more than 5 million inhabitants, including Barcelona. One of the strategic objectives of the Province of Barcelona is to make progress on sustainable development. Over the years, the Government of the Province of Barcelona has made a strategic commitment to internationalising the cities and territories of Barcelona and creating opportunities for the territory and its citizens. Since 1994, the Province of Barcelona has a unit specialised in promoting international activity – the Department for International Relations – whose mission is to position Barcelona by setting out strategies for the challenges and opportunities it faces in regard to Europe, the Mediterranean region and Latin America, including through implementing international cooperation projects. Some of its key objectives have been to promote spaces that allow cooperation between municipalities, to increase skills in international issues for municipal staff, to develop channels of participation for municipalities of the province in international fora and networks, and to support the municipalities in the process of definition and implementation of their decentralised cooperation. The Province of Barcelona has a number of training initiatives, ranging from on-site training, to specific seminars and conferences on current issues, to online training, including on topics such as decentralisation and local governance, and local policies of social cohesion.

Further information is available online: http://www.diba.cat/en

FCM – Federation of Canadian Municipalities

The Federation of Canadian Municipalities (FCM) is the national voice of municipal government representing 90% of Canada's municipal population. Members include Canada's largest cities, small urban and rural communities, and 20 provincial and territorial municipal associations. FCM actively advocates to have the needs of municipalities – and their citizens – reflected in federal policies and programmes. Working on behalf of its members, FCM actively engages with the federal government on a wide variety of issues that impact municipalities, aiming to ensure that local voices are heard and that federal legislation works for municipalities. FCM brings together experts and other stakeholders who are committed to building sustainable communities, providing networking opportunities that enable municipalities to share knowledge and learn from peers, as well as to meet key federal decision-makers and promote local initiatives. In addition, FCM develops and delivers innovative solutions that help communities thrive, while addressing key local and national priorities. Key priorities include climate change and resiliency (including the Green Municipal Fund, Partners for Climate Protection Programme, etc.); international cooperation (including refugee resettlement); seniors and housing; rail safety; and responding to ageing infrastructure.

Further information is available online: http://www.fcm.ca/home. htm

FNP – National Front of Mayors (Brazil)

Established in 1989, the National Front of Mayors (FNP) is a non-partisan organisation made up of mayors and cities across Brazil, who strive to meet the growing demands for public services in Brazilian cities. FNP aims to ensure municipal autonomy and promote the participation of municipalities in decentralised cooperation, including through South-South and triangular cooperation initiatives that support knowledge exchange and capacity building. FNP has broken ground by addressing issues such as urban policy, social inclusion and decentralised international cooperation between cities. In addition, FNP provides a strong and united voice to mobilise and shape the municipal response to important social and economic challenges, promoting municipal interests in Congress, and empowering municipalities with in-depth analysis on federal legislation and expert advice on federal-municipal matters that impact local communities. Every other year FNP co-organises the largest event on urban sustainability in Brazil – the Meeting of Municipalities for Sustainable Development – which brings together mayors and municipal officials from throughout Brazil to discuss possible ways to collaborate and share knowledge on sustainability at the local level.

Further information is available online: http://www.fnp.org.br / http://www.emds.fnp.org.br

METROPOLIS

METROPOLIS is the leading international organisation gathering cities and metropolitan regions of more than one million inhabitants. Created in 1985, the association is represented by more than 140 members from across the world and operates as an international forum to explore issues and concerns common to all large cities and metropolitan regions. METROPOLIS also manages the metropolitan section of UCLG. METROPOLIS promotes collaborative and learning programmes between the major cities of the world, including through METROPOLIS Initiatives, the METROPOLIS International Training Institute, and the Policy Transfer Platform. METROPOLIS promotes visibility around outstanding urban development experiences and recognises the key role of local decision makers in the international arena. METROPOLIS World Congresses and Annual Meetings create opportunities to promote the major cities of the world and provide a platform to disseminate key political messages and declarations from the community of mayors worldwide, showcase diverse good practices coming from METROPOLIS member cities, and enrich the debate between different levels and stakeholders of urban management. METROPOLIS also promotes strategic networks for effective cooperation worldwide, in particular in promoting gender mainstreaming and empowering youth in urban management.

