

**#UCLGmeets**

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**WORLD COUNCIL  
EXECUTIVE BUREAU**  
6-9 DECEMBER 2017, HANGZHOU

# World Council

Dragon Hotel, Hangzhou  
Crystal Ballroom  
Saturday 9 December  
14:30-17:30



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**Item 1**  
✓ For adoption

**DRAFT AGENDA**

1. Adoption of the agenda
2. Report of the World Council in Bogotá
3. Report 2017: Achievements and challenges of a global network
  - Report of the Presidency for 2017
4. Renewal of UCLG's partnership with the European Union 2018-2020
5. Priorities for the 2016-2019 mandate
  - The Policy Councils
6. 2018 Work Plan
7. Report of the Financial Management Committee
8. Consultation mechanisms: Work plans and reports
9. Report of the Committee on Statutory Affairs
10. UCLG World Congress 2019

Item 2  
✓ For adoption

## REPORT OF THE WORLD COUNCIL IN BOGOTÁ

### Summary and recommendations

The World Council met on 15 October 2016 in Bogotá, on the occasion of the 5th UCLG World Congress – Summit of Local and Regional Leaders.

The session was mainly devoted to the election of the new Presidency and ratification of the new governing bodies, however, Habitat III and items relating to the core business of the organization were also on the agenda: the work plan and strategic priorities for 2017, the partnership with the European Union, policy papers on local economic development and public space, and future statutory meetings.

The 5th World Congress in Bogotá gathered over 3,500 participants including elected officials, delegates from regional and national governments, the private sector, civil society, academia and the international community, from over 110 countries.

Organized back-to-back with the Habitat III Conference in Quito, the UCLG Congress, which included 156 sessions with 285 speakers, dealt with strategic topics for the future of our communities and defined priorities for the future of the World Organization. It further saw the election of the new Presidency for the 2016-2019 mandate.

This document provides a detailed report of the meeting of the World Council.

### The World Council is invited to:

1. **Adopt** the detailed report of the meeting.

### OPENING

1. **Berry Vrbanovic**, Mayor of Kitchener and Treasurer of UCLG, welcomed members to the World Council meeting and expressed his honour at chairing this important meeting, which would see the election of the new leadership of UCLG.

### ITEM 1: ADOPTION OF THE AGENDA

2. **Mr Vrbanovic** recalled the agenda had been circulated prior to the meeting. No additional items were requested, however, it was suggested to move item 15 to the top of the agenda, given that the election of the President would take place during the session, to allow counting of votes while progressing with the substance of the World Council. He also recalled the heavy agenda and the little time available to cover it all. He asked for members' full cooperation to ensure that interventions were brief.

### Decision:

- **The agenda was adopted with changes in order.**

## ITEM 2: REPORT OF THE WORLD COUNCIL IN PARIS

3. **Berry Vrbanovic** reminded members that the City of Paris hosted the UCLG World Council from 4 to 7 December 2015, back-to-back with the United Nations Conference on Climate Change, known as COP 21, also held in Paris in the first two weeks of December.
4. The UCLG World Council gathered around 600 participants from approximately 60 countries, with representation from all world regions.
5. He took the opportunity to thank Mayor Hidalgo and her team for their hospitality once again, and for the great opportunity given to our organization to gain visibility in such important international processes.
6. The Treasurer reminded members that the background documents provided for the session included a detailed account of the main discussions and decisions adopted during the meeting.

### Decision:

- **Members adopted the detailed report of the meeting of the World Council in Paris.**

## ITEM 15: ELECTION OF THE PRESIDENT OF UCLG

7. **Kadir Topbaş**, Mayor of Istanbul and President of UCLG, chaired this part of the meeting. He thanked the Mayor of Bogotá for his hospitality, and members of the World Council for their participation and hard work during the meetings held on previous days. The President also thanked the World Secretariat for all the preparations of this important meeting.
8. **Mayor Topbaş** reminded members that it was his last World Council as President and shared the honour it has been for him to serve as such during two mandates. He celebrated the important progress and successes the organization has seen over the past years.
9. The election of a new leadership is a crucial moment in the life of the organization, he said. He called upon members to preserve the strength and unity of UCLG and explained that the voting process would take place during the meeting.
10. The President then addressed the two candidates, thanking them for their implication and reminding that the position they were standing for was as rewarding as it is challenging. He gave each candidate the floor for a three-minute intervention.
11. **Mpho Parks Tau**, President of the South African Local Government Association, thanked the President and members of the World Council. As part of the global South, he said, he understands the challenges the organization works on, such as human settlements, climate change, poverty, and sustainable development. He is also aware of emerging challenges in the global North and stressed his belief in joint work. These past two years, local governments have been presented with a unique opportunity to be at the forefront of the defining process of the development agendas of the world. It is our opportunity, as UCLG, to take our rightful seat at the table of international negotiations. Most importantly, he stressed, it is our opportunity to assume our seats as implementing agents of these new agendas. It is only by working collectively that we will be able to achieve a greater good for humanity. "We are about the people; local government is about service to the people", he affirmed. Mr Tau concluded by congratulating President Topbaş for the work done to bring this organization to where it stands now.

12. **Ilsur Metshin**, Mayor of Kazan and Co-President of UCLG, thanked the President and shared his honour at addressing the World Council, an assembly composed of many distinguished mayors who, regardless of where they come from, all share the mandate of being accountable to the people who have entrusted them to carry out this task. Mayors have a shared responsibility to ensure people's well-being. He shared his own 18-year experience acting as Mayor and reminded that Kazan has been an active member of the organization since its creation. He reaffirmed his commitment to the UCLG values and objectives, as well as his belief that mayors of the world should learn from each other through the exchange of best practices. "Our joint tomorrow will be successful because all of us are facing similar challenges", he said, adding that the UCLG platform is a wonderful resource for our future possibilities. He also thanked President Topbaş for his contributions to the organization.
13. **President Topbaş** thanked both candidates again and celebrated the impressive support shown by members towards each of them.
14. An in-depth discussion on the definition of voting rights and eligibility took place.
15. **Khalifa Sall**, Mayor of Dakar, recalled that these discussions about the different definitions of a political mandate according to national regulations had already and extensively taken place in the previous days. He called all members to now show their determination to preserve the strength and unity of UCLG, and mutual respect towards one another.
16. Responding to some comments on voting by substitutes made by some members, **Íñigo de la Serna**, Mayor of Santander and President of CEMR, stressed that it was very important to maintain a high political level in this political organization. He said that we needed to take into account diversity in substitutes but that the set of rules that we have were democratically approved and that this issue had already been dealt with by the Committee on Statutory Affairs. He stressed that everyone was open to talk and review, but that the rules of procedure and statutes should be respected, and he called on his colleagues to preserve unity, which he said was the strength of our local governments. He concluded affirming that we must be tolerant and respect the set of rules approved by all of us.
17. The Mayor of Montréal, **Denis Coderre**, supported this view, expressing that democracy says we need to respect the rules we have approved; we can talk about possible amendments in time and with broad consensus, but now we need to look forward.
18. **Anne Hidalgo**, Mayor of Paris, paid homage to President Topbaş, saying that he had enabled UCLG to become better known in international spaces. She further emphasized the importance of unity. We must respect rules, which have been developed by us and our predecessors and validated by us in our meetings, including in the preparation of these elections, she said; adding that in well-functioning organizations, rules cannot be imposed from one moment to the other.
19. Touching on the debate regarding voting rights, **Mayor Hidalgo** stressed that the current rules unite us, and they are important because the organization was not created with proxy voting in mind. Mayors with tight agendas are coming to the meetings personally, because we believe in this organization, and because we know that the vision of a mayor cannot be replaced by someone who does not have the same responsibility to citizens. This is also important for the organization's credibility, she stressed. We are a professional, transparent and efficient organization, but we need political representation, especially to strengthen our legitimacy before the UN.

20. She concluded by urging members to vote for the person to be the future voice of UCLG. She added that this was a great opportunity to recognize Africa in our organization.
21. **Aysen Nikolaev**, Mayor of Yakutsk, stressed that the power of our organization lies not only in unity, but also in openness, and that these two values should always be at the core of UCLG's policies.
22. **Fatma Şahin**, Mayor of Gaziantep and President of UCLG-MEWA, intervened, reminding that for a strong UCLG we need a strong leader and presidential team. We need to create a balance between the candidate and new mandate to solve problems. She further expressed her wish for an amendment to the Constitution under the mandate of the new President. However, she said that UCLG-MEWA will stand by and support the new President.
23. The Mayor of Quito, **Mauricio Rodas**, reiterated that Latin America respects the rules and all procedures in such an important process. He expressed his support for the interventions of the Mayors of Paris and Santander. He further stressed that all regions are important and demand respect and mutual understanding. Calling for unity and respect for the rules, he expressed that the current rules did not entail any discrimination in his view and that all regions enjoyed the possibility of full representation in UCLG.
24. **Mayor Topbaş** expressed that the process, aiming to be as democratic as possible, could not be changed at this time, and that further conversations might be envisaged at a later stage. He called upon unity for the sake of the organization. Quoting the famous poet Rumi, he reminded that "Not the ones speaking the same language, but the ones sharing the same feeling understand each other."
25. He called members to proceed and retrieve the voting ballots at the back of the room according to the rules agreed. Picture IDs would need to be presented by members when retrieving the ballots.
26. The inside of the empty ballot boxes were shown to the members of the Council. The voting tables were set up to the left of the podium. Members were called to cast their ballots while the session of the Council carried on with the remaining business.
27. The voting was opened under the monitoring of the Election Supervising Sub-Committee created at the recommendation of the Committee on Statutory Affairs:
  - **Mònica Batlle**, Deputy Director of International Relations of Barcelona
  - **Jean-Pierre Elong Mbassi**, Secretary General of UCLG Africa
  - **Bernadia Irawati Tjandradewi**, Secretary General of UCLG ASPAC
  - **Tim Kehoe**, Deputy Chief Executive Officer of the Federation of Canadian Municipalities
  - **Rassikh Sagitov**, Secretary General of UCLG Eurasia
28. The voting tables staffed by the World Secretariat and Section teams were opened. Members were called to proceed with voting in an orderly fashion.

#### ITEM 11: APPOINTMENT OF THE UCLG EXECUTIVE BUREAU

29. **President Topbaş** reminded that, in accordance with the mandate provided by the UCLG Rules to supervise the electoral process of the World Organization, the Committee on Statutory Affairs defined a framework for elections which was approved by the Executive Bureau. It further defined a calendar for elections in

close coordination with the UCLG Sections, and it has met three times throughout 2016 in order to revise progress.

30. He recalled that the proposed nominations by each Section were subject to final review by the Committee on Statutory Affairs.
31. Representatives of the Standing Committee on Gender Equality, **Mayor Celestine Ketcha Courtès** of Bangangté and **Councillor Pam McConnell** of Toronto, expressed their concerns about the gender unbalance in the governing bodies of UCLG and called the leadership to put in place additional measures to trigger change. In particular, they called for the establishment of a Global Caucus with members identified by the Standing Committee and enhanced support to the Standing Committee and to the work of women's committees within Sections.
32. Particular attention has been paid to the participation of elected women, but additional efforts need to be made. In this light and as informed by the Committee on Statutory Affairs, a Women's Caucus will be appointed to the World Council, with representation from all Sections. This Caucus will be invited to follow the work of the World Council.

**Decisions:**

- **The World Council ratified the nominations for the Executive Bureau.**
- **Members took note of the progress concerning the Women's Caucus to be appointed to the World Council.**

**ITEM 12: RATIFICATION OF THE NOMINATIONS FOR VICE-PRESIDENTS**

33. **Mayor Topbaş** recalled that, according to the decentralized structure of the World Organization and as established by article 62 of the UCLG Constitution, the nominations for Vice-Presidents of UCLG are put forward by the UCLG Sections.
34. The following nominations were received from the Regional Sections, and presented by **Josep Roig**, Secretary General of UCLG:

- Africa: **Rose Christiane Ossouka Raponda**, Mayor of Libreville, President of the Association of Communes of Gabon (ACG)
- Asia-Pacific: **Won Hee-Ryong**, Governor of Jeju Self-Governing Province, President of UCLG-ASPAC
- Eurasia: **Aisen Nikolaev**, Mayor of Yakutsk
- Europe: to be announced after CEMR's statutory meetings [at the time of the World Council in Bogotá]
- Middle East and West Asia: **Fatma Şahin**, Mayor of Gaziantep, Union of Municipalities of Turkey (UMT), President of UCLG-MEWA
- Latin America: proposed shared Vice-Presidency between **Iván Arciénega**, Mayor of Sucre and **Mónica Fein**, Mayor of Rosario
- North America: **Clark Somerville**, Councillor of the Regional Municipality of Halton, President of the Federation of Canadian Municipalities (FCM), President of UCLG-NORAM
- Metropolis: **Denis Coderre**, Mayor of Montréal, President of Metropolis
- Forum of Regions: **Roberto Miguel Lifschitz**, Governor of Santa Fe Province

**Decisions:**

- **The World Council ratified the nominations for Vice-Presidents of UCLG.**
- **Members welcomed the presence of three women in the Vice-Presidency team.**
- **They stressed the important role that the Vice-Presidents had to ensure that the interests and commitments of the different world regions and sections are taken into account in the global governing structures.**

### ITEM 13: ELECTION OF THE TREASURER OF UCLG

35. **Mr Topbaş** explained that the call for candidatures for UCLG Treasurer was announced in January 2016 and disseminated among the UCLG membership. The election process followed is comparable to the one followed for the Presidency.
36. The Committee on Statutory Affairs confirmed in its meeting in Barcelona on 19-20 September that two candidatures had been received, in alphabetical order:
- **Mohamed Sadiki**, Mayor of Rabat (Morocco)
  - **Berry Vrbanovic**, Mayor of Kitchener, President Emeritus of Federation of Canadian Municipalities (FCM)
37. The President informed that an agreement was reached between the two candidates. Berry Vrbanovic, current UCLG Treasurer, will hold the post of Treasurer for the 2016-2019 mandate, with Mohamed Sadiki holding the post of Deputy Treasurer.
38. Given this agreement, it was acknowledged that it was no longer necessary to hold a vote for the post of Treasurer.
39. **Mr Topbaş** thanked both candidates for their commitment to the World Organization.

#### Decisions:

- **The World Council elected Mr Berry Vrbanovic as Treasurer of UCLG for the mandate 2016-2019 by acclamation.**
  - **The World Council approved the reintegration of a Deputy Treasurer position in the Presidential team and appointed Mr Mohamed Sadiki to this post.**
40. **Mr Vrbanovic** thanked all the members of the World Council for their support. He acknowledged it had been a privilege for him to take over from the previous Mayor of Rabat when he resigned from the post of Treasurer of UCLG and reaffirmed his commitment to continue his work for the coming mandate. "It has been truly humbling to see how people from different cultures, from different sized communities, come together at the UCLG table, working as equals, for the benefit of the citizens that we serve and for humankind as a whole," he declared.
41. He warmly thanked Mr Sadiki, as well as the African delegation, for their support in reaching a compromise.

### ITEM 14: ELECTION OF THE CO-PRESIDENCY OF UCLG

42. **Mr Topbaş** recalled that the call for candidatures for UCLG Co-Presidency was announced on the website in January 2016 and disseminated among the UCLG membership by e-mail. Candidates were invited to submit their manifestos, biography and support letters by 30 June 2016.
43. In its meeting in Barcelona on 19-20 September, the Committee on Statutory Affairs confirmed that three candidatures had been received:
- **Tahir Akyürek**, Mayor of Konya Metropolitan Municipality
  - **Wen Guohui**, Mayor of Guangzhou
  - **Mauricio Rodas**, Mayor of Quito
44. As per the recommendation of the Committee on Statutory Affairs in Barcelona, which noted that one or two possible posts would not be filled within the



Co-Presidency, the call for candidatures for the Co-Presidency was reopened until 7 October, welcoming female candidacies in particular.

45. Consequently, the following candidatures were received and found eligible:

- **Ada Colau**, Mayor of Barcelona
- **Roland Ries**, Mayor of Strasbourg, President of Cités Unies France

46. As per the amendment to art. 58 of the Constitution, the Committee on Statutory Affairs recommends the nomination of an Ex-Officio member of the Co-Presidency with full rights:

**Anne Hidalgo**, Mayor of Paris, Chair of the UCLG's Standing Committee on Gender Equality

47. The President asked each candidate to briefly introduce themselves.

48. **Tahir Akyürek** sent a video message, in which he presented his regrets for being unable to attend the Congress, due to national obligations in his country. He recalled that his city joined UCLG in 2012 and became a member of the Executive Bureau. He shared his belief that the 21st century is the century of cities: "We believe that friendship and cooperation among cities of the world shall contribute to world peace," he said. He also expressed his confidence in UCLG's abilities to lead local governments and help them face the world's challenges. He congratulated and thanked the President-to-be and his team, in advance.

49. **Wen Guohui** thanked the World Council for its support and the members of the Presidency for their work during the 2013-2016 mandate, and in particular Mayor Topbaş for his excellent leadership. He reiterated the commitment of the city of Guangzhou to the world organization, and, aware of his responsibility as Co-President, reaffirmed his personal dedication to the task: "Together with other members of the Presidency, we will lead the voice of local governments to the world, through sharing and cooperation." He also informed the World Council that the third edition of the Guangzhou Award was progressing steadily and he invited all members to Guangzhou to participate in the innovation conference held in December.

50. **Mauricio Rodas** thanked Mr Topbaş and his colleagues from the Co-Presidency for the opportunity to contribute to the strengthening of UCLG during the past mandate. He hoped to keep working in collaboration with all members to tackle the major challenges local governments are faced with. "Habitat III in Quito is a major opportunity to strengthen the role of local governments along the way to sustainable urban development," he recalled. Mr Rodas also celebrated how UCLG facilitated the Second World Assembly and the inclusion of local governments' voice in the New Urban Agenda to be adopted in Quito.

51. **Ada Colau** thanked the World Council and reminded that Barcelona has been an important part of the life of UCLG since its inception. She reiterated that the city of Barcelona was proud to host the World Secretariat, which she thanked for the work provided to the organization. Focusing on the upcoming Habitat III Conference, the Mayor affirmed that in such a historic moment, cities were going to play a more important role, especially in the topic of governance: "More than ever, cities have to join hands to have their voices heard." She concluded thanking President Topbaş and all the Co-Presidents in office for their dedication. She reaffirmed her commitment to UCLG, a network "more necessary than ever", where all regions of the world matter, and characterized by its diversity and plurality that only make it stronger.

52. She extended special thanks to Anne Hidalgo and Jacqueline Moustache-Belle, who have defended the place and role of women in the organization. As the first female

Mayor of Barcelona, **Ms Colau** affirmed her will to continue working towards better female representation within the organization.

53. **Roland Ries** shared his honour at bringing forwards the voice of his city and of Cités Unies France, a major organization of local governments in France. He called the organization to take into account the many geopolitical changes happening in the world. He specifically mentioned the refugee crisis, growing inequalities between different regions of the world, and climate change and environmental risks as issues to be further developed both by local governments and their major organization, UCLG. "We are witnessing, in Europe particularly, an increase of nationalist feelings, at a time when we are more and more interdependent, and when solidarity and exchange should be our core values," he affirmed. He thanked the President for his fairness in the difficulties encountered during the meetings and pleaded for the unity of our movement.
54. **Anne Hidalgo** stressed the importance of the Committee on Gender Equality within the organization. She invited both men and women to contribute to its work. She recalled that it was during the World Congress in Rabat that the creation of this Committee was suggested. She thanked President Topbaş for his enthusiastic support and affirmed that the Committee and its activities allow women to have a more important role than they had before in the organization. She stressed the importance of continuing this work, in particular to collect data on women in local government. "When there are more women represented at local level, there is more democracy and the rights of our citizens can only be better respected," she concluded.
55. She congratulated all the women in the organization who were recently elected for local mandates and who have increased the visibility of women in local government.

**Decisions:**

- **The World Council elected the five proposed candidates to the UCLG Co-Presidency by acclamation: Mr Tahir Akyürek, Ms Ada Colau, Mr Wen Guohui, Ms Anne Hidalgo, Mr Roland Ries and Mr Mauricio Rodas.**
- **Members celebrated the inclusion of two women in the Presidency.**

**ITEM 6: REPORT OF THE FINANCIAL MANAGEMENT COMMITTEE**

56. **The Treasurer** presented the report of the meeting of the Financial Management Committee that took place on 12 October.

**ITEM 6.1: APPROVAL OF THE ACCOUNTS AND FINANCIAL DISCHARGE FOR 2015**

57. The Financial Management Committee examined the audited accounts for 2015, and noted that the financial year ended with a surplus of 1,047.29 euros.
58. The Committee also noted that the UCLG Auditors certified the accounts without reservations. The Executive Bureau advised the World Council to:
- Approve the annual accounts at 31 December 2015
  - Allocate the financial-year surplus as follows: 20% of the surplus (€209.46) to voluntary reserves and carrying over the remaining balance of €837.83.
  - Give final discharge to the Presidents, Treasurers and Secretary General for the year 2015.

