Learning
UCLG

3RD UCLG
LEARNING FORUM
UCLG WORLD SUMMIT OF LOCAL AND REGIONAL LEADERS

UCLG
United Cities
and Local Governments

5th **UCLG** Congress
**WORLD SUMMIT OF LOCAL
AND REGIONAL LEADERS**
12-15 October, **BOGOTA 2016**

THE 3RD 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 thematics 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[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. **It is instrumental to shape the future we want!**

UCLG Learning

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1   Tim Campbell. Outlook for city learning: strategic note for united cities and local governments and metropolis. (https://www.learning.uclg.org/file/outlook-city-learning-strategic-note-united-cities-and-local-governments-and-metropolis) UCLG Learning. City-to-city Cooperation, a guide to UCLG learning. (https://www.learning.uclg.org/file/c2c-guide-uclg-learningpdf)

THE UCLG LEARNING SESSIONS

WORLD SUMMIT OF LOCAL AND REGIONAL LEADERS
12-15 October 2016, Bogota. Corferias centre

13 OCTOBER THURSDAY

14 OCTOBER FRIDAY

	13 OCTOBER THURSDAY	14 OCTOBER FRIDAY
9:00	**9:00** to **10:30** Practical session **Strategic Facilitation**	**9:00** to **10:30** Practical session **Local finances, Inclusive Governance and Participatory Budgeting**
11:00	**11:00** to **12:30** Practical session **Mobility**	**11:00** to **12:30** Practical session **City-to-city and SSTC Cooperation on Decent Work**
18:00	**18:00** to **19:30** **Learning Forum Concepts and Trends**	**18:00** to **19:30** Practical session **Public Space**

LEARNING FORUM:
CONCEPTS AND TRENDS
13 OCTOBER 18:00 TO 19:30

Why is learning important for cities?

> Learning helps cities to strengthten 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.

LEARNING

MODERATOR

Kubeshni Govender Jones - Training Communications Professional SALGA

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.

KEYNOTE

Harold Jarche - Expert on Management and Education

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.

SPEAKERS

Cézar Busatto - Head of Secretariat for Local Governance, City of Porto Alegre

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.

Cristian Erik Vergel Tovar - Architect and Researcher, University of Rosario, Bogota

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 - Secretary General of UCLG

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.
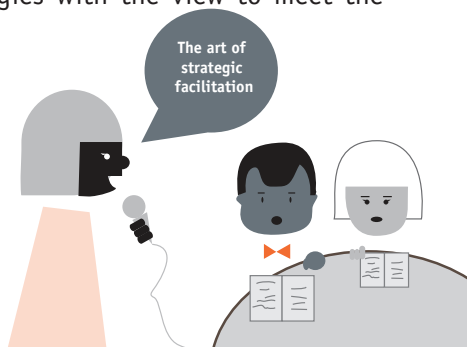

WHO IS   M I L E ?

MILE is a knowledge management initiative of the eThekwini Municipality. As an Institute of Learning, MILE aims to enhance the capacity of local government practitioners.
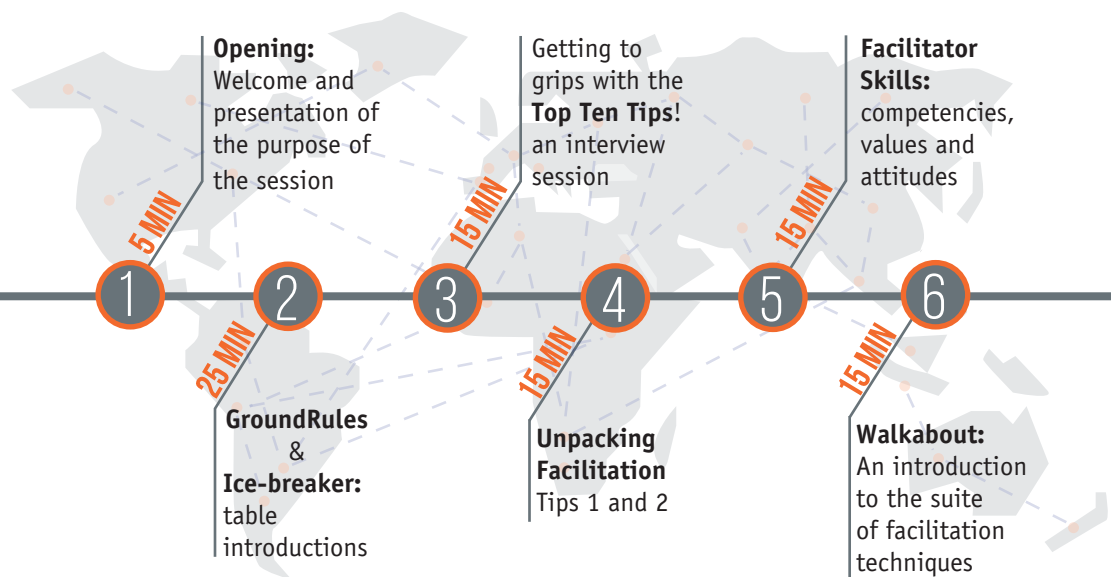

METHODOLOGY

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.