Further information is available online: http://www.metropolis.org/ UCLG

MILE – eThekwini Municipality's Municipal Institute of Learning

The Municipal Institute of Learning (MILE), established in 2009, is the first-ever local government-driven, practitioner-based Institute of Learning. Based in Durban, South Africa and located within the eThekwini municipality, the initiative provides a collaborative knowledge management space for practitioners to engage with others in the Southern African region. MILE offers practitioners opportunities to organise information, research, case studies and protocols that can be easily accessed by other municipalities looking to apply them. Strategic objectives include facilitating the enhancement of professional and technical capacity of local government professionals on the African continent; leveraging partnerships with tertiary institutions to promote collaborative research programmes that will ultimately improve the effectiveness of local government; serving as a platform for innovating, learning and sharing with other municipalities, associations and networks, both locally and internationally; and providing a municipal technical support service to other municipalities in an empowering and innovative manner, among others. MILE has been instrumental in its role as a knowledge-sharing hub assisting provincial municipalities to map the way towards urban transformation and at the same time co-ordinates knowledge management programmes throughout the African continent. A new Learning Academy is envisaged.

Further information is available online: http://www.mile.org.za/

SALGA – South African Local Government Association

The South African Local Government Association (SALGA) is an autonomous association of municipalities with its mandate derived from the Constitution of the Republic of South Africa, which defines SALGA as the voice and sole representative of local government. SALGA serves as the representative voice of all 278 municipalities and interfaces with parliament, the National Council of Provinces, cabinet as well as provincial legislatures. It comprises a unitary national association, with a national office and nine provincial offices. In line with its mandate, SALGA has set out its role to represent, promote and protect the interests of local government in the intergovernmental system; transform local government to enable it to fulfil its developmental role; raise the profile of local government; ensure the full participation of women in local government; perform its role as an employer body; and develop capacity within municipalities.

SALGA has launched the SALGA Centre for Leadership and Governance, which uses a blended-learning methodology to drive professionalism and excellence in the municipal environment. The overall goal is to transform municipal administrations into learning organisations characterised by systematic problem solving, experimentation with new approaches, and learning from the experiences and best practices of others, etc.

Further information is available online: www.salga.org.za

SMG – Seoul Metropolitan Government

Seoul is the capital city of Korea with more than 10 million inhabitants. The city experienced rapid urban growth with an enormous influx of inhabitants between 1960 and 1990, and now it is considered as a rising global city and the most wired city in the world. With 10,000 staff and more than 120 divisions, Seoul Metropolitan Government (SMG) is committed to serving its citizens, covering areas from urban planning and transportation to culture and social inclusion.

Increasingly, SMG has expanded its scope and is playing an active role in the international arena, such as assistance in disaster risk reduction and global network participation, amongst other activities.
In terms of policy sharing, SMG has created an online archive of key policies (Seoul Solution) which includes 162 policies in 9 categories in the field of urban planning, environment, water supply, e-government, etc. The Seoul Human Resources Development Center (SHRDC), which hosts the headquarters of Metropolis International Training Institute (MITI), has operated training programs for foreign city officials since 2008 to promote cooperation through policy case sharing and to develop the capacity building. Training topics include transportation, e-government, urban management, climate change policy, and best practice policies that the city of Seoul would like to share.

Further information is available online: http://seoulsolution.kr, http://mitiseoul.org

UCLG-ASPAC - United Cities and Local Governments Asia-Pacific

United Cities and Local Governments Asia-Pacific (UCLG-ASPAC), the largest regional section of UCLG, is based in Jakarta, Indonesia, and serves as the key knowledge management hub on local governance issues in the region. It has linkages to more than 7,000 local governments, representing over 3.76 billion people. Key objectives of UCLG-ASPAC include promoting strong and effective democratic local self-government throughout the region/world through promoting unity and cooperation among members; ensuring the effective political representation of local government before the UN and other international communities; acting as a worldwide source of information on local government, learning, exchange, and capacity building to support democratic local governments and their associations; promoting twinning and partnership between local governments and peoples; and promoting local economic, social, cultural, vocational and environmental development in enhancing the services to the citizens based on good governance principles, amongst others. UCLG-ASPAC has been actively involved in the Partnership for Democratic Local Governance in Southeast Asia (DELGOSEA) programme, which aims to create a network of cities and municipalities to implement the transnational replication of local governance best practices across South-East Asian countries (ASEAN) including Cambodia, Indonesia, Philippines, Thailand and Vietnam.