**Decision:**

- **The accounts and financial discharge for 2015 were approved.**

## **ITEM 6.2: APPROVAL OF THE DRAFT BUDGET FOR 2017**

59. The 2017 draft budget was presented to the Financial Management Committee, and they decided to submit the recommendation that the World Council adopt the 2017 draft budget to the Executive Bureau.
60. As is the case in 2016, 2017 UCLG will benefit from the financial support of the European Commission grant, up to a maximum of €1,084,250. 2017 is the last year of the Operating Grant agreement, which was signed in 2015 for a period of three years.
61. To maintain the visibility of the World Organization and to continue with the fruitful progress of our organization for the benefit of local and regional governments in the coming year, the organization must be able to count on the commitment of its members to contribute to its financial sustainability.

### **Decision:**

- **The draft budget for 2017 was approved.**

## **ITEM 6.3: AUDITOR'S REPORT FOR THE 2015 ACCOUNTS**

62. The Financial Management Committee received information on the progress of the Membership Consultation Group.
63. Since the meeting in Kazan, the discussions with Sections have been finalized with UCLG-MEWA and a new scheme is recommended for approval by the World Council, based on a proposal by the Section and adapted to the general principles approved by the Consultation Group.
64. FLACMA and Mercociudades also have submitted proposals that have been accepted by the Financial Management Committee, which are to be fine-tuned with the World Secretariat.
65. Therefore, it is recommended that these particular schemes for the aforementioned sections be approved.
66. **Mr Vrbanovic** concluded his report taking the occasion to congratulate the Secretary General for the work done.

### **Decision:**

- **The auditor's report for the 2015 accounts was approved.**

67. **Josep Roig** informed members that at this stage of the meeting, the voting process was closed and **Tim Kehoe**, Deputy CEO of the Federation of Canadian Municipalities, explained how the counting process would take place, in a transparent manner, carried out by the Election Supervising Sub-Committee.

## **ITEM 3: STRATEGIC PRIORITIES 2016-2022**

68. **Berry Vrbanovic** reminded members that UCLG is starting the revision of its strategic plan for the next three years.
69. The definition of the Strategic Priorities is an interactive exercise among all parts of the network. It will need to consider the new international environment with international policies that are highly relevant to the work of local and regional governments. Following intensive years of advocacy, UCLG and its members can celebrate significant achievements in the international agenda. In the coming years,

UCLG will need to reinvent itself to be fit for purpose for the implementation of the new global agendas at local level.

70. The Treasurer informed members that the working documents present the initial results of the consultation with the membership, which will be further discussed during the 2017 Retreat and finalized in the Executive Bureau.
71. **Josep Roig** recalled that the strategic priorities for this term were based around four axes: advocacy, intelligence, learning, and leadership and governance.
72. He said that the meetings in Quito were a great opportunity to consolidate the advocacy efforts of the World Organization, and emphasized the key role of UCLG as a political voice on the international stage.
73. However, he also stressed the need for the organization to adapt to a changing and challenging context in the coming period. The points that have been raised throughout the meetings have been heard, he said, and we will need to look closely at these. It seems the term “political mandate” in particular needed to be clarified.
74. The Secretary General also confirmed that the final proposal for the 2017 spring meeting of the Executive Bureau was Madrid.

**Decisions:**

- **The World Council took note of the initial results of the consultation with the membership on the redefinition of the UCLG’s strategic priorities for the period 2016-2022.**
- **Members were invited to actively participate in the online survey on “UCLG’s Strategic Priorities 2016-2022”.**
- **They agreed to further discuss the framework of the new strategy during the 2017 Retreat to be held on 13-16 February, and finalize it in the next session of the Executive Bureau.**
- **They mandated the World Secretariat to call for proposals on thematic work areas.**

**ITEM 4: WORK PLAN FOR 2017**

75. **Berry Vrbanovic** stressed that 2016 has been an intensive period marked by Habitat III and the UCLG World Congress in Bogotá. In the coming period, UCLG will need to respond to some of the great achievements we have booked.
76. The Annual Retreat to take place in February will consolidate the enhanced communication among the different parts of the network and strengthen the links between the four main working areas.
77. Additional efforts will be made to strengthen the political voice of the organization and the work of the Sections.
78. Members were reminded that the working document they received included an overview of activities envisaged, which will be further defined during the UCLG Retreat in 2017, and the conclusion of the redefinition process of the strategic priorities.

**Decisions:**

- **The World Council took note of the work plans presented by the Committees and Working Groups of UCLG.**
- **Members called for members to actively engage in the work of the Global Taskforce of Local and Regional Governments for the follow up of the Habitat III and 2030 Agendas.**
- **Political leaders were encouraged to actively engage in strengthening**

- the network.
- **The World Council adopted the 2017 work plan.**

#### **ITEM 5: STRATEGIC PARTNERSHIP WITH THE EUROPEAN UNION**

79. As **Mr Vrbanovic** highlighted, if there is a partnership that has marked the work of the organization in all its dimensions, we can safely say that it is the strategic partnership with the European Union signed in January 2015 which is built for the coming five years and attached to a support programme over three years.
80. The two first years of the implementation of the partnership agreement within the strategic political agreement can be described as a resounding success.
81. It has allowed UCLG to expand its activities and to strengthen ties with the different parts of the network that have actively participated in defining the work plan, and in some cases benefited from specific financial support.
82. **Mr Roig** confirmed that under the Strategic Partnership with the European Union, UCLG would receive a grant of approximately 1 million euros for 2017, which would be the last year of the first three-year agreement. In this light, he expressed the organization's aim to renew the agreement.

#### **Decisions:**

- **Members of the World Council took note of the progress made and evaluated the results as very positive.**
- **They encouraged the World Secretariat to continue developing the partnerships and explore the follow up after the initial three years that will come to an end in 2017.**

#### **ITEM 7: HABITAT III**

83. Due to time constraints, chair **Berry Vrbanovic** decided not to explain this item in detail. He requested, however, a round of applause for the Habitat III Secretariat and the Mayor of Quito, to show appreciation for the great efforts made in the preparation and hosting of the upcoming Habitat III meetings, and thanked Dr Joan Clos for his support to the cause of local governments.

#### **Decisions:**

- **The World Council took note of the recommendations.**
- **Members called for the Second World Assembly to be strengthened.**

#### **ITEM 8: POLICY PAPER ON LOCAL ECONOMIC DEVELOPMENT**

84. **Francisco Toajas**, Mayor of Las Cabezas de San Juan and Chair of the Working Group on Local Economic Development, presented the policy paper on Local Economic Development.
85. He thanked the members, Committees and the Working Group Secretariat for their contributions to the paper, work which he said had taken almost three years. He made a special mention to the Vice-Presidency of the Working Group, FCM, who he said almost played a Co-Presidency role in the Working Group.
86. He said that the paper would be a useful and fundamental tool for local governments to position themselves on this issue, and said it aimed to show a "more human side to local economic development".

87. **Mr Toajas** concluded by inviting members to the next global meeting on LED, the Fourth World Forum on Local Economic Development in Cape Verde in 2017, of which UCLG is a co-organizer.

**Decisions:**

- **The World Council adopted the policy paper on local economic development.**
- **Members were encouraged to use it to promote local economic development in their own policies.**

**ITEM 9: PUBLIC SPACE POLICY FRAMEWORK**

88. **Sibusiso Sithole**, City Manager of the Durban-eThekweni Municipality, presented the policy framework on public space on behalf of the Committee on Urban Strategic Planning.
89. Expressing the importance of public space, which he described as the heartbeat of the city, **Mr Sithole** commented how it related to local governments across the globe. He said that it encompassed relationships between the city and state as well as among citizens, and how these are displayed in public space is significant.
90. Taking this further, he called public space a democratic right. However, this was not always exercised, since some communities fail to see this as a basic service. Looking at what we can do to exercise this right, he touched on the ideas of a greater quantity and quality of public spaces, inclusive and participatory decision making, and transparency. Public space and the Right to the City are important strategies for citizens to exercise their right to the city.
91. Taking the African context as an example, which is further complicated by urban-rural divide, he also explained how public space can be an integrator in societies.
92. **Mr Sithole** informed that the policy framework was being adopted by some pilot cities, one of which is the city of Bogotá.

**Decisions:**

- **Members of the World Council were invited to promote the policy framework.**
- **Member cities were encouraged to share their own cases.**
- **The World Council mandated the Committee on Urban Strategic Planning to continue the cooperation with partners.**

**ITEM 10: UCLG WORLD CONGRESS 2019**

93. Members were reminded that a call for candidatures was launched in the first quarter of 2016 and that, as a result, several expressions of interest were sent to the World Secretariat.
94. The Committee on Statutory Affairs met in Barcelona in September and recommended the extension of the deadline to submit candidacies until March 2017, in order to allow more deliberations with potential hosts and to ensure fine-tuning with the new UCLG strategy to be adopted in 2017.
95. **Mr Vrbanovic** thanked all the members who have shown interest in organizing the next World Congress, and encouraged others to send proposals.

**Decisions:**

- **The World Council took note of the potential candidatures received.**

- **Members agreed to take a decision on the proposals during the next session of the World Council in 2017.**

**ITEM 15: FOLLOW-UP OF THE ELECTION OF THE UCLG PRESIDENT**

96. At this point of the meeting it was announced that the counting of the ballots had ended.
97. President **Mr Kadir Topbaş** started his final address as UCLG President and provided a personal account of his involvement in UCLG. He also provided an overview of the accomplishments of local governments' position internationally during his mandates.
98. In Habitat II, local voices were not acknowledged, he said, and the need for local governments to get together under one umbrella was recognized. Since then, we have seen many successes, one of the most important being that our organization is now acknowledged by the UN and even considered a partner.
99. He recalled how he participated in the Founding Congress of UCLG in Paris in May 2004, at the request of MEWA. At that point he had only been mayor for one-and-a-half months. He said that he had tried to participate in all events of UCLG over the past 10 years and that he had tried to have full involvement and contribute to serving the people.
100. Recalling the importance of the election taking place for the new President of UCLG, he appreciated the courage of both candidates and their willingness to lead our World Organization. He stressed that the result should not be seen as an individual victory, but as the success of UCLG as a whole.
101. He emphasized that the election that had taken place had been a democratic election, in accordance with all proceedings and agreed rules while acknowledging that the request to revisit the rules in the future have been noted.
102. The President asked members to go into the future hand-in-hand and said he would follow the progress of all proudly. "In order to be successful in the future, we need to join our forces in unity and solidarity".
103. The President was provided with the results of the vote count that had taken place during the session of the World Council to ensure fairness and transparency, as explained by the Election Sub-Committee.
104. The President read out the following results:
- Total number of votes cast: 149
  - Total number of valid votes: 147
  - Total number of invalid votes: 2
  - Total number of votes for IIsur Metshin: 42
  - Total number of votes for Parks Tau: 105
105. Therefore, **Parks Tau**, President of the South African Local Government Association (SALGA) and Councillor of Johannesburg, was elected the new UCLG President for the 2016-2019 mandate.
106. Announcing the result, **Kadir Topbaş** said that Africa was entering a new process in the world and has strength, adding that this result was important for the continent as a whole.
107. **IIsur Metshin** thanked everyone that had voted for him and congratulated Parks Tau on his election. He shared his confidence that UCLG will have a bright future.

108. **Parks Tau** then took to the podium to congratulate the new Co- and Vice-Presidents as well as the new members of the governing bodies on their appointment. He expressed his great appreciation for Khalifa Sall, Mayor of Dakar and President of UCLG Africa, as well as to the delegates that took the opportunity to participate in this democratic process, and the President and leadership of UCLG.
109. He said that given the time constraints, he would just say a few words. He concluded saying he looked forward to serving all members throughout the world over the next three years.

**Decisions:**

- **The World Council elected Mr Parks Tau as President of UCLG for the mandate 2016-2019.**
- **Members entrusted the Presidency with the task of providing political leadership in between sessions of the governing bodies.**
- **They thanked Dr Kadir Topbaş for his leadership and commitment to the World Organization during the last two mandates.**

**CLOSING**

110. Closing the session, and indeed the Summit, the Mayor of Bogotá, **Enrique Peñalosa**, thanked Mayor Topbaş for his work during the course of his mandate and congratulated Parks Tau on his election, wishing him fruitful work for the future.
111. He emphasized that the city is for people, for walking, for cycling, stressing the need for sustainable cities that will help to curb the impacts of global warming, and that will contribute to saving planet. He further stressed that more autonomy for cities is needed in the future; cities need to discuss their own destiny, and 90% of cities have yet to be built.
112. Finally, new President **Parks Tau** completed the signing of the agreement “Unity in Diversity”, signed during the General Assembly by the political representatives of the Latin American membership.
113. He wrapped up the Summit by thanking the World Secretariat and the work of Secretary General **Josep Roig**, who he said had carried out sterling work to get us to where we are now.
114. He called members to gather in Quito the next day to demonstrate the importance of local and regional governments in the international agenda.



## Item 3

✓ For information

### REPORT 2017: ACHIEVEMENTS AND CHALLENGES OF A GLOBAL NETWORK

#### Summary and recommendations

2017 is the first year of the mandate of the leadership appointed in Bogotá. The work of UCLG has had the Bogotá Commitment as the red thread of the joint action.

Acknowledging 2017 as a key year to gear UCLG global actions towards the implementation and monitoring of the global agendas, the annual report enclosed presents the highlights of our joint action.

The work of the Presidency has been balanced between the internal focus to strengthen participation and the involvement of all parts of the network, sections and member-led initiatives, on the one hand; and international work, continuing to consolidate relations with other networks and being the face and voice of local government in numerous global forums, on the other hand. The World Secretariat has facilitated the consultation process and the finalization of strategic priorities; in close collaboration with committees and members, it has also put in motion the new consultation mechanisms, and further deepened strategic partnerships that consolidate the work of Global Taskforce of Local and Regional Governments.

With the localization of the global agendas at its core, the report acknowledges that, auspiciously, the global multi-level governance system is looking favorably towards local government. An overarching framework, the 2030 Agenda for Sustainable Development – alongside the Paris Agreement, the Sendai Framework for Disaster Risk Reduction and the Addis Ababa Action Agenda on financing sustainable development – provide a 'supremely ambitious and transformational vision' of our economies and societies, and sets a course for sustainable development that will leave no one behind.

It further exemplifies UCLG and its membership's determination to mobilize the means required to implement the 2030 Agenda through revitalized partnerships. At the same time, our joint actions are testament to the fact that the achievement of the global goals are impossible without proper enabling environments, and demonstrate our work to promote policy changes in this sense.

The report presented in this item will be completed by an oral statement by President to the Council, and should not be considered an exhaustive account of actions by the network. The work delivered by committees and working groups as well as the sections will be subject to separate reporting.

The second attachment presents a brief overview of the four working areas under the partnership with the European Union. Members will be able to have an overview at a glance through a traffic light system where green represents fully achieved activities, and blue and yellow represent ongoing activities.

#### The World Council is invited to:

1. **Take note** of the 2017 Report and share it widely with members and partners.

## Item 3.1

✓ For information

# REPORT OF THE PRESIDENCY FOR 2017

## **FROM BOGOTÁ TO HANGZHOU, LOCAL AND REGIONAL AUTHORITIES LOCALIZING THE GLOBAL GOALS**

This report presents the activities carried out throughout the year, organized according to the 2016-2022 Strategic Priorities presented to the Executive Bureau in Madrid in April 2017 and recommended to this World Council for adoption.

### **1. A NEW INTERNATIONAL CONTEXT**

1. In the 20 years since Habitat II, the world has undergone significant changes. Globalization, labour market transformations, the impact of new technologies, and extreme poverty reduction have gone hand in hand with growing inequalities, environmental and biodiversity depletion, and social unrest.
2. At the same time, demographic growth and urbanization have reshaped our societies and urban landscape. Today, more than half the world resides in urban areas and the pace of change will increase over the next two to three decades. In 1950, 30% of the world's population was urban, rising to 54% in 2014 and projected to reach 60% by 2030 and 66% by 2050.
3. Over the next half century, a new global urban system will be set into motion. This will be one of the biggest transformations in human history. These urban areas range from small villages to growing intermediary cities (i-cities) and megacities.
4. The discourse on urbanization is shifting too; though many still speak of urbanization as a challenge, there are more and more voices highlighting the potential of densely packed urban settlements to create jobs and sustainable production and consumption patterns, reduce carbon emissions, increase social inclusion and promote culture, peace and good governance. Urbanization is being understood as an opportunity to be embraced and not a problem to fix.
5. The current context should be seen as a moment of unprecedented opportunity that necessitates bold undertakings, including the renewal of governance models, the social contract and the shifting priorities of governments at all levels to eradicate inequalities. The Sustainable Development Goals and the New Urban Agenda, two global agendas that explicitly recognize the significance of urbanization, must be harnessed as frameworks to seize this opportunity. However, within the UN System, urbanization is still too often seen as a single-issue concern, rather than as the transversal dimension of development that it is. If the transformative potential of the issue is to be harnessed, urbanization must be mainstreamed across the work of international organizations and development cooperation, much in the way gender equality has been.
6. And, as the world wakes up to this new urban reality, UCLG must challenge the false urban-rural dichotomy and continue to advocate for an integrated, territorial approach for development. It must highlight that all urban areas, large and small, are

interdependent with their rural surroundings, and the economic, social and environmental challenges they face cross administrative boundaries.

7. Local and regional governments will need to be at the centre of public policy processes, translating normative ideals into concrete policies and practical investments that will remake human settlements as the primary driver of a new, sustainable era. There is general agreement that the answers generated within urban settlements and territories will pave the way for global solutions. UCLG must be at the forefront of developing new policies that harness the urban-rural continuum to make local economies more dynamic, local ecological systems more sustainable and local communities more inclusive.

## 2. 2017 HIGHLIGHTS

### 2.1. THE NEW STRATEGY OF UCLG

8. **UCLG brings together the governments that are closest to the people, the governments responsible for the daily life of citizens.** In the work of local and regional governments, all issues are intertwined and priorities should take into account their impact on the local territories and their populations. Experience around the world shows that any change impacting people at local level challenges local and regional governments in their capacity to coordinate actions beyond a sector approach: it requires them to mobilize stakeholders, to address inclusive growth and development, and to interact with other spheres of governance.
9. Local governments are called upon to achieve a broader global understanding of the important perspectives that their proximity to citizens bring to global debates. For this reason, **UCLG strives to promote and consolidate decentralization** as a way to democratize and modernize public governance at all levels. It is also the reason behind **UCLG's advocacy for local self-government** as a requisite for the true participation of people in the management of their own business.
10. The perspective put forward by **UCLG is that the development and improvement of people's living conditions should be witnessed primarily at the local level.** The organization needs to be flexible and build on strong political leadership to ensure that these values are largely shared among the members and gain momentum in the general debate on good governance. In this era of global networks, UCLG, as the global network of local and regional governments, needs to expand its contacts and allow for exchanges beyond the membership. It needs to build on local and global knowledge and intelligence to ensure access to diverse views.
11. The UCLG Strategic Priorities 2010-2016 called for UCLG to become more proactive in setting agendas. Over this period, **UCLG consolidated its role as a broadly respected stakeholder in the international arena**, working to ensure that the local and regional government perspective inspires and nurtures the definition and implementation of global international agendas on issues influencing the lives of communities.
12. With the **creation of the Global Taskforce of Local and Regional Governments** as a consultation mechanism facilitated by UCLG playing a key role in the 2030 Agenda and Habitat III negotiations; as well as the **consolidation of the Global Observatory on Local Democracy and Decentralization**, the organization has complied with its priorities for the past six years.
13. Furthermore, the strong presence of political representatives at the **World Assembly of Local and Regional Governments in the Habitat III Conference**; the highest level participation of UN officials, including the UN Secretary-General and the President of the General Assembly as well as the

Secretary General of the Conference; and the inclusion of the Assembly in the **outcome document of Habitat III** are important signs of the importance that the international community acknowledges local and regional governments. It is also significant to assess the **role of UCLG as representative stakeholder and its convening power**.

14. Our **2010 Manifesto on the City of 2030** provided a picture of what local and regional authorities around the world need to achieve for their citizens and guided the work of the organization working towards the 2030 and New Urban Agendas. Now, the **2016 Bogotá Commitment and Action Agenda** establishes the priority areas of work to achieve the Global Goals (SDGs) and implement the enabling environment established in the Habitat III outcome document.
15. Following a period of negotiations for common goals, it is now **time to rally the membership towards implementation and monitoring with a territorial perspective**. It is **time to ensure synchronized action that will demonstrate our added value as a network** and **to upscale our potential as learning network** under the active political leadership of all types of members (big and small, cities, regions and associations) from all parts of the world.
16. UCLG can best demonstrate its added value, bring together the broader base of its membership and attract new partnerships by demonstrating its significance in linking the global and the local agendas. Implementing the global goals through the application of the Bogotá Commitments is what we call the **“localization” of the global development agenda**.
17. The **2016-2022 strategy seeks** to enhance UCLG’s capacity to continue facilitating the representation of local and regional governments internationally; to ensure that the perspective and experience of local and regional governments is included in the monitoring of the implementation of the global development agendas; to enhance the capacity of our learning network in all parts of the world and promote decentralized cooperation while increasing the capacity of the network to act in a synchronized manner with renewed ownership and partnerships that will guarantee its sustainability.
  - **IMPLEMENTATION:** Fostering, identifying and highlighting successful efforts to put in place policies at local and territorial level by the UCLG membership. This will also include **raising awareness** of the global goals among local and regional governments so that they can implement them.
  - **ADVOCACY** aiming to amplify the voices of territories internationally, rallying increased national and international support for, and recognition of, local and regional governments in the achievement of the global agendas.
  - **MONITORING AND FOLLOW UP** that provide local and regional government information to the global fora to bring their experiences and visions to complement central government reporting and help shape the future actions and policies.
  - **LEARNING** development by facilitating training, creating a learning culture throughout the organization and promoting **decentralized cooperation** as a key tool of international cooperation and development programmes.
  - **STRENGTHENING THE UCLG NETWORK**, enhancing political participation, creating new tools for synchronized action, renewing partnerships with different actors and ensuring shared ownership by the different parts of the membership.

