THE 3\textsuperscript{RD} LEARNING FORUM

We are pleased to welcome you at the third UCLG Learning Forum. We will centre our attention on the importance of learning as a network. During two days, learning sessions exploring different thematicas will provide a modality for practical, forward-looking exchanges between members, partners and networks. All participants are invited to experience diverse learning methodologies. Besides exchange and mutual inspiration of partners and members, it will also give an opportunity to shape ideas for follow up in 2017. The outcomes of the first and second Learning Forum were gathered in two publications\textsuperscript{1} and this year we will experiment other means of communication.

Cities, local and regional governments have the need for practical solutions to fulfil the citizens’ demands. In this regards, sub-national governments are strong partners and supporters regardless of their development stage. Therefore, learning cannot be conducted alone but has to be part of partnerships with others. With this in mind, we want to thank Connective Cities, the International Labour Organization, UN-Habitat, OIDP, eThekwini - MILE and the UCLG Committees on Urban Strategic Planning, Local Finances and Development, and Social Inclusion, Participative Democracy and Human Rights, for the collective effort in the coordination of the learning sessions.

We invite you to actively participate and be part of this experience. The objective is to build on the sharing of challenges and positive experiences that will be presented in every learning session. We will test together diverse methodologies, while addressing concrete interests of our members. Join us and contribute to a cohesive network. Learning is an investment in building trust and relationships by fostering dialogues and understanding between participants. \textbf{It is instrumental to shape the future we want!}


# The UCLG Learning Sessions

**World Summit of Local and Regional Leaders**
12-15 October 2016, Bogota. Corferias Centre

## 13 October Thursday

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>9:00 to 10:30 Practical session Strategic Facilitation</td>
</tr>
<tr>
<td>11:00</td>
<td>11:00 to 12:30 Practical session Mobility</td>
</tr>
<tr>
<td>18:00</td>
<td>18:00 to 19:30 Learning Forum Concepts and Trends</td>
</tr>
</tbody>
</table>

## 14 October Friday

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>9:00 to 10:30 Practical session Local finances, Inclusive Governance and Participatory Budgeting</td>
</tr>
<tr>
<td>11:00</td>
<td>11:00 to 12:30 Practical session City-to-city and SSTC Cooperation on Decent Work</td>
</tr>
<tr>
<td>18:00</td>
<td>18:00 to 19:30 Practical session Public Space</td>
</tr>
</tbody>
</table>
LEARNING FORUM: CONCEPTS AND TRENDS
13 OCTOBER 18:00 TO 19:30

Learning helps cities to strengthen their institutions and develop their capacities through the sharing of knowledge and experiences. As we defend and represent local governments' interests, UCLG has to invest more and more in learning.

Josep Roig
Secretary General of UCLG

THE IMPORTANCE OF LEARNING

The session will set the scene and provide a general understanding of the importance of learning for professionals and leaders, specifically in local governments. The session will share some insights about the importance of the concept of learning behavior and learning within cities. It will be also the opportunity to explore the challenges we face as a learning network and link learning to decentralized cooperation.

Through a discussion with all the participants, the session will explore the way ahead for the UCLG Learning Agenda and remind the key elements for learning: work with good strategies, have quality facilitation and build partnerships. Learning is part of a general evolution in society, in mindsets, in relations, in communication, in decision making, in marketing, and last but not least, in the ways services are provided in response to the changing demands.
Kubeshni Govender is a communications professional by training and has over the last few years worked in the area of knowledge management and innovation. As the Director and Senior Consultant of Black Earth Consulting, Kubeshni has created, and assisted with the implementation of knowledge strategies, products and services for clients including The World Bank/The World Bank Institute, Ekurhuleni Municipality, The City of Johannesburg, and The South African Cities Network.

Harold Jarche is an open business advocate helping people and organizations to master the emerging network era. He has been described as “a keen subversive of the last century’s management and education models”. Harold knows that the ability to learn is the only lasting competitive advantage in a time of constant change, or perpetual Beta.