Further information is available online: http://www.uclg-aspac.org/

CDC - UCLG Committee of Digital and Knowledge-based Cities

Established in 2005, the Committee of Digital and Knowledge-Based Cities (CDC) of UCLG, chaired by the City of Bilbao, aims to create an efficient network of cooperation enabling local authorities to take advantage of the opportunities that the new information and communication technologies (ICT), innovation and knowledge provide, and to share, assimilate and adapt them to local needs. The committee has been working to reduce the digital divide and to boost the implementation of the digital local agenda as a means to promote the economic and social development of communities and improve the quality of life of citizens. The Committee works like a network and serves as a platform for the exchange of knowledge, experiences, best practices and lessons learned. It also works like an observatory, identifying new tendencies and topics. The Committee has produced the "Smart Cities Study: International study on the situation of ICT, innovation and knowledge in cities", which provides an overview of the current situation of 28 cities in different regions of the world, in terms of six key areas of importance that affect the development of cities: economy, citizenship, governance, mobility, environment and quality of life. A smart city uses digital technologies or ICT to enhance the quality and performance of urban services, to reduce costs and resource consumption, and to engage more effectively and actively with its citizens. The Committee organises an annual forum that provides the opportunity for cities to connect with other cities on topics related to the use of new technologies, innovation and knowledge to make more efficient and sustainable cities.

Further information is available online: http://www.uclg-

digitalcities.org/

UCLG Committee on Culture/Agenda 21 for Culture

The Committee on Culture of UCLG/Agenda 21 for Culture is the global platform of cities, organisations and networks to learn, cooperate and launch policies and programmes on the role of culture in sustainable development. Agenda 21 for Culture is the founding declaration of the Committee; the declaration was approved in 2004 with 67 articles. Since then, the Committee on Culture has fostered numerous exchanges to make this declaration useful for cities and local government, providing a neutral place where 'leading cities' (those with experience in the relation between culture and sustainable development) and 'pilot cities' (those wishing to learn about culture and sustainable development) can find useful content. The Committee on Culture also provides a conceptual framework (culture as a stand-alone dimension/pillar/sphere of sustainability) that places culture in equal relation to other dimensions (social, economic, environmental) of development and emphasises an integrated approach. Agenda 21 for Culture promotes the exchange of experiences and improves mutual learning, including through networking and project development, and conveys the key messages of cities and local governments. Agenda 21 for Culture has a global database of good practices on culture and sustainable development, with a focus on innovation, participation, sustainability, efficiency, transversality and reproducibility, as well as a practical toolkit – the 'Culture 21 Actions' toolkit – that provides guidance for cities aiming to evaluate, design and implement cultural policies contributing to sustainable development. It was adopted at the first United Cities and Local Governments' Culture Summit, held in Bilbao in March 2015.

Further information is

available online: http://www.agenda21culture.net/

United Cities and Local Governments -Africa (UCLG-A)

UCLG-Africa, the African regional section of UCLG based in Rabat, Morocco, is the umbrella organisation and the united voice and representative of local government in Africa. UCLG-A brings together 40 national associations of local governments from all regions of Africa as well as the 2,000 cities that have more than 100,000 inhabitants, representing nearly 350 million African citizens. Principal goals of UCLG-A include promoting decentralisation in Africa and African local governments as a distinct and autonomous sphere of government; contributing to the building of African unity through local governments' dynamism; supporting and empowering national associations of local governments and individual governments to deliver on their mandates; and promoting exchange of experiences and best practices among African local governments and with local governments from other regions of the world. The latter is accomplished through a platform of exchange entitled the Africities Summit, organised by UCLG-A every three years, as the space of expression of the political voice of local government, bringing together about 5,000 people, including ministers.

Further information is available

online: http://www.afriquelocale.org/en/

VNG International

VNG International is the International Cooperation Agency of the Association of Netherlands Municipalities. The organisation supports decentralisation processes and facilitates decentralised cooperation. VNG International, which is part of the worldwide family of local authorities and an international service provider, aims to strengthen local governments, their associations, training institutes and decentralisation task forces both in developing countries and in countries in transition through capacity development of local governments, training of elected politicians and municipal staff, etc. VNG International places a strong focus on learning and capacity development and has developed a number of tools with and for local governments, ranging from a benchmarking learning tool to compare performance with other local governments in the region or country, to the 5 Capabilities methodology to build capacity and help local governments to identify their relative strengths and weaknesses. Another tool that has been developed is modernised local taxation, which aims to improve local tax income collection within existing regulations. VNG International has produced a number of publications, including guides and toolkits for local governments and their associations.