## 2.2. THE TRAINING OF TRAINERS ON THE LOCALIZATION OF GLOBAL GOALS

18. For UCLG, localization is not the parachuting of global goals into local contexts. Localizing means implementing local agendas in cities and territories to achieve local and global goals. **More than a technical process, localizing is a political process based on harnessing local opportunities, priorities and ideas**. As part of the learning initiatives related to the localization of SDGs, UCLG, along with

different partners, has been conducting several Training of Trainers (ToT) sessions on localizing the SDGs.

19. This type of learning session (ToT) allows a better understanding and the identification of synergies between local and regional governments (LRGs), other stakeholders, the global and local agendas. They seek to stimulate real processes of mutual learning between participants. **This learning, in addition to sharing knowledge, empowers and allows participants to share concerns and answers with peers within the UCLG network.** By training trainers on the localization of SDGs, the scope of members involved in the localization process is expanded, enabling more members to act as mediators and facilitators. In this way, more members of UCLG gain experiences and can communicate key messages related to this important political process.
20. During the ToT sessions, participants are asked to identify opportunities in their own agendas and regions to encourage and support the process of localizing the SDGs. These sessions focus on the preparation and use of learning methodologies and explore local practices to highlight how LRGs are already contributing to the localization of SDGs. **The practical, dynamic and interactive learning methodologies ensure that trainers learn mechanisms of facilitation and moderation, as well as other key tools for the production of collective knowledge.**
21. The collaborative workshop environment enables the sharing of knowledge as well as participants to work on plans and proposals for workshops about the localization of SDGs. Therefore, these sessions include the definition of the main objectives of the sessions, the tentative participants, the place and date of the workshop, the focus of work and the methodologies and exercises to be implemented. **This allows for learning proposals that are adapted to each context and that strengthen the capacities of members. These proposals can further become levers of the dynamization of the network and knowledge production.**

### 2.3. THE RESULTS OF MONITORING OF THE SDGs

22. The international monitoring and reporting of the SDGs is being undertaken directly by UN agencies and national governments through a system of Voluntary National Reviews to the **High-level Political Forum on Sustainable Development (HLPF)**. As a central UN platform for the follow-up and review of the 2030 Agenda, the HLPF is a vital space for local and regional governments to underline the role of strong local leadership and commitment in the achievement of the SDGs.
23. As part of our ongoing work on localizing the SDGs, **UCLG is contributing to the HLPF's yearly assessment cycles with reports on implementation from the perspective of local and regional governments.**
24. From 10-19 July, 2017, a delegation of local and regional governments representing the Global Taskforce of Local and Regional Governments attended the 5th HLPF in New York to present the findings of the report **"National and sub-national governments on the way towards the localization of the SDGs"**. The report explores the role of local and regional governments in implementing and monitoring the SDGs and was a contribution of UCLG to the Global Taskforce of Local and Regional Governments.
25. The report was based on **first-hand information** collected by UCLG from our local and regional government members in over 30 countries, complemented by an **analysis of the 63 official National Voluntary Reviews (NVRs)** and 'Main Messages' presented so far by national governments.
26. The report shows that, in the majority of the countries that have reported to the HLPF, **local and regional governments are in charge of key policy areas**

relating to the achievement of SDGs 1, 2, 3, 5, 9 and 14. It also showcases how subnational governments are taking action to localize the SDGs by means of multidimensional, territorialized and pro-poor policies.

27. The report provides evidence of successful localization practices at national level, and argues that **decentralization and financing reforms are necessary** in many countries to create an enabling environment for local and regional governments.
28. The report emphasizes the role that **local government associations** are playing in raising awareness of the SDGs among their members, and providing opportunities for peer learning on the SDGs.
29. The report argues that the **lack of space to report from a local perspective at the HLPF** risks missing an opportunity to harness the potential of local and regional governments to achieve the SDGs. It points out that local and regional governments have participated in 57% of VNRs in this HLPF cycle, and calls for stronger efforts to involve the constituency in the VNR process and in new institutional frameworks for SDG implementation and follow-up.
30. Following the positive reception of this report, UCLG is working on gathering inputs from members to be presented at the next session of the High Level Political Forum, which will be held from **9-18 July 2018** in New York. The session will focus on the monitoring of SDGs 6, 7, 12 15 and 17, as well as **SDG 11 on Sustainable Cities and Human Settlements**, which is of particular relevance to the local and regional government constituency.

#### **2.4. THE DISCUSSIONS AROUND UN-HABITAT AND THE IMPLEMENTATION OF THE NEW URBAN AGENDA**

31. Over the course of 2017, UCLG has continued its work on securing **a seat at the global table** for local and regional governments within the UN System. One important dimension of this ambition is **the relationship of our constituency with UN-Habitat** in the context of the UN review of the functions and governance mechanisms of the agency.
32. In April of 2017, the Secretary-General of the United Nations, António Guterres, appointed President of UCLG, Parks Tau, and Mayor of Paris and UCLG Co-President, Anne Hidalgo, to the **Independent Panel to Assess, Enhance Effectiveness of UN-Habitat after the Adoption of the New Urban Agenda**. The panel was charged with drawing up a report making recommendations on enhancing the effectiveness, efficiency, accountability and oversight of UN-Habitat.
33. On 1 August 2017, the Panel presented its final report to the UN Secretary-General. In the report, the Panel acknowledged that the UN System has failed to recognize the “fundamental role” played by local governments in urban development. The report recommended a governance system in which all spheres of government, including local and regional governments, play a strong role in policy development, in close partnership with civil society and other actors. More specifically, it called for **a formal role for a Local Government Committee in a renewed UN-Habitat governance structure**.
34. In line with long-standing Global Taskforce recommendations, the report also called for **urbanization to be mainstreamed across the work of the UN** through a new body, UN Urban, and for an integrated, **territorial approach** to urbanization that breaks down the artificial urban-rural dichotomy.
35. From 5-6 September, a delegation of local and regional leaders and representatives of the networks of the Global Taskforce participated in the **high-level meeting in New York** convened by the President of the UN General Assembly on the New

Urban Agenda and UN-Habitat. The meeting discussed the report of the Independent Panel and next steps to ensure the achievement of the agenda over the coming decades.

36. In New York, the Global Taskforce of Local and Regional Governments met to adopt a **joint statement** on the report of the Independent Panel. The statement **welcomed the proposal to set up UN Urban** and supported the call for the issue of urbanization to be mainstreamed across the UN. In this regard, the statement highlighted the need for an integrated territorial approach to urbanization to bridge the artificial urban-rural divide. It also **reiterated the Global Taskforce's long-standing call for the governmental status of local and regional governments to be recognized through an enhanced status in the UN system**. Finally, it called on the 2nd Committee of the UN General Assembly to set out a clear, transparent roadmap to complete the third phase of the follow-up and review process as defined in paragraph 173 of the New Urban Agenda.
37. **Parks Tau presented the Interactive Panel's report in the High Level Meeting as Co-Chair**. In his intervention, Tau highlighted the timely nature of the exercise and the importance of taking the involvement of local governments and civil society in global governance to the next level, learning from existing experiences such as UNACLA.
38. Local leaders participated in interactive panels on the implementation of the New Urban Agenda and the SDGs, with a focus on the role played by the UN and multi-stakeholder collaboration, respectively. That same day, local and regional leaders attended a **lunch hosted by the President of the UN General Assembly, Peter Thomson**. The conversation during the luncheon was facilitated by Assistant Secretary General, Thomas Gass, who stressed the need to ensure the link between the global agenda and local actions. Mayors had the opportunity to highlight priorities in relation to the New Urban Agenda and announced their commitment to work closely with the UN towards the High Level Political Forum.
39. The delegation closed with a **meeting with UN Secretary-General, António Guterres**, at which local leaders highlighted the contributions of local and regional governments to the overall UN sustainable development agenda and expressed their full support for the achievement of the global agendas. The Secretary-General expressed his appreciation for the support of local and regional governments and his will for the United Nations to explore new forms of collaboration with the constituency to achieve the successful implementation of the NUA.

## 2.5. THE EU-UCLG STRATEGIC PARTNERSHIP

### Support to the overall work plan

40. If there is a partnership that has marked the work of the organization in all dimensions, we can safely say that it is the **Strategic Partnership with the European Union**, signed in January 2015 for a five-year period and attached to a three-year support programme (2015-2017).
41. As the third year comes to an end, the implementation of the partnership can be described as a resounding success. **It has allowed UCLG to expand its activities and to strengthen ties with the different parts of the network** that have actively participated in defining the work plan and, in some cases, benefited from specific financial support.
42. As mentioned above, the Strategic Partnership has allowed UCLG to **increase support to Sections and Committees**. The agreements signed with Sections have allowed them to implement specific activities by using part of the funds received in the framework of the partnership.

43. Concretely, the Strategic Partnership in 2017 allowed the World Organization to support **UCLG ASPAC, UCLG Eurasia, the UCLG Lebanon Office, and FLACMA and Mercociudades** from Latin America. Similarly, the World Organization also provided direct financial support to the **UCLG Committee on Digital and Knowledge-based Cities and the UCLG Mediterranean Committee**.

#### **Action proposal for 2018**

44. Following a request by the EC and consequent exchanges, UCLG has recently submitted an **action proposal for 2018** that will be followed by an action proposal for the next phase of implementation of the Strategic Partnership: **2019-2021**. According to the Strategic Partnership originally signed in January 2015, this new approach proposed by the EC is an important sign of recognition of our work, as it grants one additional year of financial support to our organization.
45. Our proposal builds on the assessment of the first three years of implementation of the partnership and seeks to adapt to the new global context by calling for the localization of the global development agenda. Given the strategic objectives of the organization, UCLG proposes to organize its work within the partnership agreement under the following headings: **implementation; advocacy; monitoring and reporting; learning; and strengthening the network**.

#### **Positive mid-term evaluation of the implementation**

46. The **mid-term evaluation** by the evaluation consultants of the EC was positive. A summary of this external evaluation is copied below.

#### ***Lobbying and advocacy***

47. By the end of the 2015-2016 period UCLG has succeeded in participating actively in key global decision-making mechanisms, in gaining recognition for the **LRG Constituency**, in presenting sound official positions and arguments directly linked to local authorities' (LA) priorities and in influencing – to some extent – the agenda adopted by those key global decision-making mechanisms.

#### ***Policy recommendations***

48. Among activities and outputs registered under the strategic line of action 'Intelligence', by the end of the 2015-2016 period UCLG had successfully drafted, published and disseminated the **GOLD IV Report**, titled "Co-Creating The Urban Future - The Agenda Of Metropolises, Cities And Territories", a document which offers high-quality content on the following subjects: 1) Metropolitan areas: the complexity of the metropolitan age; 2) Intermediary cities: the vital nexus between the local and global; 3) Territories: regions, small towns and rural municipalities; 4) Conclusions.
49. The report also includes the **Global Agenda of Local and Regional Governments for the 21<sup>st</sup> Century**.
50. The Report and Agenda are both **sound and solid tools** to help local and regional governments defend their positions and influence decision-making in global and regional mechanisms related to the New Urban Agenda.
51. In addition, a large number of **papers and statements, as well as newsletters and briefing documents** (the latter as support tools for the members), have been published on all key topics in the 2015-16 period (in particular, the New Urban Agenda and the 2030 Agenda for Sustainable Development).



### ***Participation in key global decision-making mechanisms***

52. During the 2015-16 evaluation period, UCLG/GTF participated in the **key policymaking mechanisms of the period**: 2030 Agenda, Habitat III, Addis Ababa Action Agenda (AAAA) on financing for development, World Humanitarian Summit (WHS), COP 21 and 22, and the Global Partnership Initiative.
53. UCLG/GTF was able to mobilize a large number of LRG representatives to participate in these key policymaking mechanisms. In particular, throughout the Habitat III process (which has been analyzed more in depth in the mid-term evaluation (MTE)), the specific grant agreement (SGA) enabled **UCLG to mobilize more LRG representatives** from more diverse geographical origins and more diverse types of cities and territories, and to **improve their participation in the regional and international fora**, thanks to the preparation of sound official positions and arguments linked to LRGs' priorities, the briefing exercises, the advocacy tools, etc.
54. Global Taskforce (GTF): Results were obtained with regard to the numerous and diversified representation and participation of LAs throughout the Habitat III process, as well as their recognition and capacity to structure positions – and have them retained in key global policy documents. All this demonstrates the **GTF's convening power, authority (legitimacy) and leadership capacity**; and that the creation of a tool like the GTF has been an accurate measure to strengthen the advocacy capacity of associations of local authorities (ALA) in key global decision-making mechanisms.

### ***Challenges met***

55. Recognition by key stakeholders of **UCLG/GTF's representativeness in international processes**: With the inclusion of the GTF in the formal process of Habitat III, the GTF's stronger role in the United Nations Advisory Committee of Local Authorities (UNACLA), UNGA recognition of the Second World Assembly of LRGs as an official component of Habitat III, UCLG/GTF reporting to Habitat III Bureau, UCLG/GTF co-leading role of Habitat III Policy Unit 4.
56. The **consolidation of the Global Taskforce, as the facilitator of the LRG constituency and the ALA coordination mechanism**, has been instrumental to ensure these results – in particular the recognition of LAs and their associations as such in international fora – and will also be instrumental in the future to help maintain and extend what has been achieved in 2015-2016. It has also helped LAs and their associations to hold policy dialogues with other constituencies and successfully organize and conduct the three planned sessions of the 2nd World Assembly of LRGs (WALRG).

### ***Significant impact on the global policymaking processes***

57. UCLG/GTF has actively contributed to the recognition of the **LRG constituency** in the Habitat III process.
58. **Key international policy documents have retained and included UCLG/GTF's recommendations**: SDG 11 in the 2030 Agenda; mention to municipal finance in the Addis Ababa Action Agenda (AAAA); LAs' role included in the Sendai Framework; and a review of the New Urban Agenda (NUA) shows that a number of the LAs' priorities have been included in the text, such as: (i) The link between SDG 11 and Habitat III (in terms of review and follow-up); (ii) Recognition of the role of local and regional governments on the global stage (through the World Assembly of Local and Regional Governments) in the review and follow-up of the NUA; (iii) The multi-level governance principle and the resulting reshaping of the urban structure; (iv) The concept of the Right to the City as a principle for

urban development; (v) The adoption of the 'territorial approach', in particular to bridge the rural-urban divide.

59. UCLG/GTF has undertaken to actively participate as an **indispensable stakeholder** in the discussion on the localization of SDGs.

### 3. IMPLEMENTATION

*In 2017, following the adoption of the key global agendas in 2015 and 2016, UCLG has identified and highlighted successful efforts by the UCLG membership to achieve global agendas at local and territorial level.*

#### **Local4Action Hub**

60. **Localizing the SDGs** at local and territorial level requires swift, effective action on the ground, driven by citizen participation. Local and regional leaders need sound evidence and timely advice, as well as new approaches, to guide such actions.
61. With this objective, in 2017 our organization has worked on the definition of an initiative to be launched soon: the **UCLG Local4Action Hub**. This endeavour aims to **turn the 2030 Agenda into local actions**, taking advantage of our network and our experience of exchange and cooperation. By providing visibility to the integrated efforts of the UCLG strategy, the Local4Action Hub will facilitate and consolidate our global network of UCLG members and partners in synergies with other key international organizations that are working closely on advancing the implementation of the SDGs at local and territorial level.
62. The initiative will focus on the following key objectives: **strengthening** strategic thinking to support local action; **catalyzing** innovation; **enhancing** cooperation and solidarity; **enhancing** cooperation and solidarity; generating and **facilitating** knowledge exchange; **visualizing** the actions for localization developed by the UCLG network; and **rallying** actors around SDG 11.

### 4. ADVOCACY

*The World Organization has amplified the voices of local and regional governments, while highlighting their priorities, challenges and achievements with reference to the global agendas and the Bogotá Commitment.*

#### **2030 Agenda for Sustainable Development**

##### ***High-level Political Forum on Sustainable Development***

63. As mentioned in the highlights, the 5th HLPF took place in July 2017 in New York. In addition to the report "National and sub-national governments on the way towards the localization of the SDGs" presented by **Jan van Zanen**, Mayor of Utrecht and President of Association of Netherlands Municipalities (VNG), at a plenary session on multi-stakeholder perspectives, the local and regional government constituency conveyed its perspective during several key moments.
64. UCLG, the Global Taskforce, and the Permanent Mission of the Netherlands to the UN co-organized a HLPF side-event entitled "**Localizing the SDGs: local and regional governments actions for poverty eradication and prosperity**". The event called for stronger efforts to involve the constituency in the voluntary national review (VNR) process, while stressing that localizing the SDGs also

requires, in addition to financial means, developing the political will to strengthen the role of local governments. The discussion further recalled the almost 1000 local and regional representatives gathered in the World Assembly of Local and Regional Governments in 2016 in Quito at the Habitat III Conference, and called national governments and the international community to recognize our role in the achievement of the SDGs and the New Urban Agenda.

65. As facilitator of the Global Taskforce, UCLG is a founding partner of the **Local 2030 Hub**, a multi-stakeholder hub led by the United Nations Secretary-General's Executive Office to **catalyze solutions and accelerate the implementation of the SDGs**. It aims to foster innovative partnerships and an action-oriented model for SDG implementation that will allow local actors to deliver more at scale, identify and address significant gaps and overcome barriers to progress.
66. In the framework of the HLPF, the Local 2030 Hub held a two-day meeting. The meeting set a precedent for a special space for dialogue between the UN and the local and regional government constituency in the framework of the implementation of the SDGs and the HLPF annual meetings. **Berry Vrbanovic**, Mayor of Kitchener and Treasurer of UCLG, called on the international community to enable the localization of the SDGs, making a strong statement on the **urgent need to renew governance and partnership frameworks at the UN**. He further stressed that all SDGs are relevant to local governments; local governments are not mere implementers of the agenda but catalysts of change.

### United Nations Advisory Committee of Local Authorities

67. The **United Nations Advisory Committee of Local Authorities (UNACLA)** is the fruition of the work of the organized constituency of local authorities' plea for a growing partnership between local authorities and the UN system, in particular UN-Habitat. The existence of UNACLA emanates from the Istanbul Declaration. UCLG and its founding organizations have played a crucial role both in the setup of the Committee and in the mobilization of its members.
68. Representatives from local and regional government networks gathered for the meeting of UNACLA in Istanbul on 24 April 2017, under the theme "**The global development agendas, implications for local governments**", upon the invitation of **Kadir Topbaş**, Mayor of Istanbul and Chair of UNACLA.
69. Following the Habitat III Conference in October 2016, the meeting aimed to address the implementation of the New Urban Agenda, the progress made in the localization of the Sustainable Development Goals (SDGs) and the crucial role local and regional governments are called upon to play in these intertwined agendas. The session further addressed **the role of UNACLA in facilitating the dialogue between local and central governments to implement the global agendas at local level**.
70. The event counted on the participation of **Fatma Şahin**, Vice-President of UCLG for the Middle East and West Asia region, Mayor of Gaziantep and President of UCLG-MEWA; **Aysen Nikolaev**, Mayor of Yakutsk and Vice-President of UCLG for the Eurasia region; **Carlos Martínez**, Mayor of Soria, Vice-President of UCLG for Europe and Vice-President of CEMR; **Joan Clos**, Executive Director of UN-Habitat; and **Josep Roig**, Secretary General of UCLG, among others.

### Local actions for climate goals

#### COP 23

71. Local and regional governments have a long track record of innovating locally and collaborating internationally to tackle the causes and consequences of climate

change, particularly since the launch of the **Local Government Climate Roadmap** in Bali in 2007.