Cezar Busatto is currently the Head of the Secretariat for Local Governance at the City of Porto Alegre and introduced the concept and practice of Local Solidarity Governance to the city’s model of strategic management. In this role, he has enacted legal regulations that allow the Legislative Assembly to designate a Social Responsibility Award, chaired the Public Sector Special Commission on Social Responsibility and coordinated the Pact for Rio Grande initiative of the Legislative branch.

Professor C. Erik Vergel Tovar recently joined the program Management and Urban Development, Faculty of Politics, Government Science and International Relations at the University of Rosario. He is an architect and a researcher and has an experience in the formulation and implementation of policies of land and housing acting as advisor to the National Planning Department.

Josep Roig has held the post of Secretary General of United Cities and Local Governments since September 2011. He was a founding member of Metropolis, the metropolitan section of UCLG, in 1985, becoming Secretary General of the organization in 1999.
PRACTICAL SESSION: **STRATEGIC FACILITATION**

13 OCTOBER 9:00 TO 10:30

As a cooperating and supporting member of UCLG, MILE will coordinate a session on the Art of Strategic Facilitation.

**METHODOLOGY**

Facilitation is essential for any learning events in particular those involving local practitioners. Facilitators carry the responsibility to ensure that the audience, the methodology, and the speakers are linked together. In order to be efficient, facilitators need a series of soft skills in order to share observations, gather outcomes, plan and adjust the learning methodologies with the view to meet the needs of each group and achieve the expected results. For these reasons, the session will be a 90-minute training workshop on “The Art of Strategic Facilitation”. In this workshop, participants will actively explore some of the essential soft skills for good facilitation.

MILE will coordinate this workshop.
Opening: Welcome and presentation of the purpose of the session

Getting to grips with the Top Ten Tips! an interview session

Facilitator Skills: competencies, values and attitudes

GroundRules & Ice-breaker: table introductions

Unpacking Facilitation Tips 1 and 2

Walkabout: An introduction to the suite of facilitation techniques

COORDINATOR

Sogen Moodley
MILE - eThekwini Durban
SESSION ON **MOBILITY**

**13 OCTOBER 11:00 TO 12:30**

As a cooperating and supporting Partner of UCLG, the Connective Cities will coordinate a session on Mobility. Connective Cities is an operator of the UCLG Learning Agenda.

**WHO IS CONNECTIVE CITIES?**

International Cities’ Platform organized as joint venture of three German organizations (GIZ, German Association of Cities and Engagement Global), and supported by the German Government, facilitating exchange and learning among practitioners of cities at a global level.

**METHODOLOGY: GALLERY OF PRACTICES**

The learning session on Mobility facilitates the exchange among cities’ representatives and learning from experience. It focuses on different issues of urban transport systems and urban mobility. To this regard, a participatory method, using a mixture of Gallery of Good Practices and Practitioners’ corner will shape the workshop.

In each of the four tables of this learning session one or two speakers will present a Good Practice. A series of posters will be designed to present each Good Practice stressing on a visual technique instead of presentations.

There will be 6 different posters and will all include the following structure to present the practice:

1. The starting point,
2. The institutional setting,
3. The approach,
4. The outcome,
5. The lessons learnt,
6. The Transfer opportunities of a Good Practice.
Introduction in plenary about mobility, the related SDGs and the methodology of Gallery Walk. The participants choose a table according to their interests and languages (Spanish and English).

For each table a leader presents a first Good Practice, the participants ask, comment and analyse. The moderator guides the discussion and takes notes.

The participants are invited to a second round, a second Good Practice will be presented.