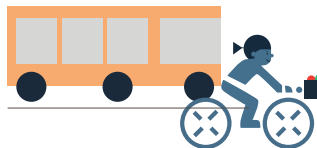MILE will coordinate this workshop.

The art of strategic facilitation

1 — 5 MIN

Opening: Welcome and presentation of the purpose of the session

2 — 25 MIN

GroundRules & **Ice-breaker:** table introductions

3 — 15 MIN

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

4 — 15 MIN

Unpacking Facilitation Tips 1 and 2

5 — 15 MIN

Facilitator Skills: competencies, values and attitudes

6 — 15 MIN

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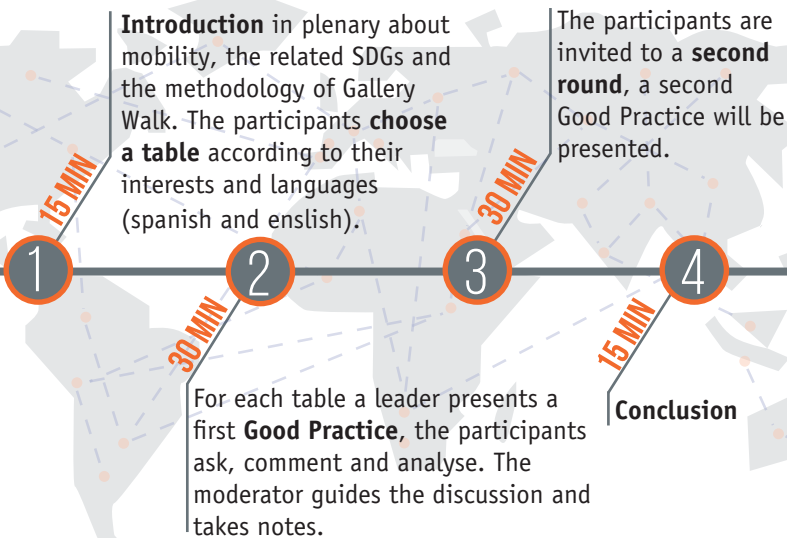
In each of the four tables of this learning session one or two speakers will present a Good Practice. A series of posters will be designed to present each Good Practice stressing on a visual technique instead of presentations.

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.

MOBILITY

1 — **15 MIN**

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 enslish).

2 — **30 MIN**

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

3 — **30 MIN**

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

4 — **15 MIN**

Conclusion

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 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

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

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 Committee on Local Finance and Development / UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights **?**

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.
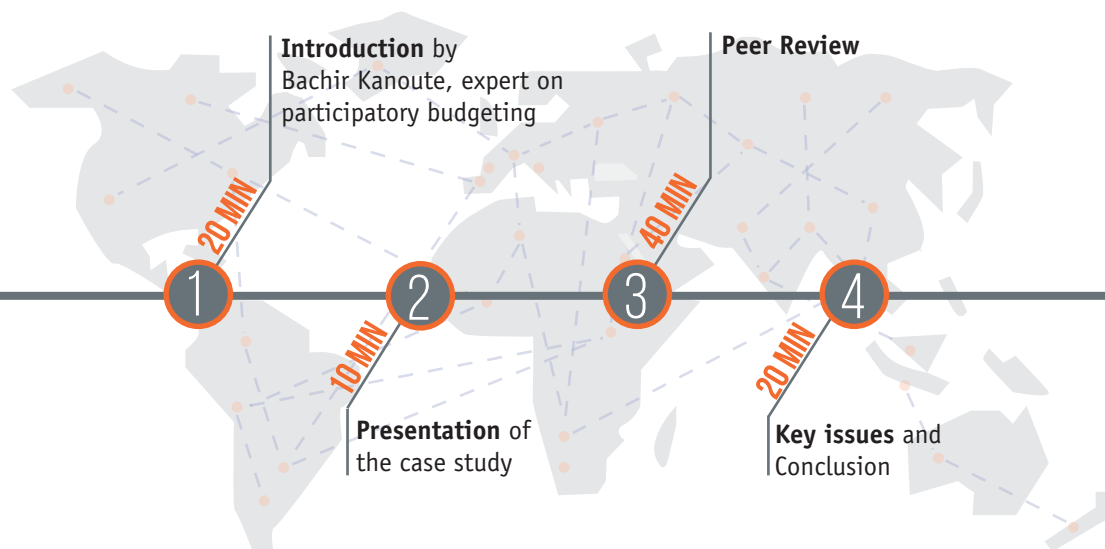
WHO IS O I D P **?**

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.