72. UCLG has worked within the framework of the Local Government Climate Roadmap, facilitated by ICLEI, to enhance the influence of members in the international negotiation process through two key strategies: **enhancing the formal role of local authorities in the negotiation process and developing the partnership between local authorities and civil society**.
73. Last year, the Marrakech Partnership was adopted at the COP 22 in Morocco. **It gave Non-State Parties a prominent role, highlighting the impact of their actions and the need to support them in continued actions**. The Bonn session was critical for local and regional governments to continue building the momentum gained since the COP 20 in Lima and COP 21 in Paris.
74. **COP 23**, organized under the presidency of the Fiji Islands, was hosted by the Government of Germany and the City of Bonn from 6 to 17 November 2017. UN Member States gathered to advance the implementation of the Paris Agreement in terms of transparency, adaptation, emission reductions, finance, capacity building and technology.
75. With our organization playing a key role in the organization and mobilization of different events, UCLG sent a strong delegation of around 60 local and regional leaders to advocate for the role of local and territorial action in combatting climate change. The UCLG delegation counted on the active participation of **Roland Ries**, Mayor of Strasbourg, President of United Cities France (CUF) and Co-President of UCLG; **Mauricio Rodas**, Mayor of Quito and Co-President of UCLG; **Mónica Fein**, Mayor of Rosario and Vice President of UCLG for Latin America; and **Célestine Ketcha Courtès**, Mayor of Bangangté and President of the Network of Local Elected Women of Africa (REFELA), among others.
76. Organized by ICLEI and with the support of the Global Taskforce, the **Climate Summit of Local and Regional Leaders** took place on 12 November. The discussions focused on four key themes: New global frameworks, new models for action: Integrating climate and sustainability across all sectors; Collaborative climate action: Forging ahead through community engagement & Integrated planning and sustainable investments in cities and regions; Joining forces for transboundary climate action; and Raising the bar through coordinated action across all levels of government. The Summit concluded with the conveying of the messages of the **Bonn-Fiji Commitment of Local and Regional Leaders to Deliver the Paris Agreement at All Levels**.
77. UCLG further contributed to the **High-Level Roundtable on SDG 11/Climate Action Nexus**. The local and regional government constituency co-organized the opening plenary session of the Roundtable **"Women leaders on making human settlements inclusive, sustainable and resilient"**, bringing together a unique group of women mayors, governors, ministers and civil society leaders, who are driving forces to accelerate the transition to sustainable and resilient cities for all.
78. On 11 November, the local and regional government constituency and its partners led the organization of the **Human Settlement Day**. The meetings symbolized the recognition of the importance of territorial action and the commitment of local actors to achieve the goals of the Paris Agreement.
79. UCLG and CEMR, on behalf of the Global Taskforce, held a side event on **"Local and Regional Governments at the heart of new Partnerships for Global Goals achievement"**. The session, moderated by **Ronan Dantec**, Councillor of Nantes and UCLG Spokesperson, explored synergies between the different global agendas and brought local and regional governments and their partners together to share experiences and recommendations.

### ***Climate Chance***

80. The **Climate Chance World Summit** took place on 11-13 September 2017 in Agadir, Morocco, in partnership with Souss-Massa Region, the organization Climate Chance, and UCLG Africa. **The event provided a clear opportunity for our constituency to localize climate finance.**
81. Gathering around 3,000 participants from local and regional governments as well as representatives of all non-State actors (private sector, civil society organizations, trade unions and more), the Summit sought to showcase new initiatives from non-State climate actors that are underway across the world. It further provided the opportunity to **open up the debate on how non-State actors can bring their own recommendations to the facilitation dialogue in 2018.**
82. Taking advantage of the organization of the event on the African continent, UCLG Africa and its membership facilitated the organization of an “African day” on 12 September. **Parks Tau**, President of UCLG, was invited to intervene in the opening of the plenary session “African cities in the face of climate challenges”.
83. He recalled how our constituency has always advocated to ensure coherence and build on the interlinkages among all the ongoing international agendas, claiming that **the climate agenda was not to be understood if not linked with the development and the new urban agendas.**

### **Resilience agenda and the humanitarian crisis**

#### ***The local implementation of the Sendai Framework***

84. The **Global Platform for Disaster Risk Reduction** took place on 22-26 May 2017 in Cancun (Mexico) and provided the first opportunity to **globally review the implementation of the Sendai Framework for Disaster Risk Reduction**, adopted in 2015. This revision addressed, among others, the **Target ‘E’** of the Sendai Framework that calls to substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.
85. The UCLG delegation in Cancun **called on national governments to ensure the necessary financial, institutional and legislative support, and requested assistance from the international community in order to achieve the imminent goals** set by the Sendai Framework and the other international agendas. Our constituency also took this opportunity to visualize their concrete experiences, exchange and explore partnerships for the further development of local disaster risk reduction initiatives.
86. Under the aegis of the “**Making Cities Resilient**” Campaign, UCLG, along with United Nations Office for Disaster Risk Reduction (UNISDR), UN-Habitat, ICLEI and other stakeholders, celebrated the **Summit of Local and Regional Governments** on 23 May. At the Opening of the Summit – which included the participation of **Roland Glasser**, UN Special Representative of the Secretary-General for Disaster Risk Reduction – **Roland Ries**, Mayor of Strasbourg, President of United Cities France (CUF) and Co-President of UCLG, recalled the great responsibility placed upon UCLG by the Sendai Framework, stressed the work of the UCLG Taskforce on the Territorial Prevention and Management of Crises on the coordination of responses to crises in territories, and praised the establishment of the UCLG Policy Council on Safer, Resilient and Sustainable Cities as an initiative to lever the essential links among climate change and resilience at local level.
87. The wealth of the discussions of the Summit was captured in the **Local and Regional Government Declaration**. This document informed the Global Platform

Chair's Summary that will be presented to the President of the Economic and Social Council (ECOSOC) as a contribution to the 2017 HLPF, held in New York in July.

88. Co-President Ries was further invited to join the Ministerial Roundtable **"Integrating Disaster Risk Reduction into Overall Economic Planning"**. The Mayor recalled that local governments are at the heart of disaster risk reduction, as they are the bridge with local citizens towards raising awareness and joint preparedness for disasters.
89. UCLG and ICLEI also facilitated a session of the Summit on **"Coherence in addressing and implementing the 2030 Development Agendas at local level"**. The local and national experiences from Mauritania, Lebanon, Portugal and Jordan shared during the discussion addressed the need for local governments to count on resources and self-government in the face of the impossibility to accurately foresee disasters and the importance of building local partnerships and adequate cooperation among the local and national levels.

### ***Global Alliance for Urban Crises***

90. Following the official launch at the World Humanitarian Summit in 2016, UCLG is contributing to the initial steps of the **Global Alliance for Urban Crises**, a multi-stakeholder platform that pursues a fundamental shift in the way that international and local actors interact with each other in response to urban humanitarian crises.
91. As the representative of local governments and building on the long-standing work of our membership in this field, UCLG is joining efforts to **raise awareness on the growing importance of urban humanitarian assistance**, while contributing to establish effective and efficient partnerships to prevent, prepare for and better respond to urban crises.

### ***Solidarity of local governments in the humanitarian crisis***

92. UCLG fully supported the request for solidarity by the Mayor of the Autonomous Municipality of Caguas, Puerto Rico, and UCLG World Council member, **William Miranda Torres**, to provide humanitarian aid and attempt to rebuild the city, following the devastating effects of Hurricane Maria, the category 5 hurricane that hit the Caribbean region at the end of September. The World Secretariat is further liaising with the UCLG Taskforce on the Territorial Prevention and Management of Crises to explore possibilities for a coordinated response.

### **Development cooperation**

#### ***Global Partnership for Effective Development Cooperation***

93. The 13th Steering Committee of the **Global Partnership for Effective Development Cooperation (GPEDC)** took place on 23-24 April 2017 in Washington DC. GPEDC aims to gather evidence and knowledge, based on its country-focus approach to support all development actors to **enhance the effectiveness of their respective development cooperation efforts**.
94. UCLG has had a seat on the **Steering Committee** of the GPEDC since April 2014, with the active participation of the UCLG Committee on Development Cooperation and City Diplomacy and its Capacity and Institution Building (CIB) Working Group. Local governments are also working closely with CEMR, Platforma and AIMF on this topic.
95. The 2nd High-level Meeting of the GPEDC recognized **the critical role played by local governments** in its final outcome document and included **the principle of a non-executive co-chair in the leadership of the GPEDC** that will represent

local authorities, parliamentarians, CSOs, trade unions, philanthropy and the business sector.

96. The Mayor of Kitchener and UCLG Treasurer, **Berry Vrbanovic**, represented UCLG in this Steering Committee. He underlined the need to ensure continued visibility for the importance of local government capacity building and local government peer-to-peer development cooperation. He also offered ways in which the local governments constituency can be involved in future activities of the GPEDC, such as monitoring and learning and within a renewed Global Partnership Initiative (GPI).

### ***ECOSOC***

97. A delegation facilitated by UCLG, in partnership with other members of the Global Taskforce, participated in the **2017 ECOSOC Forum on Financing for Development (2nd FfD Forum)** in New York on 22-25 May.
98. In accordance with the **Addis Ababa Action Agenda (AAAA)**, the 2nd FfD Forum reviewed the FfD assessment on progress and challenges for the implementation of the FfD outcomes and the achievement of the Sustainable Development Goals. Our presence in New York aimed to foster the **inclusion of local and regional governments in the decision-making process of the FfD Forum**.
99. Our network conveyed the local and regional government perspective on a Ministerial Roundtable on **"Steps taken towards implementation of commitments contained in the Addis Agenda and other FfD outcomes."** It also made a case for local financing in a Roundtable on **"Domestic and international public resources"**.
100. Lastly, UCLG, in partnership with UNDESA and UNCDF, organized a side event on **"Urban Finance as a Game Changer for the SDGs"**. The side event featured a presentation of the publication "Subnational governments around the world - Structure and finance", undertaken jointly by the **UCLG Committee on Local Finance and Development** and the OECD, as a first contribution to the Observatory on Subnational Government Finance and Investment, and the launch of the Financing for Development Office of UN-DESA-UNCDF publication "Financing Sustainable Urban Development in the Least Developed Countries". It explored issues related to local revenue generation, public financial management and long-term investment financing, as well as ideas on how to strengthen international cooperation for local finance.

### ***Policy Forum on Development***

101. The **5th Global Meeting of the Policy Forum on Development (PFD)** took place on 21-23 March 2017 in Brussels (Belgium). This edition of the PFD, which is the forum that brings together civil society organizations and local authorities with EU institutions and bodies, focused on spearheading global action to implement the SDGs and fostering multi-stakeholder partnerships.
102. Our network actively participated in the event and stressed the importance of **facilitating a high-level policy debate** among local and regional political representatives and EC, EU and Member States representatives.

### ***EU Partnership Forum***

103. UCLG actively participated in the **EU Partnership Forum 2017** held on 6-7 July in Brussels. The forum, organized by the EC Directorate-General for International Cooperation and Development, aims to strengthen and deepen the partnerships

established with local authorities and civil society organizations, so that they can play their full role as actors of governance, advocates and implementers.

104. Including the presence of several UCLG Sections and partners, the gathering allowed to highlight the **key role of local and regional governments with regard to the SDGs and the new EU Consensus on Development**, the recently adopted new framework for development cooperation established for the EU and its Member States.

### **Gender equality**

105. UCLG estimates that around 20% of councillors and just 5% of mayors globally are women. However, there is currently a lack of comparable global data on the number of women in local councils, making it very difficult to track progress on the achievement of SDG 5 across the world. For this reason, in March 2017, UCLG launched a campaign called **"Be Counted"** to call for the development of data to support SDG indicator 5.5.1. on the proportion of women in local elected councils. The campaign included a social media campaign and articles in various international publications, including Citiscope and El País.
106. Coinciding with the launch of "Be Counted", a delegation of locally elected women from UCLG participated in the **61st UN Commission on the Status of Women (CSW)** in New York from 13-24 March 2017. The delegation, organized by the **UCLG Standing Committee on Gender Equality**, was the opportunity to present the campaign to international partners and raise awareness of the importance of monitoring the political participation of women at local level. The delegation was led by the Councillor for Feminisms and LGBTI of Barcelona and President of Metropolis Women, **Laura Pérez**, and the Mayor of Bangangté and President of REFELA, **Célestine Ketcha Courtès**.
107. The 2017 CSW focused on **women's economic empowerment** in the changing world of work. UCLG published a statement to the CSW on this issue, highlighting how local and regional governments can mainstream a gender perspective into the economy through their role as employers, purchasers and service providers.
108. The delegation took advantage of its time in New York to present its message on women's economic empowerment and to renew and strengthen UCLG's collaboration with key UN agencies and representatives on the localization of the SDGs. The delegation met with high officials of the UN, including the Director of UN Women, the office of the President of the General Assembly, UN DESA and the office of the Secretary-General, to discuss enhanced collaboration with the UN System.
109. In the framework of the CSW delegation, UCLG co-organized the special event **"Locally elected women: making the SDGs happen"** with UN Women to highlight the relationship between gender equality and local and regional governments.
110. The event consisted of two policy roundtables; **"Localizing SDG 5"** and **"Gender equality, SDG 11 and the New Urban Agenda"** in which mayors and councillors debated the challenges of making gender equality a reality in the framework of the SDGs with representatives of the UN and civil society.
111. The progress made by local governments in influencing the global agendas over recent years was reflected by **particularly high-level representation of UN officials in this session**, including Under Secretary-General of the United Nations for communication and public information, **Cristina Gallach**, Special Adviser for Implementation of the SDGs, **Dessima Williams**, Deputy Director General of UN-Habitat, **Aida Kirabo Kacyira**. There was also strong attendance by



representatives of many of the Major Groups that have partnered with local and regional governments in the SDG and Habitat III processes.

## Migration

112. On 16-17 November 2017, UCLG, UN-Habitat and International Organization for Migration (IOM) organized the **Global Conference on Cities and Migrants** in Mechelen, hosted by the Ministry of Foreign Affairs, Foreign Trade and Development Cooperation of the Belgian Federal Government.
113. The conference was framed by the New York Declaration for Refugees and Migrants (adopted in September 2016), through which UN Member States have committed to a process of intergovernmental negotiations leading to the drafting of a **Global Compact for Safe, Orderly and Regular Migration (GCM)**, to be adopted at an intergovernmental conference to be held in 2018.
114. In this light, and mindful of the key role that the NUA gives to local authorities on **migration governance**, the global conference in Mechelen acted as a preparatory event to facilitate local governments' contributions to the development of the GCM, as well as to review the state of implementation of the migration-related commitments of the NUA, ahead of the first formal follow-up during the 9th World Urban Forum (WUF) in Kuala Lumpur (Malaysia) in February 2018.
115. The discussion emphasized how **human mobility (including internal, international and forced displacements) is increasing and becoming more and more urban**. Local authorities, and cities in particular, are at the centre of the hosting, integration and inclusion of migrants at local level and should therefore be consulted and involved in the design and implementation of national and international policies linked to migration issues.
116. The main outcome of the conference was the **Mechelen Declaration**, capturing the voice of regional and local governments on cities and migration. The document will be submitted to the Special Representative of the Secretary General for International Migration (SRSG), **Louise Arbour**, and co-facilitators.

## Local economic development

117. The City of Praia (Cape Verde) hosted the **4th World Forum on Local Economic Development** on 17-20 October 2017. Around 2000 participants from 120 countries gathered to take part in the discussions of this biannual forum. This year's discussion focused on the contribution of local economic development to the implementation of the 2030 Agenda for Sustainable Development, highlighting in particular the potential of local economic development models in SDG 8 and SDG 17.
118. The President of UCLG, **Parks Tau**, addressed the Opening Ceremony of the forum and highlighted the challenge to continue empowering local authorities to make them ready to deliver accountable and effective governance to ensure that development is inclusive and sustainable.
119. UCLG participated as an organizing partner, along with other partner organizations such as the United Nations Development Programme (**UNDP**), United Regions Organization (**ORU-FOGAR**), International Labour Organization (**ILO**) and the Andalusian Fund of Municipalities for International Solidarity (**FAMSI**).
120. UCLG coordinated axis 6 of the Forum programme on "**Inclusive and sustainable urbanization patterns**", advocating on the importance of local economic development as a foundation for sustainable and inclusive economies.

121. In this framework, UCLG organized a **policy dialogue** on sustainable urban development, moderated by the UCLG Working Group on Local Economic Development. It organized **four panel sessions** that covered key links among local economic development and climate change, informal economy, intermediary and insular cities, and South-South cooperation. It also organized a **learning workshop** on localizing the SDGs, jointly with UCCI, FLACMA, Mercociudades and AL-LAs, in partnership with UCLG Africa and UNDP.

## 5. MONITORING AND REPORTING

*In 2017, we have developed a robust monitoring and reporting mechanism of the implementation of the global development agendas, which is also informing the drafting process of our flagship publication, the GOLD Report.*

122. UCLG's Global **Observatory on Local Democracy and Decentralization (GOLD)** and the **Observatory on Subnational Government Finance and Investment** have taken on the task to develop the organization's framework for monitoring and reporting activities on the new global development agendas and the implementation of the SDGs and the global goals.
123. The Observatories build on the results of their flagship publications – the four **GOLD Reports** and the publication "**Subnational governments around the world - Structure and finance**" - and count on long-standing partnerships with UN agencies, international institutions and partners from civil society, academia and the international community, such as UN-Habitat, United Nations Development Programme (UNDP), the Organisation for Economic Co-operation and Development (OECD) and Cities Alliance, among many others.
124. GOLD has set out a diverse research strategy that, on the one hand, **advocates for the centrality and visibility of local and regional governments in the monitoring process globally** and, on the other hand, will also **lead to the next GOLD report in 2019**.
125. In July 2017, UCLG and the Global Taskforce, facilitated by GOLD, presented the first "**Local and Regional Governments Report to the 2017 HLPF - National and subnational governments on the way towards the localization of the SDGs**" at the UN High-Level Political Forum on Sustainable Development (HLPF). The report collects first-hand information and knowledge directly from local and regional governments in over 30 countries. It complements the UN-led reviews with a local perspective and a co-owned assessment led by local authorities.
126. In September 2017, GOLD published a **call for contributions for GOLD V**. The report will explore the status of localization in all regions of the world, in close partnership with UCLG Sections, Committees and partners.
127. In partnership with the OECD, UCLG will establish a Global Observatory on Subnational Government Finance. This collaboration is expected to provide significant insight to GOLD's research on local finance. The **Observatory monitors the financial capacities of subnational governments and their role as development partners** (i.e., the implementation of paragraph 34 of Addis Ababa Action Agenda). UCLG will also inaugurate an institutional collaboration with the United Nations Capital Development Fund (UNCDF).
128. GOLD is actively participating in UCLG's Wave of Action on the **Right to Housing**. It organized an international Expert Group Meeting on the Right to Housing in Barcelona, which established an 18-month research roadmap on housing that will contribute to both the 2018 report to the HLPF (which will assess SDG 11 on cities)

and to GOLD V in 2019, as a cross-cutting key issue for local and regional governments around the world.

## 6. LEARNING

*We have increased our capacity to become a learning network, supporting the implementation of local and regional priorities within the framework of the global development agendas.*

### 6.1. THE LEARNING AGENDA

129. UCLG's strategic mandate is to **support learning amongst members by promoting decentralized cooperation and peer-to-peer ties between regional and local governments and their associations**. As we move towards the implementation of the 2030 Agenda, the hands-on experience of UCLG's members will be instrumental to achieving the goals set by the international community.

#### Learning tools

130. As facilitator of the GTF, UCLG, in partnership with United Nations Development Programme (UNDP) and UN-Habitat, has embarked on developing a series of **training modules geared at building the capacities of local and regional governments for the 2030 Agenda**. Training Module 1 is an introductory module aiming to raise awareness on key issues around the localization of the SDGs. The second module, currently under development, will focus on the alignment of local strategies with the 2030 Agenda.
131. UCLG developed the tool **"The Sustainable Development Goals - SDGs in the municipal map"**, in partnership with the UNESCO Chair of Intermediary Cities and the UCLG Forum on Intermediary Cities. Based on the experience of Chefchaouen, this tool allows different agendas and plans to be linked to the territory, while making evident local priorities and strategies.
132. Also in partnership with the UNESCO Chair of Intermediary Cities, UCLG has developed the tool **"Base Plan: An inclusive planning tool for intermediary cities"**. It allows to strategically conceptualize the growth and evolution of a city or region, considering the different realities and priorities of the urban spaces, in favour of planned and equitable growth.

#### Training and workshops on "Localizing the SDGs"

133. In partnership with UNDP and UN-Habitat, UCLG organized **seven sessions aimed to train the trainers on the localization of the SDGs**. These modules, organized in partnership with several members and partners active in this field, took place in Barcelona, Madrid, Cochabamba, Istanbul, Jakarta, Praia (Cape Verde) and Quito.
134. Several introductory workshops were designed and carried out based on the **"Toolkit on Localizing the SDGs"**. Leveraging existing international and regional gatherings and providing the opportunity to strengthen several institutional collaborations, they took place in Brussels, Córdoba (Spain), Ouagadougou, Puebla, Cochabamba, Jakarta, Madrid, Cuenca and Córdoba (Argentina).

#### Learning events

135. Several learning events were organized in 2017, deploying the alignment to SDG localization. By bridging the wealth of local challenges and experiences with the achievement of SDGs 8, 9, 10, 11 and 16, the events **consolidated the**

**correlation between the SDGs and local realities**, thus raising awareness of the political nature of the localization process.

136. Each learning event has been reported through a **UCLG Peer Learning Note**, providing context and a critical evaluation of practices including information on evidence, transferability and political impact. The peer learning events in 2017 addressed the following subjects: inclusive urban planning; urban renewal in historic town centers and public space improvement; economic development for inclusive cities; governance of smart cities; planning integrated municipal solid waste management solutions; and waste management and the circular economy. They took place in Swakopmund (Namibia), Jakarta, Montréal, Kocaeli (Turkey) and Praia (Cape Verde).