**Conclusion**

15 min

---

**COORDINATOR**

Ingrid Roesner
Connective Cities

**LEADERS**

**TABLE 1 (SPANISH)**

- Daniel Chain
  Secretario de Obras Públicas de la Nación Argentina
- Pau Noy
  Assistant CEO - TmB, Barcelona

**TABLE 2 (SPANISH)**

- Zoe Reiter
  Senior Project Leader, Supporting organization, Transparency International, Germany
- Gabriela Ayerdi
  Project Coordinator, RedACTES, Acción Ciudadana, Guatemala City.
- Kalpana Viswanath
  Co-Founder of SafetiPin
- César Pinzón-Medina
  SDMUJER Expert specialized in knowledge management
- Carlota Alméciga Romero
  SDMUJER Director of knowledge management

**TABLE 3 (ENGLISH)**

- Joonho Ko
  Seoul Institute
- Marcelo Cintra do Amaral
  Sustainable Policies Coordinator - BHTRANS

**TABLE 4 (ENGLISH)**

- Anja Wenmakers
  Head of Division for Sales, Marketing and Network Planning - Municipal Company of Bonn - Stadtwerke Bonn Verkehrs GmbH
- Carlota Alméciga Romero
  SDMUJER Director of knowledge management
LOCAL FINANCES, INCLUSIVE GOVERNANCE AND PARTICIPATORY BUDGETING

14 OCTOBER 9:00 TO 10:30

This session is co-organized by the UCLG Committee on Local Finances and Development and the Committee on Social Inclusion, Participatory Democracy and Human Rights together with OIDP.

WHO ARE UCLG Committees?

UCLG Committees prepare and implement policies within priority areas. CLFD and CSIPD have play an important role for the Learning Agenda by including learning as a service for members to strengthen the network.

WHO IS OIDP?

The International Observatory on Participatory Democracy (IOPD) work hand in hand with UCLG and operates as an independant network to share knowledge on public participation and democracy.

METHODOLOGY: PEER REVIEW

Peer Review is a methodology increasingly used in the exchange of knowledge between managers and politicians. The main objective of the session is to articulate fundamental topics: financial management, inclusive governance and participatory budgeting in different contexts of decentralization and different degrees of inclusion of the population. The session will also promote participatory budgeting as an interesting policy for cities. The session will enable the identification of experienced members, experts and partners, as well as, new cities interested in implementing this type of policies. Two case studies will be discussed during the session. A group will talk about the experience of Pikine, while another group will approach the experience of La Paz.
CITY-TO-CITY AND SOUTH-SOUTH AND TRIANGULAR COOPERATION FOR DECENT WORK

14 OCTOBER 11:00 TO 12:30

ILO is a close partner of UCLG and together they have organized more than 5 learning events linked to South-South and Triangular Cooperation on decent work and local economic development.

WHO IS ILO?

The only tripartite U.N. Agency, since 1919 the ILO brings together governments, employers and workers representatives of 187 member States, to set labor standards, develop policies and devise programs promoting decent work for all women and men.

METHODODOLOGY: TEMPORARY THINK-TANK

The thematic session will explore the value of city-to-city cooperation linked to the challenges of the SDG 8. City-to-city cooperation has been increasingly linked to, and has benefited from the practice of South-South and Triangular Cooperation as an innovative means to develop local solutions to often global issues. SSTC constitutes an exchange among equals, the identification of innovative practices, and promotes collaborative initiatives at the national, regional, and interregional levels.

Participants will work on topics related to local economic development and decent work on which they have already engaged or wish to engage in the future. They will be asked to identify synergies and possible linkages in order to reinforce city-to-city cooperation on decent work. A final debate, building on the discussions, will help examine potential topics and partners.
Introduction:
Participants will briefly present themselves and their experiences.

Conclusion:
Highlight some of these criteria, the participants would have an opportunity to comment and open a discussion.

Group work and discussion, with the objective of defining criteria for a meaningful city-to-city cooperation on LED.

Coordinator
Pierre Martinot-Lagarde
International Labour Organization (ILO)

Leaders
Kesarralal Gunasekera
Former Deputy Mayor of Dehiwela, Mt Lavinia Municipal Council

Charles Parkerson
SALGA

Francisco Toajas
Mayor of Las Cabezas de San Juan

Juan Cruz Gimenez
Deputy Minister of Employment and Decent Work, Ministerio de Trabajo y Seguridad Social de la Provincia de Santa Fe

Kjeld Jakobsen,
Director of the Perseu Abramo Foundation and consultant for the CUT and the Trade Union Confederation of the Americas (TUCA)
SESSION ON PUBLIC SPACE

14 OCTOBER 18:00 TO 19:30

WHO IS UCLG Committee on Urban Strategic Planning?