INTERVIEWEES FOR THE PUBLICATION

The table below displays the stakeholders interviewed for this publication. A total of 20 stakeholders were interviewed over the period 28 September – 19 November 2015.

DATE	NAME OF INTERVIEWEE	ORGANISATION	COUNTRY/CITY	TYPE OF INTERVIEW
28/09/2015	Mpilo Ngubane	eThekwini Municipality – Municipal Academy	South Africa	in-person
28/09/2015	Sogen Moodley	eThekwini Municipality – Municipal Institute of Learning (MILE)	South Africa	in-person
28/09/2015	Kubeshni Govender	South African Local Government Association (SALGA)	South Africa	in-person
28/09/2015	Reuben Baatjies	South African Local Government Association (SALGA)	South Africa	in-person
28/09/2015	Christine Piquemal	METROPOLIS	Barcelona	in-person
28/09/2015	Agnès Bickart	METROPOLIS	Barcelona	in-person
28/09/2015	Jordi Pascual	UCLG Committee on Culture/ Agenda 21 for Culture	Barcelona	in-person
28/09/2015	Paulo Oliveira	Frente Nacional de Prefeitos (FNP)	Brazil	in-person
29/09/2015	Octavi de la Varga Mas	Diputació de Barcelona	Barcelona	in-person
29/09/2015	Hans Buis	VNG International	Amsterdam	in-person
06/10/2015	Arnau Guiterrez	Diputació de Barcelona	Barcelona	written contribution
16/10/2015	Sébastien Hamel	Federation of Canadian Municipalities (FCM)	Canada	Skype interview
16/10/2015	Bernadia Irawati Tjandradewi	UCLG-ASPAC	Jakarta	Skype interview
19/10/2015	Renske Steenbergen	CIB Working Group	The Hague	Skype interview
20/10/2015	Tatiane de Jesus	Confederação Nacional de Municípios (CNM)	Brazil	Skype interview
21/10/2015	Jordi Cortés	Ajuntament de Barcelona	Barcelona	Skype interview
27/10/2015	Braulio Díaz	AL-Las	Mexico City	Skype interview
29/10/2015	Jean-Pierre Elong Mbassi	UCLG Africa	Rabat	tel. interview
13/11/2015	Kate Kim	Seoul Metropolitan Government (Secondee to UCLG)	Seoul	written contribution
19/11/2015	Maria Luisa Zapata	The City of Medellín	Medellín	3-way skype with Barcelona
10/11/2015	Lidia Cobas	UCLG Committee of Digital and Knowledge-Based Cities	Bilbao	Skype interview

KEY DOCUMENTATION AND RESOURCES

https://www.fcm.ca/Documents/ tools/International/UCLG_ Policy_Paper_on_Development_ Cooperation_and_Local_ Government_EN.pdf **p. 12**

The **Urban Strategic Planning committee** undertakes and facilitates cooperation among cities, sharing and building on alternatives for growing urban issues with local governments and local associations along with global partnerships for strategic sustainable urban development. *http://www.beta.uclg-planning.org/about-us*

http://www.beta.uclg-planning. org/city-city-cooperation

http://issuu.com/uclgcglu/docs/ eng_book_web

http://www.uclg.org/en/issues/ decentralisation-and-local-democracy

http://www.uclg.org/en/media/ news/south-south-and-city-city-cooperation-strategic-topic-ilo-uclg-partnership

Development Effectiveness at the Local and Regional Level *https:// issuu.com/uclgcglu/docs/ platforma_development/21*

Methodology
https://www.fcm.ca/Documents/ tools/International/UCLG_ Policy_Paper_on_Development_ Cooperation_and_Local_ Government_EN.pdf **p. 21**

"Decentralised development cooperation – European perspectives" *http://www.ccre.org/docs/ Platforma_European_perspectives_ EN.pdf*

https://webgate.ec.europa.eu/ fpfis/mwikis/aidco/images/4/45/ CD_final_report_EN_april2013.pdf

http://urbact.eu/capacity-building#