## 6.2. MIGRATION AND TERRITORIAL COHESION

137. Internal and international migration flows in the Greater Mediterranean region have a direct and lasting impact in cities, since they are frequently the destination of the migrant population. In order to optimize the social and economic potential of migrants, **local governments need capacities in the field of migration governance, particularly in terms of providing access to rights and services.**
138. The **Mediterranean City-to-City Migration Project (MC2CM)** seeks to contribute to improving the governance of migration at local level in cities in Europe and the Southern Mediterranean. The initiative is led by the International Centre for Migration Policy Development (ICMPD), in partnership with UCLG and UN-Habitat. The project involves the United Nations High Commission for Refugees (UNHCR) and is co-financed by the EC and the Swiss Agency for Development Cooperation (SDC). The cities participating are: **Amman, Beirut, Lisbon, Lyon, Madrid, Tangier, Tunis, Turin and Vienna.**
139. Two learning events were organized in 2017 in the framework of the MC2CM project. The **peer learning events aim to offer capacity building to cities through an exchange of experiences on techniques, methodologies and political tools** that foster a more integrated approach to issues relating to migrants' access to basic services.
140. The first event took place on 25-26 April 2017 in Amman and included a visit to the oldest Palestinian refugee camp in the city, Al-Wihdat. The event discussed **social housing and urban planning policies as levers to promote inclusive cities for migrants.**
141. The second event took place on 11-12 July 2017 in Turin and included the involvement of the International Association of Educating Cities (IAEC). It addressed the **construction of an educating city as a means to foster equality and the socio-education inclusion of migrants.**
142. In order to capitalize on the inputs of the full cycle of learning events held in the framework of the MC2CM project (seven in total), a high-level conference was held on 7-8 November 2017 in Beirut. The event convened cities, national governments, donors, relevant international organizations and stakeholders, to **share experiences and learning, present key political recommendations and explore possible follow-up at Mediterranean level.**

## 7. STRENGTHENING THE NETWORK

*Our organization has established new consultation mechanisms to increase political participation and enhance policy debates. It has further*

*created new opportunities to synchronize action and strengthen the Sections.*

## 7.1. KNOWLEDGE AND COMMUNICATION

143. In 2017, special efforts have been made to **enhance outreach and awareness campaigns, disseminate knowledge, improve collaboration and communication formats and increase the presence in social media.**

### Communication tools

144. UCLG increased its presence on Facebook and Twitter with over 3500 new followers.
145. The organization restyled two existing websites: the UCLG home page and the new pages for the recently established consultation and synchronization mechanisms (i.e. Policy Councils and Waves of Action); and the GOLD website.
146. Three brand new websites were created, dedicated to: the Global Taskforce, facilitated by UCLG; the UCLG Standing Committee on Gender Equality; and the Observatory on Subnational Government Finance and Investment.

### Publications

147. Eleven publications were produced and/or disseminated throughout 2017. The publications addressed: a peer learning event of the MC2CM project held in Lisbon on **social cohesion and intercultural and inter-religious dialogue**; the **2016 UCLG Annual Report**; the report **"Subnational governments around the world - Structure and finance"** as the first contribution to the Observatory on Subnational Government Finance and Investment; the Global Taskforce report on **our achievements at Habitat III**; the report of the **3rd UCLG Annual Retreat**; the publication on the UCLG Learning Agenda **"Seek sense share"**; the **2016-2022 UCLG Strategic Priorities**; the Local and Regional Governments Report to the 2017 HLPF **"National and sub-national governments on the way towards the localization of the SDGs"**; the Peer Learning Note **"Vital neighbourhoods in metropolitan cities"**; the publication **"The Sustainable Development Goals – SDGs in the municipal map"**; and the publication **"Smart Cities Study 2017"**.

### Newsletters

148. **Twelve monthly newsletters** have been sent to the wide network of contacts. These newsletters included regular information and updates of interest for local and regional governments and collected information by the UCLG World Secretariat, Sections, Committees and Working Groups, and members.
149. Using specific campaign tools, over 10 mass sendings have so far been sent to promote the **2nd UCLG Culture Summit**, and inform about the **UCLG Executive Bureau in Madrid** and the **UCLG World Council in Hangzhou**.

### Awareness campaign strategies

150. Six campaigns have been launched to promote and strengthen the role of local and regional governments in the international arena. The campaigns focused on: **#BeCounted**, a UCLG campaign launched in New York during the 61st CSW calling the international community to improve data on gender equality in local government to drive the achievement of SDG 5; advocating for water as a fundamental right during the **2017 World Water Day**; promoting the participation and key messages to be discussed at the **2nd UCLG Culture Summit**; promoting the work of local and regional governments on the localization of the SDGs at the **2017 European Development Days (EDD)**; promoting the report carried out by UCLG and the

Global Taskforce for the **2017 HLPF**; **#Local4Action/#Regions4Action**, building on the **#Listen2Cities** initiative, the campaign aims to highlight the role of local and regional governments in the localization of the SDGs and the New Urban Agenda.

#### **New forms of collaboration**

151. The 2017 UCLG Annual Retreat included a **special session on new forms of collaboration**. Taking advantage of the presence of active members and partners in Barcelona, the session enabled the exchange of key information and provided each participant with the opportunity to gain a wider and more comprehensive picture of the ongoing activities within the broad network of UCLG.
152. As a key output of the session, a **timeline with the most important events for the network as a whole** was built jointly with Sections, Committees and key members in order to help coordination in communication work.
153. The event further introduced the **“Wave of Action”**: an initiative that allows different parts of the network to synchronize their actions in order to increase visibility and influence processes in priority policy areas.

#### **Contribution to printed and digital media**

154. UCLG has also contributed to a range of **digital newspapers and blogs**. It published nine news items signed by different mayors and staff members, and contributed to the collaboration and/or dissemination of five news items published in **written media**.
155. UCLG published four articles in the **Ciudad Sostenible** magazine and **Andalucía Solidaria** newsletter on public space, local actions for global challenges and a seat at the global table for local governments. In the framework of the **#BeCounted campaign**, three op-eds were published to give visibility to the campaign on women’s participation in local governments. Additional articles were published in **Citiscopes, EuropaPress and EFE** within this campaign thanks to dissemination and press releases by UCLG. An article was also published in Citiscopes by UCLG and its **CIB Working Group** on the SDG review process. A guest article was published on IISD’s knowledge hub on the report to the **2017 HLPF**, and DeLOG published an article on the UCLG President, Parks Tau. An article was also published by the learning team at the UCLG World Secretariat on **cities and technology**.

### **7.2. RELATIONSHIP WITH STATUTORY BODIES AND MEMBERS**

#### **UCLG Retreat and Campus in Barcelona**

156. The 3rd edition of the UCLG Retreat and Campus was held in Barcelona on 20-24 February 2017. The **Annual Retreat provides an opportunity for political leaders and the technical staff from all parts of the network to come together to reflect on their priorities and define and coordinate their work plans for the rest of the year**. It further provides an opportunity to foster a sense of ownership and cohesion within the network, boosting the connections among the different parts of the complex UCLG ecosystem.
157. This year, the agenda focused on **developing UCLG’s strategic priorities, as the major global development agendas, particularly the SDGs and the New Urban Agenda, move into the implementation and monitoring phases**. The 2017 Retreat was the largest to date, bringing together 188 participants from every continent, including the Presidency of the World Organization, technical staff of UCLG Sections and Committees, and 45 representatives of UCLG’s partners.
158. The Retreat further addressed the **link among the work on learning and the overall work plan of the organization, the contribution of UCLG**

**Observatories to the monitoring and follow-up of the global agendas, and synergies and common actions on communication and awareness-raising campaigns.** Taking advantage of the presence of several representatives from global and regional networks, the gathering also hosted a meeting of the Global Taskforce, which discussed the priorities for 2017 and the future of the World Assembly of Local and Regional Governments post-Habitat III.

#### **UCLG Presidency meeting in Barcelona**

159. In the framework of the UCLG Retreat in Barcelona in February, the **UCLG Presidency** met for the first time since its election at the UCLG World Congress in Bogotá in October 2016.
160. The new enlarged Presidential team, including the Vice-Presidency in representation of the UCLG Sections, firstly met with representatives from international organizations, including the OECD, EC and Executive Office of the UN Secretary-General. In the second, closed, part of the meeting, the Presidency focused on **UCLG's strategic priorities (2016-2022)** as well as on the **renewal of the network's policy mechanisms**.

#### **UCLG Executive Bureau in Madrid**

161. The **UCLG Executive Bureau** met in Madrid on 18-19 April 2017, by invitation of the Mayor of city, **Manuela Carmena**. During the meeting, cities and territories from across the world analyzed their strategic priorities for the implementation of the global agendas.
162. The gathering took place back-to-back with the **World Forum on Urban Violence and Education for Coexistence and Peace** on 19-21 April, organized by the cities of Madrid, Paris and Barcelona, UCLG, UCCI, AIPAZ and UN agencies. The forum provided a meeting point for local leaders, organizations and international networks, academic figures, NGOs and civil society actors, aiming to open up a **joint process of discussion, reflection and the construction of solutions that promote urban environments capable of eliminating expressions of violence**.
163. Following a rich discussion among members, the UCLG Executive Bureau recommended a set of priorities for UCLG for the period 2016-2022 to be adopted by the World Council. The **strategic priorities aim to enable the network to implement the global goals through the application of the Bogotá Commitment, that is, to localize the 2030 Agenda and implement the Habitat III Agenda**.
164. The Executive Bureau further agreed to **establish the Waves of Action**. These initiatives aim to visualize the multiplying effect of synchronizing thousands of local and regional actions at global level and amplify the work of our members and partners in the implementation of the global agendas. The **right to housing, local finance** and **migration** were some of the themes selected for the next Waves of Action
165. The Executive Bureau also approved the **establishment of the Policy Councils**. These consultations mechanisms will drive UCLG's 2016-2022 strategic priorities and work programme to develop policy recommendations, enhance policy ownership and renew the involvement of a broader group of political leaders in the active life of the organization, beyond the Presidency.
166. The Policy Councils will focus on the following strategic topics, which reflect both the key issues in the global agendas and the priority axes contained in the Bogotá Commitment: **Right to the City and Inclusive Territories; Opportunities for All, Culture and City Diplomacy: Keys to sustainable development and**

**peace; Territorial, Multilevel Governance and Sustainable Financing; and Safer, Resilient and Sustainable Cities, Capable of Facing Crises.**

167. The UCLG Executive Bureau gathered in Madrid adopted a **Policy Statement on Local Governments and Effective Development**. This paper builds on the consultations and surveys carried out by the UCLG CIB Working Group on local government associations' involvement in the definition, implementation and monitoring of national development strategies. It will serve as an input to the work carried out for the GPEDC and will be used in advocacy activities by UCLG and its members in relation to the monitoring, follow-up and review of international agendas.
168. Member further discussed the **EU-UCLG Strategic Partnership** and the action proposal submitted for the next phase 2018-2020.
169. Recalling the incarceration of Mayor of Dakar, Khalifa Sall and of the Mayor of Diyarbakir, Gultan Kisanak, it was proposed to set up a group that would monitor the increasing situations in which the **integrity of local government and representatives are undermined around the world**.
170. Lastly, in view of the retirement of the current Secretary General this year, the political representatives in Madrid defined the **process of recruitment that will take place in view of appointing the new Secretary General** at the 2017 World Council.
171. It was agreed that the next meetings of the **Executive Bureau and World Council will take place in Hangzhou at the end of 2017**.

### **7.3. SECTIONS, COMMITTEES AND WORKING GROUPS**

#### **Financial training for UCLG Sections**

172. UCLG hosted a meeting on 9-10 February 2017 in Barcelona within the framework of the **EU-UCLG Strategic Partnership**. The session trained financial and administrative officers of the UCLG network regarding the EC financial, contractual and administrative procedures.
173. Provided by EU consultants, the training included the participation of staff members from **UCLG-ASPAC, UCLG Eurasia, the UCLG Lebanon Office, UCLG-MEWA, FLACMA, Mercociudades and Metropolis**.
174. In addition to building the capacities of our teams, the gathering allowed **relations to be created between similar officers of different parts of the network**.

***Sections, Committees & Working Groups will be requested to present their inputs to be included in the 2017 Annual Report, to be developed soon.***



# INTERVENTION LOGIC OF UE-UCLG SPECIFIC GRANT AGREEMENT (SGA/FPA)

LONG-TERM IMPACTS

MID-TERM IMPACTS

OUTCOMES

OUTPUTS

ENHANCED ACTIVITIES (Support to)  
(developed in conjunction with UCLGs' CORE ACTIONS)

REDUCTION AND, IN THE LONG TERM, ERADICATION OF POVERTY

ACHIEVEMENT OF INCLUSIVE DEMOCRACY (ERADICATION OF IGNORANCE, INTOLERANCE & DISCRIMINATION), BETTER LIVING CONDITIONS (INCL. SECURITY)

SUSTAINABLE INCLUSIVE URBAN DEVELOPMENT

- Local public management consistent with high ethical standards: participation, multi-partner governance, transparent and accountable service delivery at local level

- LRG movement able to voice and defend the interests of the constituency

- Decentralization and the principle of subsidiarity are included as intrinsic levers in the Post-2015 and Habitat III Agendas and in EC development policies
- Implementation of the Global Development Agenda of LRGs for the 21<sup>st</sup> Century

LOCAL AND REGIONAL SELF-GOVERNMENT WITH INCREASED INFLUENCE ON GLOBAL GOVERNANCE GUIDED BY THE PRINCIPLES OF SUSTAINABILITY AND SOLIDARITY

- Empowered UCLG adequately represents, mainly via a consolidated GTF, LRGs' interests in int'l policy-making processes (enhanced representation, increased recognition)
- Effective contribution (sound recommendations) of network's members to int'l policies processes (Post 2015 Agenda, Habitat III, and EC)
- A robust Global Agenda of LRGs is promoted

POLICY INFLUENCE

- Improved (democratic) governance at all levels (enhanced UCLG's organization in sections and agenda built from the bottom up)
- UCLG fulfills its legal and institutional mandate (effective coordination role, provision of services to members, local communities' voice representation in policy dialogues at int'l level)
  - Increased members' sense of ownership, mainly those in EU partner countries
    - Sound network's information and communication channels
  - Stronger network with broader membership and reinforced Secretariats

UCLG NETWORK GOVERNANCE

- Effective decentralized cooperation in partner countries (South – South & triangular with EU actors)
- Renewed and continuous partnerships building on decentralized cooperation
- UCLG effectively acts as a learning network of networks
- Increased members' capacities and know how to execute their legal and institutional mandate

COOPERATION & LEARNING (LGRS' STRENGTHENING)

- Greater and improved involvement and follow-up (linked with Secretariats Retreats) of UCLG's global and regional (geographical diversity) networks in int'l & reg'l fora (incl. in EC-CSO Strategic Dialogue)
- Renewed relations with the WB (for Funding for Development Conference)
- Existing UCLGs' representation and advocacy tools strengthened

INSTITUTIONAL RELATIONS & ADVOCACY

- Improved background documentation and documented arguments
- Global Agenda content developed towards Habitat III + Post-2015
- Broad debate at all levels, relevant to LGRs' agenda, in particular on Local Finance

INTELLIGENCE

- Improved UCLGs' capacities in Knowledge Management & communication
- Outreach and communication strategies
- Network's identity is developed
- New human connections (via social media & blogs)
- Enhanced day-to-day collaboration, incl. via new tools and platforms
- Access to UCLG members' experiences (incl. UCLG awards)

UCLG NETWORK, LEADERSHIP & GOVERNANCE

- Definition of networks' joint activity plans, incl. the communication strategy
- Definition of a capacity-building action plan (on governance, representativeness & increased LRA participation)
- Definition of proposals to the World Organization in the period 2018-2020
- Definition of regional priorities

- Encouraged peer-to-peer ties
- Strengthened capacity of networks to address capacity building demands
- Innovation and upscale of opportunities are introduced
- Learning system based on members' experience sharing; incl. mechanisms to identify learning demands from LRGs' members
- Establishment of Joint Local Government Learning Forum
- UCLG's Learning Agenda for 2016 under SDGs umbrella

COOPERATION & LEARNING (LGRS' STRENGTHENING)

- Partnerships with int'l community:**
- Co-organize creation of multi-stakeholder partnership for local action in SDG implementation
  - Analyses, thematic papers and concrete proposals on "Empowering LAs" Communication
  - Briefings and participation of Regional Sections and membership in regional fora
  - Support to LGAs for strategic dialogue with EU
  - Training of UCLG Sections for strategic dialogue with EC
  - Enhance UCLG presence at UN Headquarters
  - Debates on EU development policies
  - 2<sup>nd</sup> UCLG Women Int'l Conference
  - Renew relations with WB
  - Convene high-level panel on financial mechanisms for urban infrastructure
  - Set-up global fund for infrastructure, basic services and housing
  - Continue strategic partnership with CSOs
- Representation & advocacy:**
- Organize session of WALRG at UNGA
  - Continue inputs to GAP for H3
  - Policy dialogues with other constituencies
  - Advocate to set up a global fund for infrastructures, basic services and housing
  - Foster establishment of a system of decentralized cooperation programs
  - Regular meetings and communication between GTF members
  - Newsletter and briefing materials on int'l fora
  - Messaging and awareness campaign strategies
  - Links between GTF & PFD

INSTITUTIONAL RELATIONS & ADVOCACY

## Follow-up the implementation of the Bogotá Action Plan:

- Continue consultations with task teams of local leaders (with support of UCLG Committees and experts) to follow up implementation
  - Promote debates at all levels on key issues relevant to LRGs agenda
- Global Observatory on Local Democracy (GOLD):**
- Collect case studies and evidence-based practices through GOLD Report
  - Support Global Observatory on Local Finance
  - Organize debates around the Bogotá Action Plan
  - Enhance GOLD online platform
  - Regular updates of country profiles on decentralization and local database on finance, through collaboration with Sections

INTELLIGENCE

## Knowledge & communication:

- Expand work of UCLG Network to enhance day-to-day collaboration
- Special session on new forms of collaboration at UCLG Retreat
- Implement pooling & survey systems on thematic issues, capacities & networking interests
- Enhance contributions to written media
- Promote the Bogotá Action Plan

UCLG NETWORK, LEADERSHIP & GOVERNANCE

## Relations with statutory bodies and members:

- Organize UCLG Secretariats Retreat
  - Finalize multi-annual strategy 2016-2022
  - Staff training for the application of new tools for day-to-day work
  - Self-assessment exercise for UCLG Sections to define a capacity-building action plan
  - Coaching on accountability & audit systems for UCLG Sections
  - Development of monitoring mechanisms for work plan & strategy implementation
- Committee & Working groups:**
- 3 global dialogues among members on networks expectations, incl. on Global Agenda & EU policy
  - Organization of Annual Networking Campus for Committee Secretariats
  - Continue UCLG Champions Programme and expansion on new (needed) areas

## Promote decentralized cooperation:

- Southern participation and co-leadership of some Committees and Working Groups, in particular within Asia, Latin America and MEWA
  - Disseminate outcomes of Brazil-Mozambique city-to-city partnership
  - Explore linkages for LGAs and cities for peer learning
  - Enhancement of the activity of UCLG CIB Working Group
- The Learning Agenda**
- Define learning program oriented towards SDGs localization
  - Organize gathering of LG Learning facilitators
  - Research on monitoring and evaluation methodologies used in development cooperation programs with UCLG CIB Working Group
  - Facilitate and document city learning methodologies and toolkit
  - Promote bottom-up dialogues on learning at UCLG events
  - Inform about learning practices through the UCLG Network

COOPERATION & LEARNING (LGRS' STRENGTHENING)

## POLICY & NORMATIVE FRAMEWORK:

International commitments (MDGs, etc.), EU Treaties & Conventions, EU/EC general and thematic relevant normative documents (Council Conclusions, Regulations, COMs, etc.), Other EU policies, EC bilateral and regional agreements, UE's other Initiatives (Policy Forum on Development), Local and Regional Governments (LRGs) relevant policies & strategies; UCLG's Multiannual Strategy 2010-2016, UCLG's Manifesto on the City – 2030; Other donor policies & interventions

**Item 4**  
✓ For information

**RENEWAL OF UCLG'S PARTNERSHIP WITH  
THE EUROPEAN UNION 2018-2020**

**Summary and recommendations**

As presented to the Executive Bureau in Madrid the Strategic Partnership with the European Union, signed in January 2015 for a five-year period and attached to a three-year support programme (2015-2017) has marked the work of the World Organization in all its dimensions.

The first three years of the implementation of the partnership can be described as a resounding success. It has allowed UCLG to expand its activities and to strengthen ties with the different parts of the network that have actively participated in defining the work plan and, in some cases, benefited from specific financial support. Furthermore it has created greater synergies and working relations with other sister local government associations such as CLGF and AIMF.

Following a request by the European Commission (EC), UCLG submitted in July an action proposal for the next phase of implementation of the Strategic Partnership: 2018-2020.

The proposal builds on the assessment of the first two years of implementation of the partnership and seeks to adapt to the new global context by calling for the localization of the global development agenda. Given the strategic objectives of the organization, UCLG proposes to organize its work within the partnership agreement under the following headings: advocacy; monitoring and reporting; learning; and strengthening the network.