The Committee brings together UCLG member cities from across the world to exchange experiences and learn from one another about urban planning. CUSP’s long-term goal is to improve local governments’ knowledge of planning policies and tools and their relationship with international development partners.

METHODOLOGY: WORLD CAFÉ

The session on public space links to the Learning Agenda directly as the information influencing the content - namely the Policy Framework - was developed using some of the material obtained during Learning Exchanges (Durban, Porto Alegre and Blantyre). This session provides an opportunity to highlight the importance of peer learning events and to showcase how learning can be used to influence and shape policy development at the local level.

The practical session on Public Space will be designed using a modified version of the world café methodology. For the Public Space workshop we want to develop, together with all the co-organizers a common question related to the importance of learning in relation to SDG11 in particular on public space. All the co-organizers will have time to present and explore more concrete questions related to learning and Public Space as a key lever for urban development.
Lead presentation of the UCLG public space policy framework

Outcomes of the discussion of each table

4 key questions around 4 roundtables moderated by key leaders

Debate on public space and the implications on the policy framework

**COORDINATORS**

- **Puvendra Akkiah**
  Committee on Urban Strategic Planning (CUSP)
  City of Durban

- **Maria Regina Rau**
  CUSP
  City of Porto Alegre

**LEADERS**

**TABLE 1: LOCAL GOVERNMENTS**

- **Oswar Mungkasa**
  Deputy Governor of Jakarta

**TABLE 2: CIVIL SOCIETY**

- **Oscar Fergütz**
  Fundación AVINA

**TABLE 3: DEVELOPMENT PARTNERS**

- **Cecilia Andersson**
  UN-Habitat

- **Pietro Garau**
  Istituto Nazionale di Urbanistica (INU)

**TABLE 4: PRIVATE SECTOR**

- **Lorenzo Castro**
  Architect, expert on public space, Bogota
GALLERY OF PRACTICES

MAIN STEPS TO FOLLOW

1. PREPARATION
   - Identify the local practices and the partners
   - Design the questions you want to ask to the partners about their practice
   - Gather all the information on a poster
   - Organize the room according to the number of practices you have and want to show

2. WELCOME AND INTRODUCTION
   Introduction in plenary about the topic selected for the entire session. The introduction is also the moment to explain the methodology and define clearly the ground rules. The participants choose a table according to their interests.

3. QUESTIONS
   For each table a leader presents a Local Practice and the participants ask, comment and analyse it. The moderator guides the discussion and takes notes.

4. ROUNDS
   Participants are invited to a second round, they may change the table, the leaders repeat the session, or a second leader presents.

5. CONCLUSION

SPECIFIC COMMENTS
- 50% of the people remember what they hear and see.
- It requires a good preparation including the briefing of the speakers.
- It creates a good working atmosphere and fosters collective learning.
- Participants move from a passive-receptive attitude to an active and productive participation.
- Group work tasks should be explained during the session.

LEARNING TIPS GIVEN BY:

Allocate time for the preparation.

Documentation of the learning outcomes is crucial.

If you want to experience this methodology join this learning session:

PRACTICAL SESSION ON MOBILITY

THURSDAY 13 OCTOBER
FROM 11:00 TO 12:30
Methodology - Local Finances, Inclusive Governance and Participatory Budgeting

Main Steps to Follow

1. **Casting**
   The first step is the casting in which a moderator and the presenter of the case are appointed. The rest of the peers (participants) volunteer as consultants.

2. **Case Presentation**
   Then comes the case presentation regarding the current situation and challenges.

3. **Key Questions**
   Key questions have to be selected by the case in order to get advice from the consultants on expected and specific points. In this sense, the problem has to be clearly identified.