Introduction by Bachir Kanoute, expert on participatory budgeting

Peer Review

20 MIN

40 MIN

(1)   (2)   (3)   (4)

10 MIN

20 MIN

Presentation of the case study

Key issues and Conclusion

COORDINATORS

Adria Duarte
OIDP

Magali Fricaudet
CISPD

Nathalie Le Denmat
CLFD

LEADERS

TABLE 1: **SPANISH**
CASE STUDY: **LA PAZ**

TABLE 2: **FRENCH**
CASE STUDY: **PIKINE**

TABLE 3: **ENGLISH**
OPEN DISCUSSION

Bachir Kanoute
Coordinator Enda
ECOPOP

Cézar Busatto
Head of Secretariat
for Local Governance
of Porto Alegre

Luis Revilla
Mayor of La Paz

Maria Dolors Sabater Puig
Mayor of Badalona

Sally Anty-Lee
Mayor of Sorsogon

Giovanni Allegretti
Expert on participatory
budgeting

Pedro Vicente Obando
Mayor of Pasto

Fernando Pindado
City of Barcelona

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.

METHODOLOGY: TEMPORARY THINK-TANK

SDG 8

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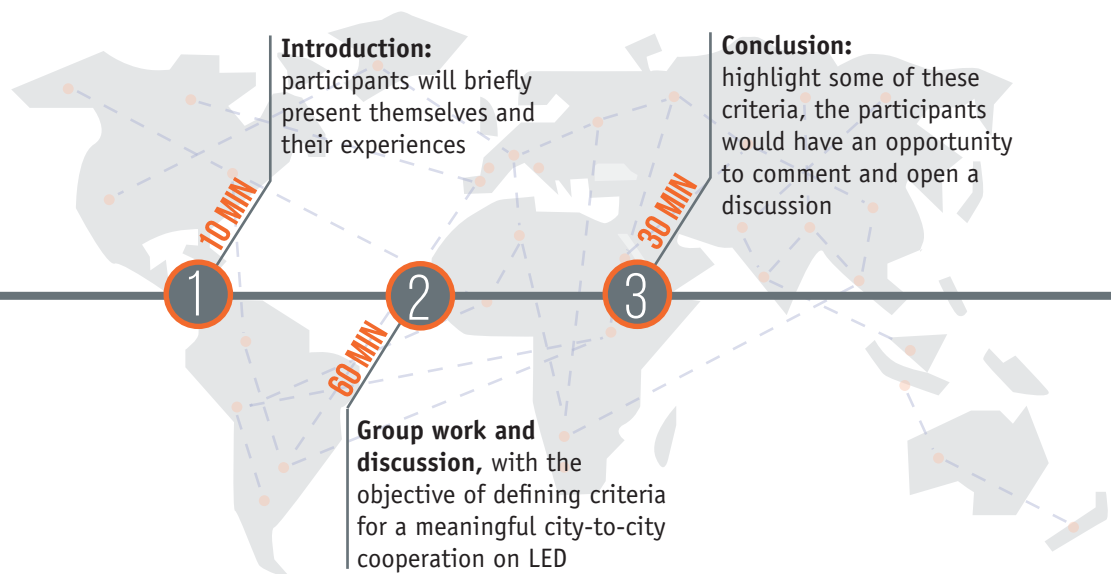
Participants will work on topics related to local economic development and decent work on which they have already engaged or wish to engage in the future. They will be asked to identify synergies and possible linkages in order to reinforce city-to-city cooperation on decent work. A final debate, building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

DECENT WORK

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

10 MIN

30 MIN

① ② ③

60 MIN

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)