The feedback from the European Union has been positive and it has invited UCLG to include the proposal until 2021. A transitional agreement for 2018 will be arranged according to the yearly work programme to be adopted by the Council

This document provides a brief overview of the assessment of the implementation of the partnership and outlines the key components of the proposal for the 2018-2021 phase.

**The World Council is invited to:**

1. **Take note** of progress made;
2. **Provide** any relevant feedback on the proposal.

**A Strategic Partnership with UCLG and its network**

1. The European Commission has defined a comprehensive policy to frame the participation of civil society organizations and local authorities within countries' development processes, through the adoption of the Communications "The roots of Democracy and sustainable development: Europe's engagement with Civil Society in external relations" and "Empowering Local Authorities in partner countries for enhanced governance and more effective development outcomes".

2. Following intensive dialogues with the EC, both organizations signed the **EU-UCLG Strategic Partnership** in January 2015. The partnership is for a five-year period and is attached to a three-year support programme (2015-2017), which will support existing efforts and the functioning of the World Organization.
3. The Commission has further agreed to implement grants with the African Section, UCLG Africa, and the European Section and PLATFORMA, as well as with the International Association of Francophone Mayors (AIMF), an associated member of UCLG, and the Commonwealth Local Government Forum (CLGF), an active member of the Global Taskforce of Local and Regional Governments (GTF).
4. This unprecedented Strategic Partnership with the European Union provides an important temporary financial injection to the organization, but first and foremost, it recognizes UCLG as the key generalist worldwide organization with a *unique position* in representing local and regional governments internationally.
5. It also allows for enhanced policy dialogue and first-hand updates and briefings on European policies. These aspects are being further developed and will hopefully be intensified in a second phase.
6. The partnership is further fostering closer coordination with the above-mentioned organizations and enabling more orchestrated action for advocacy work at international level. The active participation of these networks in the GTF and the shared leadership are important guarantees for enhanced coordination. It is expected that concertation will be enhanced this year not only in the field of advocacy but also in the implementation of joint activities.

### **The partnership in a nutshell**

7. The key initial step has been aligning the UCLG strategic priorities with the specific objectives of the EU-UCLG Strategic Plan:
  - a) Contribute to **empowering UCLG** to adequately represent the interests of its members in international policymaking processes.
  - b) **Enhance members' sense of ownership** and Sections' capacities.
  - c) **Increase UCLG members' capacities and know-how**, especially in EU partner countries, to execute their legal and institutional mandates for transparent and accountable service delivery at the local level, through decentralized cooperation, among other solutions.
8. Great efforts have been vested in securing the commitment of members and the regular income of the organization. The separation between *core activities* and *enhanced activities* helps members realize the type of activity that they need to support with membership fees. The former have been covered by UCLG's own resources, while the latter have been financially supported by the Strategic Partnership.
9. The enhanced activities have built on and positively accelerate the outcomes of the core activities. The sum of both types of activities has allowed UCLG to progress, and to assess the first two years of implementation of the Strategic Partnership as a resounding success.
10. UCLG's progress is briefly summarized below with relation to the four strategic priorities of the organization.

a) Promoting **institutional relations and advocacy**

UCLG has worked extensively on contributions to Habitat III, the organization of the Second World Assembly of Local and Regional Governments, and the negotiation of the 2030 Agenda, Paris Climate Agreement and Addis Ababa Action Agenda. In these multiple endeavours, UCLG has made a specific effort to increase the involvement of partners, locally elected women and participants from the Global South. All efforts have been organized around facilitating the joint representation of the constituency through the Global Taskforce. The visibility of the constituency and the Second World Assembly in Quito are testimonies to a work that benefits local and regional governments' visibility as a whole, including beyond UCLG, while consolidating UCLG in a facilitating role.

b) Providing **intelligence**

UCLG has finalized and launched the Global Agenda of Local and Regional Governments and the 4th Global Report on Decentralization and Local Democracy (GOLD IV). In this solid research work, the organization has boosted a bottom-up approach and promoted a global conversation through consultations with the diverse membership.

c) Strengthening the **network, leadership and governance**

UCLG has improved structural communication and renewed the sense of ownership among the World Secretariat, Sections and key members. By leveraging collaborative online formats and social media, UCLG has further enabled a greater cohesion of activities. Both the second edition of the UCLG Annual Retreat and the synergies nurtured in the preparation of the UCLG World Congress in Bogotá have proven instrumental to define joint actions and foster the sense of ownership among the different parts of the network. In this context, the organization has further supported some Sections to implement activities. Special efforts were also made to ensure increased participation and a coordinated representation of the Latin American membership.

d) Foster **cooperation and learning**

Building on the progress of 2015 and the momentum gained at the Learning Forum within the UCLG World Congress in Bogotá, the organization has enabled the consolidation of the UCLG Learning Agenda as a member-driven learning agenda that aims to build capacities for the management and planning of local urban development, and to promote cooperation among members. It has further been able to enhance the activities of specific Committees and Working Groups and contribute to learning activities in Sections.

## **Preliminary results of the external mid-term evaluation**

11. The preliminary results of the evaluation indicate that the architecture of the partnership provides adequate conditions to implement activities and reach preliminary outputs, although with some delays.
12. The evaluation also found that associations of local authorities (ALAs) have a high level of governance and that the partnership contributes to their networking strategies. However, the information is not sufficient to confirm the contribution to ALAs' active membership.
13. The partnership has boosted ALAs' advocacy strategies at global, regional and national level. Political support from the European Union and political commitment from members remains instrumental.
14. ALAs' influence on decision-making mechanisms is linked to achievements in decentralization, local authorities' political, fiscal and administrative autonomization, and sustainable and inclusive urban development in EU partner countries.

15. The initiatives in the field of decentralized cooperation are instrumental to the achievement of strengthening local authorities' capacities to better perform their mandates in EU partner countries.

### **Request for the 2018-2020 action proposal**

16. In late January 2017, the EC contacted UCLG and sister organizations included in the Strategic Partnership requesting to submit a proposal highlighting the actions deemed necessary for the next phase of implementation of the Strategic Partnership: 2018-2020.
17. The request that has been reworked throughout 2017 highlights the importance of translating the political commitments set in the Strategic Partnership into concrete and operational actions. The proposal bears in mind the new international agendas.
18. UCLG's proposal for the next phase builds on the assessment of the first two years of implementation of the partnership. It further seeks to adapt to the new global context and integrate the new European Consensus on Development.

### **Summary of the UCLG proposal: a renewed strategy**

19. Consultations among UCLG members and partners have led us to understand that the policy priorities expressed in the Bogotá Commitment, and which have consistently been at the centre of UCLG's work since its foundation, remain relevant but will require deepened political debates and transformation into concrete actions. It is clear that the proactive agenda of local and regional governments reflected in the Bogotá Commitment cannot be understood nor advanced without the international context provided by the international agendas we have contributed to. It is also clear that the facilitation of the amplified voice of local and regional governments needs to be the main focus of UCLG, beyond logos and institutions.

### **Key components for the 2018-2020 phase**

20. UCLG can best demonstrate its added value and involve/motivate/bring together the broader base of its membership by demonstrating its significance in implementing the global goals through the application of the Bogotá Commitment; what we call **the "localization" of the global development agenda**.
21. For UCLG, localization isn't the parachuting of global goals into local contexts. Localizing means implementing local agendas in cities and territories to achieve local and global goals. More than a technical process, **localizing is a political process** based on harnessing local opportunities, priorities and ideas. Local democracy and local leadership are vital tools to drive forward local agendas in a way that is rooted in the cultural, social, environmental and economic realities of each territory.
22. As a global network, UCLG is uniquely placed to:

- a) **Advocate** for increased national and international support for, and recognition of, local and regional governments in the achievement of the global agendas. It can **raise awareness** of the global goals among local and regional governments so that they can implement them.
  - b) Bring local **monitoring** and **reporting** information to global fora to voice local and regional governments' interests and bring their experiences and visions to complement central government reporting.
  - c) Facilitate **learning, decentralized cooperation** and exchange among local governments.
  - d) Identify and highlight successful **implementation** efforts at local level.
23. To guarantee the capacity to facilitate the above efforts to **strengthen the network** and its sustainability will be a key component of UCLG actions and of its partnership with the European Union.
24. The 2018-2021 proposal will include greater financial support for UCLG Sections, in particular ASPAC, MEWA and the Latin American Section (CORDIAL). The support will be channelled through the World Secretariat.

**Item 5**  
✓ For adoption

## PRIORITIES FOR THE 2016-2022 MANDATE

### Summary and recommendations

UCLG started the consultation on the revision of its strategic priorities in 2015, in view of the renewal of the leadership in Bogotá, and the Habitat III Conference and adoption of the 2030 Agenda – an important framework for UCLG’s work internationally.

The Strategic Priorities cover a six-year period and are revised every three years on the occasion of the Congress, where their relevance are considered. Their development is an interactive exercise among all parts of the network. They take into account the new international environment and policies, build on the three-year research on the state of decentralization in the GOLD report and UCLG’s strategic partnership with the European Union and other key partners, as well as the commitment of the network towards the facilitation of the Global Taskforce of Local Regional Governments. They are further inspired by the President’s Manifesto.

The backbone of the UCLG priorities is the notion that UCLG is not only strategically positioned to respond to the complex and interconnected challenges we face, but will also require convergence in solutions. The task ahead is both large and ever-present. It is for that reason that the functions of the UCLG leadership, and of political representatives in particular, must become inclusive and build on our diversity.

The Executive Bureau in Madrid agreed that following intensive years of advocacy, UCLG and its members can celebrate significant achievements in the international agenda. In the coming period, UCLG will need to reinvent itself to be fit for purpose to facilitate the implementation of the new global agendas at local level and to influence them with the local perspective.

This item presents the UCLG Strategic Priorities 2016-2022 that were recommended for adoption by the Executive Bureau and serve as bases for our 2018 Work Plan. This item presents the Executive Summary. A full document can be found under Item 3.1.

### The World Council is invited to:

1. **Adopt** the UCLG Strategic Priorities for the mandate 2016-2022.

### Background

1. The **UCLG Strategic Priorities 2010-2016** called for UCLG to become more proactive in setting agendas. They aimed for local and regional governments to become a broadly respected stakeholder in the international arena, so that their perspective could inspire and nurture the definition and implementation of global international agendas on issues influencing the lives of communities.



2. With the **Global Taskforce of Local and Regional Governments**, facilitated by UCLG, playing a key role in the 2030 Agenda and Habitat III negotiations as a consultation mechanism, as well as the consolidation of the **Global Observatory on Local Democracy and Decentralization**, the organization has met its goals over the past six years.
3. Furthermore, the strong presence of political representatives at the **World Assembly of Local and Regional Governments** in the Habitat III Conference – the high-level participation of UN officials, including the UN Secretary General and the President of the General Assembly as well as the Secretary General of the Conference – and the inclusion of the Assembly in the outcome document of Habitat III are important signs of the recognition of the importance of local and regional governments by the international community. The World Assembly also demonstrated the representativeness and convening power of UCLG.
4. Our 2010 Mexico Manifesto on the City of 2030 provided a picture of what local and regional authorities around the world need to achieve for their citizens and guided the work of the organization in relation to the 2030 and New Urban Agendas. Now, it is the **2016 Bogotá Commitment and Action Agenda** that establishes the priority areas to achieve the Global Goals (SDGs) and implement the enabling environment established in the Habitat III outcome document.
5. The Bogotá Commitment reflects the determination of local and regional governments to assume their rightful place in various global efforts to address the complex and intractable challenges of the 21st Century. UCLG's Strategic Priorities underscore the importance of strengthening organized local government through organizational consolidation and renewal so that the various actors in the local, national, regional and global systems can collaborate effectively towards the implementation of shared commitments.
6. There is an unprecedented window of opportunity to place local government at the centre of debates on how to best achieve an inclusive and sustainable development model. It is recognized that globalization and the continued expansion of the economy depends on infrastructures, cultural milieus and networks of key city-regions that anchor countries and regions, as spelled out in the GOLD IV report. However, the international development system does not fully understand the institutional implications of achieving genuine localization and, as a result, the role of local government is often an afterthought; if a consideration at all.
7. In order to pursue these goals, UCLG needs to be **flexible** and build on its strong **political leadership** to ensure that these values are largely shared among our members and build momentum in the debate on good governance. In this era of global networks, UCLG, as the global network of local and regional governments, needs to expand its contacts and allow for exchanges beyond its membership. It needs to build on local and global knowledge and intelligence to ensure access to diverse views.
8. It is now time to rally the UCLG membership towards **implementation and monitoring** with a territorial perspective. It is time to ensure synchronized action that will demonstrate our added value as a network and to upscale our potential as a **learning** network under the active political leadership of all types of members (big and small, cities, regions and associations) from all parts of the world.
9. The ambitious international agendas that the international community has managed to put together over the past five years and the acknowledgement of the role of local governments internationally stand in sharp contrast to the growing domestic tensions between local and national governments, and with the trend of nation states to close borders and cut down the reach of multilateral systems.



10. The 2016-2022 strategy needs to enhance UCLG's capacity to continue facilitating the representation of local and regional governments internationally; to ensure that the perspective and experience of local and regional governments is included in the monitoring of the implementation of the global development agendas; to enhance the capacity of our members to dialogue with their national counterparts and to consolidate the learning network in all parts of the world; and to promote decentralized cooperation while increasing the capacity of the network to act in a synchronized manner with renewed ownership and partnerships that will guarantee its sustainability.
11. UCLG can best demonstrate its added value, bring together the broad base of its membership and attract new partnerships by demonstrating its capacity to link the global and the local agendas. Implementing the global goals through the application of the Bogotá Commitments is what we call the **'localization' of the global development agenda**.
  - **IMPLEMENTATION:** Fostering, identifying and highlighting successful efforts to achieve global agendas at local and territorial level by the UCLG membership. This also includes **raising awareness** of the global goals among local and regional governments so that they can implement them.
  - **ADVOCACY** to amplify the voices of territories internationally, promoting increased national and international support for, and recognition of, local and regional governments in the achievement of the global agendas.
  - **MONITORING AND FOLLOW-UP** that contribute local and regional government data and experiences to global fora. This local vision can complement central government reporting and help shape future actions and policies.
  - **LEARNING** through training, creating a learning culture throughout the organization and promoting **decentralized cooperation** as a key tool of international cooperation and development programmes.
  - **STRENGTHENING THE UCLG NETWORK**, enhancing political participation, creating new tools for synchronized action, renewing partnerships with different actors and ensuring shared ownership by the different parts of the membership.
12. UCLG will further invest in bringing its established partnerships – with the international community, in particular with the European Union, Civil Society and UN agencies and mechanisms like Cities Alliance, but also with sister local government organizations – to a next level of engagement; going from exchange to co-creation and collaboration.

## Item 5.1

✓ For ratification

# POLICY COUNCILS

### Summary and recommendations

Consultations among the membership demonstrated that political leadership needs to be strengthened and that efforts should be focused to make optimal use of the limited resources that the organization has available. Members highlighted there was a clear need to rethink the links of the work of the different groups within the work plan of the organization.

In order to renew the involvement of a broader group of political leaders in the active life of the organization, beyond the Presidency, the World Council in Bogotá agreed to set up Policy Councils around the key issues to be developed by the organization.

The Executive Bureau in Madrid ratified the initial nominations proposed to the four Policy Councils and agreed to present these proposed renewed mechanisms to the World Council.

This paper presents the background that will accompany the oral reports from the Policy Councillors.

### The World Council is invited to:

1. **Ratify** the composition of the Policy Councils.
2. **Take note** of the oral reports.

### General background

1. The recommendation for the creation of the four policy councils was approved by the Executive Bureau in Madrid as follows:
  - Right to the City and Inclusive Territories
  - Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace
  - Territorial, Multilevel Governance and Sustainable Financing
  - Safer, Resilient and Sustainable Cities, Capable of Facing Crises
2. Members shared their overall appreciation of these new consultation mechanisms, stressing that the Policy Councils could provide UCLG with an interesting structure where global challenges can be discussed at the highest level.

### Functioning

3. UCLG Policy Councils are a group of officials with a political mandate that represent members of UCLG, who provide inputs that are used by the organization as a basis for making decisions.

4. The Councils provide an opportunity for political representatives to participate in policymaking and to have their views raised before the organization's governing bodies. The Councils are considered as part of the decision-making process.
5. Policy Councils aim to enhance political participation in UCLG discussions. They should further improve the ownership of policy recommendations and foster members' engagement in activities resulting therefrom.
6. The World Secretariat functions as the Secretariat of the Policy Councils, which aim to improve the links among Committees and Communities of Practice, as well as between these groups and the governing bodies of the organization.
7. The Policy Councils develop policy recommendations in relation to strategic topics. Committees can refer topics for broad discussion, reports and documents to the Policy Councils to be tabled during the Executive Bureau meetings.

### **Right to the City and Inclusive Territories**

8. This Policy Council will bring to the debate views on how to support inclusive housing policies and ensure the full and progressive realization of the right to adequate housing for all, work with communities to upgrade slums and regenerate poor neighbourhoods, and support the social production of habitat. It should further contribute to developing the concept of housing as a human right, which UCLG has been supporting in collaboration with the United Nations Special Rapporteur on Housing.
9. It shall also discuss targeted social policies with the recognition of the indivisibility and universality of human rights in order to concretely implement the Global Charter-Agenda for Human Rights in the City. It will also have a strong gender perspective and will include inputs on how to facilitate migrants' access to rights and services.

### **Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace**

10. This Policy Council will debate how to protect the core values of culture, foster city diplomacy and cooperation through capacity development, and promote solidarity and peace as the bases for sustainable development. To bring contributions to the construction of a peaceful and sustainably-developed world, it will support capacity-building initiatives, in particular through city-to-city and association-to-association activities. City-to-city cooperation and international municipal solidarity are key to building a more prosperous world. Exchanges between cities have proven to improve quality of life, reduce the environmental impact of all human activities and boost economic activity to achieve prosperity and a better future for all.
11. It will also support the protection of heritage, the understanding of diversity and the fostering of creativity as key elements of dialogue to forge peace from the bottom up. Heritage, creativity and diversity are the most important elements of local cultures and sustainable local development relies on culture and peace as vital elements of citizenship, integration and coexistence. Many cities and territories actively implement policies for education, culture and peace, in particular.

### **Territorial, Multilevel Governance and Sustainable Financing**

12. This Policy Council will debate how to boost effective territorial and multilevel governance, and re-think and strengthen sub-national and public financing systems to reconcile financing with sustainability. The discussion will further feed the work

of GOLD, geared towards the establishment of a mechanism for local and regional governments' follow-up and reporting of the implementation of the global agendas. It will also contribute to the recent call by UCLG to establish an International Panel on Sustainable Financing for Cities.

13. A territorial approach to development, stimulating endogenous growth, reconciling human and sustainable development, and mobilizing local and regional assets, will also be necessary to strengthen our governance model. This further implies guaranteeing food security. Confronted with the current global dynamics, we need to re-territorialize food systems, leading those involved in the production and consumption of food to undertake stronger social and environmental responsibilities. A wide range of local initiatives have already undergone this transition, ensuring a positive social and environmental performance, while contributing to regional development.

### **Safer, Resilient and Sustainable Cities, Capable of Facing Crises**

14. This Policy Council will share initiatives and hold in-depth discussions about policies and their consequences at local and global level. This exchange will refer to the contribution of the local and regional governments constituency to the relevant ongoing discussions and mechanisms.
15. Local governments are uniquely placed to experiment and capitalize on the resources and potentialities inherent to their locations and populations. Through multi-stakeholder partnerships, cities are experimenting and developing local innovations that, by leveraging disruptive new technologies, contribute to the goal of building self-sufficient and resilient cities. UCLG members' learning work around public spaces can further display tangible results of innovative and integrated development at city and neighbourhood scale. Human-centred development policies require indicators beyond economic ones. The mental and physical health of all citizens is the final goal of safe and resilient cities.
16. Detailed briefings on each Policy Council can be found in annex.

### **Inaugural sessions in Hangzhou**

17. In the framework of this World Council, the Policy Councils will celebrate their inaugural sessions in the morning of 8 and 9 December.
18. Organized in a roundtable format, the sessions will see discussions among the Policy Councillors. The sessions will be open to all participants of the World Council.
19. The key outcomes will be shared with the World Council via oral reports presented by the Co-Chairs of the Policy Councils.

# UCLG

## POLICY COUNCIL

### RIGHT TO THE CITY AND INCLUSIVE TERRITORIES

#### Inaugural session

In the framework of the 2017 World Council, taking place in Hangzhou, the Policy Councils will celebrate their inaugural sessions, which will set out the frame of their work.

The Policy Council on  
**“Right to the City”**  
will meet on:

**Friday 8 December**  
**from 9.00 a.m. to 10.30 a.m.**

The session will start with a presentation of the officials nominated as **“UCLG Policy Councillors”**:

**Dato’Maimunah Mohd Sharif**, Mayor of Penang Island City Council, Chair of the UCLG-ASPAC Standing Committee on Women in Local Government

**Patrick Braouezec**, President of Plaine Commune metropolitan area, Co-President of the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights

**Ada Colau**, Mayor of Barcelona, Co-President of UCLG

**Daniel Martinez**, Mayor of Montevideo, Member of Mercociudades, President of UNESCO Latin American Network of Cities against Racism

**Ilsur Metshin**, Mayor of Kazan, President of UCLG Eurasia

**Abdoulaye Thimbo**, Mayor of Pikine

**Jang-hyun Yoon**, Mayor of Gwangju, Co-President of the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights





## FORMAT OF THE SESSION

Organized in a round table format, the session will facilitate discussions among the councillors. The key outcomes of the session will be shared with the World Council during its business session.