4. **Method Choice**
   Each case will have a tailored method for the consultation that has to be explained to the participants.

5. **Consultation**
   During the consultation, the participants will share their ideas, suggestions and contributions regarding the selected consultation. The presenter of the case becomes a listener while others consult.

6. **Conclusion**
   As a conclusion, it is important to report the reflection and the lessons learned from the case presented including the consultants’ comments. The presenter of the case gives feedback at the end about the general usefulness of the lessons.

**Specific Comments**

- It is time intensive both for the preparation and during the event.
- Prepare and gather all the information beforehand.
- Select your participants very carefully. The participants have to be selected according to the case study.
- This method is action-oriented and ideally triggers a follow-up.
- It reinforces trust between peers.
- There is no best teacher than colleagues facing similar challenges and looking for practical solutions.
- Participants move from a passive-receptive attitude to an active and productive participation.

If you want to experience this methodology join this learning session:

Local Finances, Inclusive Governance & Participatory Budgeting

Friday 14 October

From 9:00 to 10:30
TEMPORARY THINK TANK

MAIN STEPS TO FOLLOW

1. PREPARATION
   Identify key challenges related to your topic.
   Identify and invite key partners.

2. WELCOME AND INTRODUCTION
   The participants briefly introduce themselves and their experiences to create a good working atmosphere.

3. GROUP WORK
   First, it must start with the description and the explanation of the main objectives of the session and the groundrules. Then, the group work and discussion can start.

4. CONCLUSION
   After the group work, the moderator highlights the outcomes of the session and the participants have an opportunity to comment and open a discussion on the topic.

SPECIFIC COMMENTS

- Make sure you have defined clear questions.
- This method creates synergies.
- It allows you to identify future partners or topics according to their interests.
- Participants move from a passive-receptive attitude to an active and productive participation.
- Can align the partners with programs or projects.

If you want to experience this methodology join this learning session:

CITY-TO-CITY AND SOUTH-SOUTH AND TRIANGULAR COOPERATION ON DECENT WORK
FRIDAY 14 OCTOBER
FROM 11:00 TO 12:30

If possible include the local population.
**WORLD CAFÉ**

**MAIN STEPS TO FOLLOW**

1. **SETTING**
   Create a “special” environment, most often modeled after a café, i.e. small round tables covered with a checkered or white linen tablecloth, butcher block paper, colored pens, a vase of flowers, and optional “talking stick” item. There should be four chairs at each table (optimally) – and no more than five.*

2. **WELCOME AND INTRODUCTION**
   The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Café Etiquette, and putting participants at ease.*

3. **SMALL GROUPS ROUNDS**
   The process begins with the first of three or more twenty minute rounds of conversation for the small group seated around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the “table host” for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.*

4. **QUESTIONS**
   Each round is prefaced with a question specially crafted for the specific context and desired purpose of the World Café. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.*

5. **HARVEST**
   After the small groups (and/or in between rounds, as needed), individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using graphic recording in the front of the room.*

**SPECIFIC COMMENTS**

- The use of space is very important.
- Make sure you have defined clear questions.
- This method is time intensive and requires an active listening.
- You can benefit from different perspectives.
- It allows you to identify future partners according to their interests.
- Participants move from a passive-receptive attitude to an active and productive participation.

*http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/

---

**LEARNING TIPS GIVEN BY:**

Learning UCLG

It is crucial to mix politicians and technicians among participants.

---

If you want to experience this methodology join this learning session:

**PRACTICAL SESSION ON PUBLIC SPACE**

**FRIDAY 14 OCTOBER**

**FROM 18:00 TO 19:30**
Peer learning is believed to be a strong tool to empower technically and politically local governments. For this reason, the public servants themselves should share and learn from each other. It is an inspiring opportunity for the participants to share practical knowledge, experiences and challenges, as the equal peers.

23 PEER LEARNING events 2011 organized since in 13 COUNTRIES

“A peer learning event is the creation of a space where everybody can learn.”

UCLG Learning