SDG 11

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.
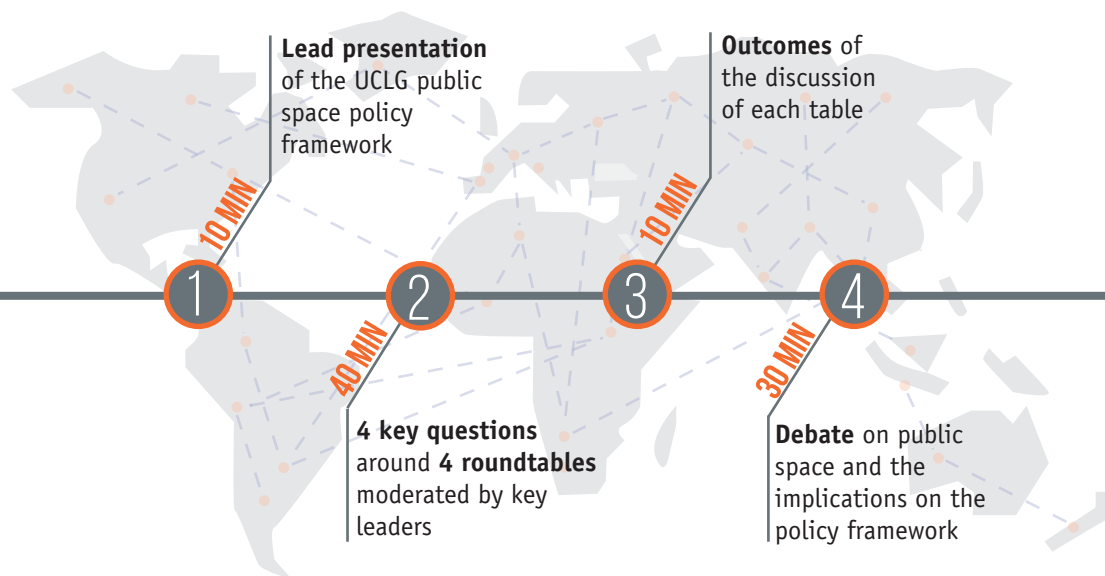
METHODOLOGY: WORLD CAFÉ

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.

PUBLIC SPACE

Lead presentation of the UCLG public space policy framework

Outcomes of the discussion of each table

10 MIN

10 MIN

(1) (2) (3) (4)

40 MIN

30 MIN

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

UCLG
United Cities and Local Governm

UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights

UCLG Committee on Local Finance and Development

CONNECTIVE CITIES

UCLG Committee on Urban Strategic Planning

ILO

M I L E
MUNICIPAL INSTITUTE OF LEARNING

OIDP

5th UCLG Congress
WORLD SUMMIT OF LOCAL AND REGIONAL LEADERS
12–15 October, BOGOTA 2016

GALLERY OF PRACTICES

LEARNING TIPS GIVEN BY:

Allocate time for the preparation.

Documentation of the learning outcomes is crucial.

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 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 groundrules. 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.

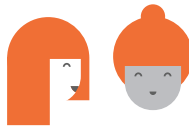If you want to experience this methodology join this learning session:

PRACTICAL SESSION ON MOBILITY

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

PEER REVIEW

MAIN STEPS TO FOLLOW

LEARNING TIPS GIVEN BY:

Learning UCLG

Make sure you have clear objectives defined.

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 attitute 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

LEARNING TIPS GIVEN BY:

Learning UCLG

If possible include the local population.

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 attitute 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**

WORLD CAFÉ

MAIN STEPS TO FOLLOW

LEARNING TIPS GIVEN BY:

Learning UCLG

It is crucial to mix politicians and technicians among participants.

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 Cafe 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.

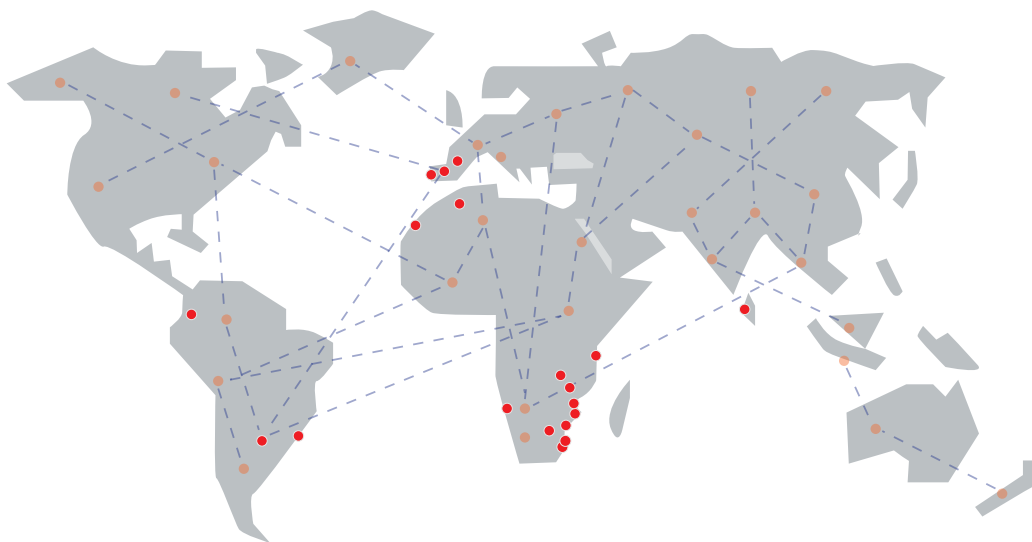If you want to experience this methodology join this learning session:

PRACTICAL SESSION ON PUBLIC SPACE
FRIDAY 14 OCTOBER FROM **18:00 TO 19:30**

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

23 PEER LEARNING events **2011** organized since in **13** COUNTRIES

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.

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

UCLG Learning