The inaugural session of the Policy Council will be open to all participants of the World Council and it will be possible for invitees to put forward issues relevant to the work carried out on the theme “Right to the City and Inclusive Territories.”



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## BRIEFING

In our World Congress in 2016 in Bogotá, UCLG committed to put the ‘**Right to the City**’ at the heart of urban territorial governance. Growing inequalities create new forms of poverty and exclusion. In their daily tasks, local and regional governments face the responsibility of tackling socio-spatial exclusion and promoting social justice, integrating migrants, preventing discrimination and urban violence, and protecting social rights to ensure prosperity and well-being.

The Right to the City is the **collective right** of all inhabitants of cities and territories, present and future, permanent and temporary “to use, occupy and produce fair, inclusive and sustainable cities, defined as a common good essential to a full and decent life”. Article 11 of the New Urban Agenda, adopted in Quito in October 2016, notes the efforts of national and local governments to enshrine the Right to the City as a vision for cities for all.

UCLG has been defending the Right to the City as a way to renew the social contract at local level, while focusing on local democracy, citizen participation, and the reduction of inequalities and poverty. The UCLG Policy Council on “**Right to the City and Inclusive Territories**” will be the place where members are invited to share their views and policies on the Right to the City and its implementation.

Furthermore, the Policy Council will bring to the debate views on how to support inclusive housing policies and ensure the full and progressive realization of the right to **adequate housing for all**, work with communities to upgrade slums and regenerate poor neighbourhoods, and support the social production of habitat. It should further contribute to developing the concept of housing as a human right, which UCLG has been supporting in collaboration with the United Nations Special Rapporteur on Housing.

It shall also discuss targeted social policies with the recognition of the indivisibility and **universality of human rights** in order to concretely implement the Global Charter Agenda for Human Rights in the City.

Right to the City is a transversal issue for local and regional governments, which offers a new framework on how to better connect metropolitan areas, territories, regions and small and intermediary cities, as well as better integrate environmental and risk reduction issues. The Policy Council will include a **strong gender perspective** on the particular needs, resources and opportunities of women, girls and the LGBTI community.

It will also produce inputs on how to facilitate **migrants**’ (in particular newcomers’ and refugees’) access to rights and services and strengthen integration and inclusion policies and strategies (related to employment, education, health and housing). In addition, it will reflect on and debate the approach to be developed by local governments to change the discourse on migration and create a balanced narrative that also highlights the benefits and opportunities created by migrants at local level. The local dimension of migration governance and the multilevel coordination needed in this context should also be central axes when it refers to the theme of migration.

Given this transversal aspect, this Policy Council will be strongly linked with the other Policy Councils on Culture and City Diplomacy, Multilevel Governance and Financing, and Safer, Resilient and Sustainable Cities.

# UCLG

## POLICY COUNCIL

### OPPORTUNITIES FOR ALL, CULTURE AND CITY DIPLOMACY: KEYS TO SUSTAINABLE DEVELOPMENT AND PEACE

#### Inaugural session

In the framework of the 2017 World Council, taking place in Hangzhou, the Policy Councils will celebrate their inaugural sessions, which will set out the frame of their work.

The Policy Council on  
**"Opportunities for All"**  
will meet on:

**Saturday 9 December**  
from 9.00 a.m. to 10.30 a.m.

The session will start with a presentation of the officials nominated as "UCLG Policy Councillors":

**Jan van Zanen, Mayor of Utrecht,**  
President of the Association of Netherlands Municipalities (VNG)

**Eduardo Vázquez,** Secretary of Culture of Mexico City, Co-Chair of the UCLG Committee on Culture

**Juan Mari Aburto,** Mayor of Bilbao

**Tahir Akyürek,** Mayor of Konya,  
Co-President of UCLG

**Célestine Ketcha Courtès,** Mayor of Bangangté, President of REFELA, Vice-Chair of the UCLG Standing Committee on Gender Equality

**Won Hee-Ryong,** Governor of Jeju Special Self-Governing Province, Vice-President of UCLG for Asia-Pacific

**Manuela Carmena,** Mayor of Madrid

**Carlos Martínez Mínguez,** Mayor of Soria,  
Vice-President of UCLG for Europe

**Aysen Nikolaev,** Mayor of Yakutsk,  
Vice-President of UCLG for Eurasia







## FORMAT OF THE SESSION

Organized in a round table format, the session will facilitate discussions among the councillors. The key outcomes of the session will be shared with the World Council during its business session.

The session will be open to all participants of the World Council and it will be possible for invitees to put forward issues relevant to the work carried out on the theme “Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace.”



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## BRIEFING

In our World Congress in 2016 in Bogotá, UCLG committed to foster heritage, creativity, diversity, understanding and peace. The UCLG Policy Council “Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace” is the place to share initiatives in these areas and to hold in-depth discussions about related policies and their impact at local and global level.

Around the world, local governments have demonstrated that they can improve social, cultural and economic policymaking by fostering an environment of collaboration and dialogue with their citizens. Engaging marginalized groups in municipal decision-making can contribute to more inclusive public policies and ensure that services meet the needs of all citizens.

UCLG members share the strong belief that strong **local democracy** is the foundation of national development and international peace, prosperity and solidarity. Local governments have engaged internationally for peace, and have a role to play in dealing with conflicts at home. As the sphere of government closest to the people, we have a rich experience in developing **dialogue** among communities, and it is us who feel the consequences of conflicts most directly. International actors, such as UN organizations, transitional administrations, peace-keeping forces and NGOs, increasingly recognize this experience and invite local governments and their associations to join peace-building efforts.

**City diplomacy** has a long history. The UCLG Constitution affirms that municipal international cooperation and decentralized cooperation, partnerships, twinning, international local government diplomacy, sister city links, and mutual assistance through capacity-building programmes and international municipal solidarity initiatives are vital contributions to the construction of a peaceful and sustainably-developed world. We remain convinced of the need for capacity-building initiatives, in particular through city-to-city and association-to-association activities. City-to-city cooperation and international municipal solidarity are key to building a more prosperous world. Exchanges between cities have proven to improve quality of life, reduce the environmental impact of all human activities and boost economic activity to achieve prosperity and a better future for all.

The protection of heritage, the understanding of diversity and the fostering of creativity are key elements of dialogue to forge peace from the bottom up. **Heritage, creativity and diversity** are the most important elements of local cultures, as expressed in the Agenda 21 for Culture and the UCLG Policy Statement “Culture, the fourth pillar of sustainable development”. Sustainable local development relies on culture and peace as vital elements of citizenship, integration and coexistence. Many cities and territories actively implement policies for education, culture and peace, in particular:

- a. To build on the cultural and heritage potential of cities and territories to promote a sense of place, identity and belonging;
- b. To protect and promote cultural diversity as a prerequisite for innovation, co responsibility and the peaceful resolution of conflicts;
- c. To ensure that service delivery for citizens is in place despite difficult contexts;
- d. To promote and facilitate peace as an alternative to violent conflicts;
- e. To acknowledge creativity as an aspect of human experience and a source of progress.

This Policy Council will debate how to protect the core values of culture, foster city diplomacy and cooperation through capacity development, and promote solidarity and peace as the bases for sustainable development.



# UCLG

## POLICY COUNCIL

### TERRITORIAL, MULTILEVEL GOVERNANCE AND SUSTAINABLE FINANCING

#### Inaugural session

In the framework of the 2017 World Council, taking place in Hangzhou, the Policy Councils will celebrate their inaugural sessions, which will set out the frame of their work.

The Policy Council on  
“Multilevel Governance”  
will meet on:

**Friday 8 December**  
from 11.00 a.m. to 12.30 p.m.

The session will start with a presentation of the officials nominated as “UCLG Policy Councillors”:

**Mercè Conesa Pagés**, President of Barcelona Provincial Council

**Mónica Fein**, Mayor of Rosario, Vice-President of UCLG for Latin America

**Gustavo Baroja**, President of the Association of Autonomous Provincial Governments of Ecuador (CONGOPE)

**Stefano Bonaccini**, President of Emilia-Romagna Region, President of CEMR

**Patrick Jarry**, Mayor of Nanterre, Chair of the UCLG Forum on Peripheral Cities

**Rose Christiane Ossouka Raponda**, Mayor of Libreville, Vice-President of UCLG for Africa

**Dina Oyun**, Mayor of Kyzyl

**Mohamed Sefiani**, Mayor of Chefchaouen, Chair of the UCLG Forum on Intermediary Cities





## FORMAT OF THE SESSION

Organized in a round table format, the session will facilitate discussions among the councillors. The key outcomes of the session will be shared with the World Council during its business session.

The session will be open to all participants of the World Council and it will be possible for invitees to put forward issues relevant to the work carried out on the theme “Territorial, Multilevel Governance and Sustainable Financing.”



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## BRIEFING

In our World Congress in 2016 in Bogotá, UCLG called to renew the governance model and invest in cities to remake human settlements as the primary driver of a new, sustainable era. Confronted with the persistent challenge of increasing social inequalities, strong local and regional governments play a critical role to define and drive the inclusive and sustainable development of our cities and territories. The UCLG Policy Council “**Territorial, Multilevel Governance and Sustainable Financing**” is the place to share initiatives and hold in-depth discussions about policies and their consequences at the different levels of government, as well as to propose paths for the development of new model of governance.

Deepening the roots of local democracy and involving inhabitants in the co-production of our cities and territories are key in our transition towards a sustainable future. To this end, we need to govern in partnership, build governance capabilities, implement effective partnerships with multiple stakeholders, and ensure accountable and transparent local governance. Our governance model also needs to be integrated, long-term and innovative; supporting the participation of sub-national governments in the definition of national policies, and particularly the national urban policies and regional development strategies for the localization of the SDGs, the achievement of the New Urban Agenda and other global challenges.

Without empowered local and regional governments, the achievement of the major global sustainability agendas will not be possible. The creation of a system of **multilevel governance** based on the principle of subsidiarity, an enabling environment, and adequate political, administrative and fiscal decentralization should provide the institutional national frameworks needed for this purpose.

A **territorial approach to development**, stimulating endogenous growth, reconciling human and sustainable development, and mobilizing local and regional assets, will also be necessary to strengthen our governance model. This further implies guaranteeing food security. Confronted with the current global dynamics, we need to re-territorialize food systems, leading those involved in the production and consumption of food to undertake stronger social and environmental responsibilities. A wide range of local initiatives have already undergone this transition, ensuring a positive social and environmental performance, while contributing to regional development.

To implement the global agendas recently adopted by the international community, there is also an urgent need to improve cities’ and regions’ access to international and national **financing** sources to invest in local sustainable infrastructure and services. This call is further strengthened by the pressing need to address the chronic market failure that dictates the disconnection between the needs of cities and territories in developing countries and the allocation of funding.

This Policy Council will debate how to boost effective territorial and multilevel governance, and re-think and strengthen sub-national and public financing systems to reconcile financing with sustainability. The discussion will further feed the work of GOLD, geared towards the establishment of a mechanism for local and regional governments’ follow-up and reporting of the implementation of the global agendas. It will also contribute to the recent call by UCLG to establish an International Panel on Sustainable Financing for Cities.

# UCLG

## POLICY COUNCIL

### SAFER, RESILIENT AND SUSTAINABLE CITIES, CAPABLE OF FACING CRISES

#### Inaugural session

In the framework of the 2017 World Council, taking place in Hangzhou, the Policy Councils will celebrate their inaugural sessions, which will set out the frame of their work.

The Policy Council on  
“Resilient and Sustainable  
Cities” will meet on:

**Saturday 9 December**  
from 11.00 a.m. to 12.30 p.m.

The session will start with a presentation of the officials nominated as “UCLG Policy Councillors”:

**Fatimetou Mint Abdel Malick**, Mayor of Teveragh-Zeina, Vice-President of REFELA for the Northern Region

**Roland Ries**, Mayor of Strasbourg, President of Cités Unies France, Co-President of UCLG, Co-Chair of the UCLG Mobility Community of Practice

**Iván Arciénega**, Mayor of Sucre, Vice-President of UCLG for Latin America

**Ronan Dantec**, Senator, Municipal Councillor of Nantes, Chair of Climate Chance

**Zandile Gumede**, Mayor of eThekweni

**Wen Guohui**, Mayor of Guangzhou, Co-President of UCLG, Chair of the UCLG Urban Innovation Community of Practice

**Mauricio Rodas**, Mayor of Quito, Co-President of UCLG

**Alexey Shaposhnikov**, Chairman of Moscow City Duma

**Francisco Toajas**, Mayor of Las Cabezas de San Juan, Secretary of Local Development for FAMSI, Co-Chair of the UCLG Committee on Local Economic and Social Development





## FORMAT OF THE SESSION

Organized in a round table format, the session will facilitate discussions among the councillors. The key outcomes of the session will be shared with the World Council during its business session.

The session will be open to all participants of the World Council and it will be possible for invitees to put forward issues relevant to the work carried out on the theme “Safer, Resilient and Sustainable Cities, Capable of Facing Crises.”



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## BRIEFING

In our World Congress in 2016 in Bogotá, UCLG committed to “lead the transition toward low carbon, resilient cities and regions” and to actively participate in the activities of the Global Alliance for Urban Crises. Confronted with the pressing task of ensuring the ecological restoration of planetary systems, cities and regions across the world are leading the way in reducing their environmental footprints, building resilience and embracing innovation.

The UCLG Policy Council “**Safer, Resilient and Sustainable Cities, Capable of Facing Crises**” is the place to share initiatives and hold in-depth discussions about policies and their consequences at local and global level.

The roadmaps for climate change and resilience adopted recently (Sendai Framework, SDG 11 and Paris Agreement) require the involvement of all relevant stakeholders and local governments’ capacity to mobilize the human, financial and technical resources available to them. It is also a fact that local authorities are on the front line when crises strike, as recalled by the World Humanitarian Summit.

The urban development model of city expansion, the dysfunctional relationship between life and work, consumption and the destruction of the urban commons, such as cultural and natural assets, has led to social segregation, the negative ecological and economic footprints of cities, and worsened living conditions. The need for sustainable cities requires a new spatial and economic organization of the city. Local governments need support to understand disaster risk, strengthen disaster risk governance, invest in **resilience** and enhance disaster preparedness to “build back better”. Urban areas are increasingly at risk, but also provide opportunities to work differently to ensure that responses to crises provide immediate humanitarian relief while strengthening resilience. While coping with urban crises, local governments need to align their responses with development trajectories and promote the active participation of key stakeholders and the most vulnerable. Compact and mixed city, transit-oriented and socially inclusive development, with neighbourhoods where work and housing functions complement each other, are required. Local and regional governments must further move towards **sustainable production and consumption** patterns to mitigate and adapt to climate change, promoting renewable energies and adapting transport systems. UCLG wants to promote a vision of inclusive, safe, resilient, and sustainable territories in which urban communities have the capacities to address risks and mitigate the impacts of crises, both man-made and natural, on the most vulnerable, including the displaced, protecting their dignity and well-being.

Local governments are uniquely placed to experiment and capitalize on the resources and potentialities inherent to their locations and populations. As illustrated by the UCLG publication “The future’s edge for cities”, through multi-stakeholder partnerships, cities are experimenting and developing local **innovations** that, by leveraging disruptive new technologies, contribute to the goal of building self-sufficient and resilient cities. UCLG members’ learning work around public spaces can further display tangible results of innovative and integrated development at city and neighbourhood scale. Human-centred development policies require indicators beyond economic ones. The mental and physical health of all citizens is the final goal of safe and resilient cities.

This exchange will further refer to the contribution of the local and regional governments constituency to the relevant ongoing discussions and mechanisms, namely: the UN-Habitat programmes on public space and safer cities; the 5th Global Platform for Disaster Risk Reduction; the implementation of the Marrakech Roadmap for Action; support to the Global Covenant of Mayors for Climate and Energy; contributions to Climate Chance Summit; the preparation of a conference aiming to further develop the scientific understanding of climate change in cities, in support of the implementation of the key relevant global agendas; and the World Humanitarian Summit (WHS) and the “agenda for humanity” process.

**Item 6**  
✓ For adoption

## 2018 WORK PLAN

### Summary and recommendations

2017 saw UCLG focus on implementing partnerships to achieve international agendas, launching the GOLD V process, increasing the engagement of our political leadership and consolidating our role as a learning network.

The proposed work plan for 2018 is supported by our partnership with the European Union for the period 2018-2021. It seeks to build on our advocacy work over the past two years and adapt to the new global context by focusing on the localization of the global development agenda. The facilitation of the amplified voice of local and regional governments needs to be the main focus of UCLG, beyond logos and institutions, and particularly through the Global Taskforce of Local and Regional Governments.

The actions of the work plan are built around UCLG's strategic priorities, namely:

- a) Advocate for increased national and international support for, and recognition of, local and regional governments in the achievement of the global agendas. Raise awareness of the global goals among local and regional governments so that they can implement them.
- b) Bring local monitoring and reporting information to global fora to voice local and regional governments' interests and bring their experiences and visions to complement central government reporting.
- c) Facilitate learning, decentralized cooperation and exchange among local governments.
- d) Identify and highlight successful implementation efforts at local level.

In addition, special efforts will be made to support UCLG's Regional Sections, to set up the local4action hub, and to facilitate political participation through new consultations mechanism, in particular the UCLG policy councils.

This document provides an overview of activities envisaged. This item includes the work plans for the different Committees for the upcoming year. Their operations and relations to the general work plan will be further developed in the first quarter of 2018.

### **The World Council is invited to:**

1. **Adopt** the 2018 work plan.

You will find the detailed work plan for 2018 in annex 1.

## Item 6 – Annex 1

### 2018 WORK PLAN

#### 1. Implementation

*UCLG will foster, identify and highlight successful efforts by the UCLG membership to achieve the global agendas at local and territorial level.*

##### 1.1. Supporting members to deliver their implementation initiatives

###### CORE ACTION:

- Foster the establishment of a system of decentralized cooperation programmes to facilitate the **exchange of experiences on how to achieve the SDGs, the New Urban Agenda, the Paris Agreement and the Sendai Framework**.
- Develop demand-driven learning towards the localization of SDGs, supporting implementation.
- **Raise awareness** of the global goals among local and regional governments so that they can localize them.
- Implement the initiative of the **Global Compact of Mayors**.

#### 2. Advocacy

*We will continue striving for higher visibility for local and regional governments internationally. A consolidated Global Taskforce and an acknowledged World Assembly of Local and Regional Governments, facilitated by UCLG with the active participation of other local and regional government networks, seeking recognition as the consolidated representation mechanism for the constituency. We will continue to make proposals concerning the role and perspective of local governments on the further definition of the next phase of the global development agenda.*

##### 2.1. Partnerships with the international community

###### 2.1.1 Relations with the United Nations and the European Union

###### CORE ACTION:

- Influence the Resolution by the UN General Assembly on UN-Habitat and Habitat III implementation.
- Continue the implementation of the renewed **MoU with UN-Habitat**.
- Advocate for an adequate place for local governments at the High-level Political Forum on Sustainable Development (**HLPF**).
- Continue collaboration with UNDP and UN-Habitat under the initiative **"Localizing the SDGs"** to produce tools and guides to support the achievement of the SDGs at the local level.
- Continue to promote a **high-level dialogue with the European Commission (EC)**: develop the high-level segment established within the Policy Forum on Development (PFD) in partnership with the other associations of local authorities (ALAs) partners, to encourage the involvement of elected representatives of local and regional governments (LRGs) in a policy dialogue with EC, EU and Member State representatives. Main focus during the next year: 1) promote an enabling environment for local authorities and civil society organizations (CSOs) for the implementation of the SDGs and within the implementation of the provisions of the new European Consensus on Development; 2) the future of the partnership between the EU and Africa Caribbean Pacific (ACP) countries.
- Continue the implementation of the **MoU with the ILO**.
- Strengthen the **collaboration** with the **IOM** following the observer status granted to UCLG.
- Development of the **MoU with United Nations Capital Development Fund (UNCDF)**.
- Continue collaboration with UNDP and their initiative UNDP ART on the LED Forum.

###### ENHANCED ACTION:

- Co-organize the creation of a **multi-stakeholder partnership for local action in SDG implementation**, "Local 2030", under the patronage of the UN Secretary-General.



- **Develop briefings and support the participation** of the Regional Sections and membership to influence regional fora.
- **Create training opportunities for staff of UCLG Sections** and regional leaders on the process of strategic dialogue with the EC to ensure greater involvement and follow-up (linked with Secretariats Retreats).
- **Enhance presence** at the **United Nations Headquarters** in New York.
- Promote debates on the topics of the EU development policies and global agenda in UCLG Governing Bodies.
- Strengthen the involvement of local and regional governments in the implementation and follow-up of **National Urban Policies**, promoted by UN-Habitat, in partnership with the OECD and Cities Alliance.

### 2.1.2 Dialogue with key development partners

#### CORE ACTION:

- Establish a partnership with the **Swedish International Development Agency (SIDA)**.
- Continue the implementation of the **MoU with OECD** to improve structural collaboration.
- Continue the implementation of the **MoU with AFD** and collaboration with **MAE-France**.
- Continue collaboration with **DeLog** in the framework of the process of localization and implementation of the SDGs.
- Enhance partnerships with **foundations and civil society organizations**.
- Revitalize the UCLG corporate partnership programme.

#### ENHANCED ACTION:

- **Renew relations with the World Bank** in view of the implementation of the SDGs and the related financial mechanisms to be developed.
- **Convene a high-level panel of international experts** and elected leaders aiming to develop financial mechanisms for urban infrastructure.
- Establishment of the **sustainable infrastructure finance think tank** towards a global fund.
- **Contribute to the definition of specific actions with** Platform on the Right to the City, Slum Dwellers International, the Huairou Commission and International Habitat for Humanity.

## 2.2. Representation and advocacy

#### CORE ACTION:

- Consolidate the **Global Taskforce (GTF)** of LRGs as the constituency's technical consultation mechanism.
- Consolidate the **World Assembly of Local and Regional Governments** as the political voice for deliberations with the UN on the follow-up and review of the New Urban Agenda.
- Continue revitalizing the **United Nations Advisory Committee for Local Authorities (UNACLA)**.
- Represent local governments in the **Cities Alliance Governing Structure**.

#### ENHANCED ACTION:

- Coordinate a Local Government Session at the **2018 HLPF**.
- Mobilize the presence of local governments at the 9th World Urban Forum (**WUF**).
- Actively contribute to the 51st **UN Commission on Population and Development** on "Sustainable cities, human mobility and international migration".
- Actively contribute to the 8th World Water Forum (**WWF**).
- Co-organize the **2018 Cities and Climate Change Science Conference**.
- Continue providing inputs to the **Global Assembly of Partners** for Habitat III.
- Put in place **policy dialogues** with other constituencies, as well as with key actors in the international community.
- **Facilitate regular meetings and communication between GTF members**; including support for attendance.
- Develop a **dedicated newsletter** and briefing materials on the above-mentioned summits.
- Develop messaging and **awareness campaign strategies**.
- Ensure **links between the GTF and the PFD**, in collaboration with the AIMF, CEMR and PLATFORMA, CLGF and UCLG Africa.
- Participation of specific **UCLG Sections at key international events**.
- Support **publications on policy positions by specific UCLG Sections**.

## 3. Monitoring and reporting

*UCLG will develop a robust monitoring and reporting mechanism on the implementation of the global development agendas, supported by our flagship publication, the GOLD Report. We will contribute to local and regional governments' storytelling, informing the reporting by national governments and other stakeholders. We will strive to ensure that local experiences influence the actual implementation and assessment of the agenda.*

### 3.1. Follow up the implementation of the Bogotá Action Plan

#### CORE ACTION:

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- Co-organize **thematic dialogues** on the priorities identified by the Executive Bureau.
- Contribute to the development of **academic and experts' inputs to the World Assembly of Local and Regional Governments**.

#### ENHANCED ACTION:

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- Continue consultations with task teams of local leaders from different regions, with the support of UCLG policy development and consultation mechanisms and experts, to follow up implementation.
- Organize consultations to promote a broad debate at all levels on key issues relevant to the agenda of LRGs.

### 3.2. Global Observatory on Local Democracy and Decentralization

#### CORE ACTION:

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- Drafting and consultations with members of the constituency, partners and experts for the development of the **fifth GOLD Report** on the "Localization of the SDGs and other Global Goals".
- Production of the **Local and Regional Governments' Report to the 2018 HLPF**, with a focus on the achievement of SDG 11, and on Housing in particular.
- Develop the monitoring component of the **UCLG Localization Hub** with SIDA support.
- Consolidate the **Observatory on Subnational Government Finance and Investment in partnership with the OECD** to review the effectiveness of fiscal decentralization processes; and encourage the production of reliable public data on sub-national finances.

#### ENHANCED ACTION:

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- Collect case studies and evidence-based practices through the **GOLD Report** and **2018 HLPF Report** to support the follow-up of the implementation of the SDGs and New Urban Agenda at sub-national level.
- Gather academic expertise at regional level to map SDG implementation and the 'enabling environment' for the localization of the SDGs, as contributions to the GOLD report.
- Organize **thematic policy debates** on Housing, Strategic Planning and Decentralization as part of the thematic chapters of GOLD V.
- Support the Permanent Working Group on Capacity and Institution Building and UCLG Sections to gather information on Local Government Association consultations for SDGs implementation.
- Enhance the **GOLD online platform** with new tools and capacities, as part of the UCLG Local4Action Hub.
- Ensure regular updates of the **country profiles** on the localization of SDGs, decentralization, and the local database on finances, in collaboration with the Sections.
- Support specific **UCLG Sections' research work on enabling environments for sustainable urbanization**.

## 4. Learning

*UCLG will consolidate a sound learning system active in different parts of the network, building on members' experience and mechanisms to identify learning demands from local government members, as well as renewed partnerships building on decentralized cooperation and peer-to-peer learning.*

### 4.1 Promote decentralized cooperation

#### CORE ACTION:

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- Support localization efforts through the development of a UCLG Training of Trainers system, among other learning tools.
- Support UCLG Sections (in particular ASPAC, Metropolis, Eurasia and MEWA) to assess **capacity demands within regions and associations**.
- Support the **network of Mediterranean cities** established around the topic of **Migration**.
- Promote city-to-city and peer learning and cooperation in international events.

#### ENHANCED ACTION:

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- Ensure that visions of **the global south are present in the definition of the learning agenda**.
- Promote bottom-up learning by supporting sections to organize learning events.
- Explore new opportunities for linkages between local government associations and cities for peer learning.



- Support and involve members of Committees, Communities of Practice, Working Groups and Fora in learning activities.
- Organize a session of the UCLG Learning Forum.
- Contribute to the enhancement of the activity of the Capacity and Institution Building Working Group (CIB) to reflect and share knowledge on capacity building with greater Southern participation.
- Explore collaboration schemes between universities, cities and their networks and associations.

## 4.2 The learning agenda

### CORE ACTION:

- Enhance **learning opportunities**. Connect to existing initiatives of members and networks, and **facilitate connections** between members and networks themselves (Sections, Committees, Fora, Working Groups, Communities of Practice and partners).
- Foster debates and cooperation for learning between **donors, experts and practitioners** around certain topics.
- Continue the South-South learning partnership supported by the ILO (Latin America, Asia and Africa).
- Peer learning on migration in Mediterranean project cities to build evidence for policy inputs.

### ENHANCED ACTION:

- Support **Training of Trainers** and **peer-to-peer learning events** around the world to contribute to the implementation of the SDGs and the NUA.
- Support the development of **training modules and tools** on SDGs and global agendas, based on members' practices and knowledge, to contribute to the implementation of the SDGs and the NUA.
- Implement and promote **tools and methodologies** of learning, implementation, monitoring and evaluation used in development cooperation programmes with the CIB Working Group.
- Facilitate and **document city learning** methodologies and practices, and make them available to knowledge platforms.
- Test modalities of **online training and learning** on migration, the Right to the City and culture.
- **Training on SDG localization for specialized staffers of specific UCLG Sections.**
- Organize **learning events for specific UCLG Sections on SDG localization.**

## 5. Strengthening the network, leadership and governance

*In 2018, UCLG will aim to enhance the participation of political leaders. A stronger network with enhanced links between its different parts, reinforced Secretariats at global, regional and thematic levels, and a greater flow of information and clearer rules, widely known to the membership, which will enhance the governance and accountability of the organization.*

### 5.1 Knowledge management

#### CORE ACTION:

- Development of the **UCLG Local4Action Hub**.
- Continue implementing a **robust knowledge strategy** aiming to strengthen UCLG's capacities to monitor the evolution of networks and assess members' needs and requests.
- Capitalize on the **knowledge** gathered across the different parts of the network, in particular through the international awards, by making it available to the membership.
- Develop a **renewed membership strategy**.
- Enhance **networking options** among members.

#### ENHANCED ACTION:

- Include a special session on new forms of collaboration in the **Annual UCLG Retreat**.
- Implement **pooling and survey systems** on thematic issues, capacities and networking interests.
- Organize a **knowledge exchange campus** involving UCLG consultations mechanisms.
- Support and align **knowledge tools and platforms**, and promote the use of city practices.

### 5.2 Relations with statutory bodies and members

#### CORE ACTION:

- Enhance the **representation** and **operational capacity** of all parts of the network, in particular **UCLG Sections**: develop agreements with Sections.
- Briefings of the **Presidency**.
- Organization of UCLG **statutory meetings**.
- Facilitate the **UCLG Policy Councils**.
- **Facilitate the implementation** of the multi-annual strategy.

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**ENHANCED ACTION:**

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- Organize information activities of the **Forum of Regions** in different regions, in collaboration with the UCLG Sections.
- Organize the **UCLG Secretariats Retreat**, gathering staff from Sections in order to develop joint activity plans, including the communication strategy. Special session on self-assessment.
- Organize **staff trainings** to develop expertise in the application of new tools and platforms in day-to-day work.
- Facilitate a **self-assessment exercise**, including for the UCLG Sections (in particular ASPAC, Eurasia and MEWA), to define a capacity-building action plan, focusing in particular on governance, representativeness and increased LRA participation.
- Coach the Sections to implement **accountability and audit systems**.
- Enhance **monitoring mechanisms** for the implementation of the work plan and strategy.
- Support to **UCLG Communities of Practice**.
- Support the development of the coordination mechanism in LATAM through **CORDIAL**.
- **Specialized staffers** in learning, administration, policy and communication in specific UCLG Sections.
- Organize **Regional Retreats** in specific UCLG Sections.
- Develop **online platforms** in specific UCLG Sections.
- **Staff internships on communication** in specific UCLG Sections.
- **Workshops on strategy** organized in specific UCLG Sections.
- Support specific UCLG Sections to participate in the **UCLG Annual Retreat**.
- Organize **self-assessment exercises** by specific UCLG Sections.

### 5.3 Policy Councils, Committees, Fora, Working Groups and Communities of Practice

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**CORE ACTION:**

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- **Renew the involvement** of political leaders through the work of the Policy Councils.
- Support the development of **policy recommendations** by Policy Councils.
- Support the **cross-cutting work** among the policy development and consultation mechanisms.
- Ensure **contributions** of the mechanisms in general policymaking.

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**ENHANCED ACTION:**

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- Facilitate **global dialogues** among the membership on expectations from the network, including exchanges on topics related to the Global Agenda and EU policy.
- Organize a two-day **Annual Networking Campus** for secretariats of the policy development and consultation mechanisms to jointly define their contributions to the World Organization.
- Co-organize the International I-Cities Forum.
- Co-organize the Peripheral Cities Forum.
- Co-organize the CEOs of Local Government Associations Forum.
- Support the work programme of UCLG Committees by ensuring regular exchanges with the World Secretariat and mobilizing membership.
- Support the work programme of permanent Working Groups by hosting specific meetings during the meetings of the UCLG Governing Bodies.
- Enhance information exchange on UCLG Communities of Practice and support the identification of international partners.

### 5.4 Resource mobilization

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**CORE ACTION:**

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- Implement a **joint membership campaign**.
- Implement a **new membership fee scale**.
- Continue to develop the **Corporate Partnership Programme**.
- Develop partnerships with **development agencies**.

## 6. Cross-cutting activities

*In 2018, UCLG will develop cross-cutting activities that will involve action in, and tightening the links among, the five areas of the strategic priorities, namely: implementation, advocacy, monitoring and reporting, learning and strengthening the network.*

### 6.1 Waves of Action

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**CORE ACTION:**

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- Launch and orchestrate Waves of Action on **housing, financing and migration** to trigger the multiplier effect of synchronizing thousands of local and regional actions at global level, by amplifying the work of members and partners.

## 6.2 Communication

### CORE ACTION:

- Continue to enhance the **reach of the network through social media**, as platforms for exchange and advocacy.
- Increase **partnerships using influential blogs** that deal with issues of relevance to UCLG's membership.
- Support the visibility of products and positions of different parts of the UCLG network.

### ENHANCED ACTION:

- Enhance contributions to written media.
- Staff exchanges among the World Secretariat and Sections.
- Organize UCLG Communication Campuses.
- Develop campaigns on Localization and Local4action.
- Develop the online UCLG Localization Hub.

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## 2018 WORK PLAN

### Overview of the Support to Regional Sections

#### UNDER THE HEADING

#### "STRENGTHENING THE NETWORK"

## ASPAC

### ENHANCED ACTION:

- Participation in key international events.
- Support for publications on regional positions.
- Two specialized staffers in learning, database management, policy and communication activities, and standing committees.
- Organization of Regional Retreat.
- Development of online platform.
- One week staff internship on communication.
- One workshop for the development and verification of strategy.
- Support for staff to participate in the UCLG Annual Retreat.
- Organization of self-assessment exercises.

## Eurasia

### ENHANCED ACTION:

- Participation in key international events.
- Support for publications on regional positions.
- Support for staff to participate in the UCLG Annual Retreat.
- Organization of a learning event on SDG localization.

## Latin America

### ENHANCED ACTION:

- Support for the development of the coordination mechanism in LATAM through CORDIAL.
- Strengthening specific networks of local governments.
- Support for regional representation in global advocacy.
- Support to joint intelligence development and policy positions.
- Support for staff to participate in the UCLG Annual Retreat.
- Organization of self-assessment exercises.
- Support for learning activities, including localization.

## MEWA

### ENHANCED ACTION:

- Participation in key international events.
- Support for publications on regional positions.
- Support for research work on enabling environments for sustainable urbanization.
- Support for staff to participate in the UCLG Annual Retreat.
- Organization of self-assessment exercises.
- Training on SDG localization for one specialized staffer.
- Organization of learning event on SDG localization.

## CALENDAR OF KEY EVENTS 2018

*Please note that this calendar presents selected events where there are specific roles for the global organization. It is not a comprehensive events calendar of UCLG, its Sections and members. A full calendar is available and updated on the UCLG website.*

*Please send additional information to the World Secretariat at [UCLGExBu@uclg.org](mailto:UCLGExBu@uclg.org)*



### DECEMBER 2017

4-6, Nairobi, KE	UN Environment Assembly (UNEA)
4-6, Kuala Lumpur, MY	6th Global Summit on Urban Tourism
<b>6-9, Hangzhou, CN</b>	<b>UCLG World Council</b>
9	UN Anti-Corruption Day
12, Brussels, BE	CEMR Executive Bureau
13-15, Jinja, UG	Cities Alliance 2017 Assembly Meeting



### JANUARY 2018

17-19, Soria, ES	CEMR Retreat and Policy Committee
<b>22-26 (TBC), Barcelona, ES</b>	<b>UCLG Retreat and Campus</b>



### FEBRUARY 2018

1-2, Cape Town, ZA	African Center for Cities International Urban Forum
7-13, Kuala Lumpur, MY	9th Session of the World Urban Forum (WUF9) 19th World Urban Campaign Steering Committee Meeting
28-2 March, Vienna, AT	Urban Future Global Conference
28-2 March (TBC), Cuenca, EC	Regional I-Cities Forum for Latin America
TBC	15th Steering Committee of the Global Partnership for Effective Development Cooperation



### MARCH 2018

5-7, Edmonton, CA	IPCC 2018 Cities and Climate Change Science Conference
18-23, Brasilia, BR	8th World Water Forum
20-23, Brussels, BE	EU Policy Forum on Development
TBC	2nd UN High-Level Symposium on Development Cooperation



### APRIL 2018

9-13, New York, US	51st UN Commission on Population and Development on Sustainable Cities, Human Mobility and International Migration
23-26, New York, US	ECOSOC Forum on Financing For Development Follow-Up
26-28, Bonn, DE	Resilient Cities 2018
TBC, Brussels, BE	Metropolis Regional Secretaries Meeting and Group on Finance



## MAY 2018

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**23-26 (TBC), Strasbourg, FR**

**UCLG Executive Bureau**

TBC, Strasbourg, FR

UNACLA Sustainable Cities Dialogue, Strasbourg

TBC, Seville, ES

Assessment seminar of the 4th World Forum on Local Economic Development



## JUNE 2018

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11-13, Bilbao, ES

CEMR Conference on Equality, Diversity and Inclusion

13-15, Madrid, ES

Forum of Cities IFEMA Madrid

19-23, Montreal, CA

ICLEI World Congress 2018



## JULY 2018

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5-7, Chefchaouen, MA

International I-Cities Forum

8-12, Singapore, SG

World Cities Summit

9-18, New York, ES

High-Level Political Forum on Sustainable Development (HLPF)

TBC

UN Development Cooperation Forum

TBC

Metropolis Board of Directors Meeting



## SEPTEMBER 2018

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TBC, New York, US

Global Compact for Safe, Orderly and Regular Migration (GCM)

TBC, Mexico City, MX

Third "INTERNATIONAL AWARD UCLG – MEXICO CITY – CULTURE 21" Awards Ceremony  
Meeting of the UCLG Culture Committee  
International Seminar on Cultural Rights in the City

TBC

16th Steering Committee of the Global Partnership for Effective Development Cooperation



## OCTOBER 2018

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**TBC**

**UCLG World Council**

TBC, Madrid, ES

World Forum on Urban Violence and Education for Coexistence and Peace



## NOVEMBER 2018

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13-16, Cascais, PT

15th International Congress of Educating Cities

TBC

Senior stand-alone event of the Global Partnership for Effective Development Cooperation



## DECEMBER 2018

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3-18, Katowice, PL

24th session of the Conference of the Parties (COP 24) to the UN Convention on Climate Change (UNFCCC)

4-8, Brazzaville, CD

Africités

TBC, Guangzhou, CN

Guangzhou Awards

**Item 7**  
✓ For adoption

## REPORT OF THE FINANCIAL MANAGEMENT COMMITTEE

### Summary and recommendations

The Treasurer will verbally present the key recommendations of the Financial Management Committee to the World Council.

#### The World Council is invited to:

1. **Take note** of the Treasurer's report;
2. **Approve** the decisions presented.

This item of the agenda will deal with the following issues:

- 7.1 Approval of the accounts and financial discharge for 2016
- 7.2 Approval of the draft budget for 2018
- 7.3 Auditor's report for the 2016 accounts (sent in a separate document)

## Item 7.1

✓ For approval

# APPROVAL OF THE ACCOUNTS AND FINANCIAL DISCHARGE FOR 2016

### Summary and recommendations

This item covers the execution of the UCLG budget and the accounts for 2016.

The 2016 accounts were certified by the auditors and the final outcome following taxes is €4,506.37. A specific audit on the accounts was also carried out for the European Commission.

The following issues for 2016 are worth mentioning:

- a) 2016 was a Congress year. As is usual during Congress years, the activities performed by the Organization increase. In the particular case of 2016, the Habitat III Conference in Quito in October made 2016 an exceptional year in terms of the activities carried out by the World Organization.
- b) Income from membership fees show an increase compared to previous years. The membership fee schemes for UCLG MEWA, FLACMA and Mercociudades were approved.
- c) In 2016, UCLG continued to receive financial support from the European Commission through the Operating Grant, for the amount of €1,084,250. As was the case in previous years, some sections and committees have also been direct beneficiaries of the Operating Grant from the European Commission.
- d) The items relating to the Bogotá Congress were used in accordance with their intended purpose, and explanations were provided to the members of the FMC.
- e) The UCLG Committees housed within the World Secretariat – Culture, Social Inclusion and Local Finance – considerably increased their activities.
- f) The different items that appear under the Expenditures heading are found within the approved budget.
- g) In 2016, the global report on decentralization, GOLD 4, was published.
- h) The World Secretariat had a total of 30 employees, including staff dedicated to committees, and secondments from Seoul and Guangzhou.
- i) The programme on migration was conducted under the Programmes heading.

The internal UCLG control systems and internal procedures were certified by the auditors without reservations.

Professional auditors conducted the audit of UCLG accounts and presented a clean report, which can be found in annex to this document.

### The World Council is invited to:

1. **Take note** of the auditor's report;
2. **Approve** the accounts for the 2016 financial year;
3. **Approve** the allocation of the 2016 surplus of €4,506.37 according to the following distribution:
  - 20% of the surplus - €901.27 - to voluntary reserves.
  - The remaining 80% (€3,605.10) to the surplus for the financial year.
4. **Give final discharge** to the Presidency, Treasurer and Secretary General for the year 2016.



## Item 7.2

✓ For approval

### APPROVAL OF THE DRAFT BUDGET FOR 2018

#### Summary and recommendations

This item presents the draft budget for 2018, analyzed and approved by the Financial Management Committee.

**The World Council is invited to:**

1. **Approve** the draft budget for 2018.

#### DRAFT BUDGET 2018

	DRAFT BUDGET 2018
<b>INCOME</b>	
Membership fees	1,100,000
Other income	80,000
Programmes	1,100,000
Operating grant (EC)	1,610,000
<b>Total Income</b>	<b>3,890,000</b>
<b>EXPENDITURE</b>	
Salaries and social charges	940,000
Fees	70,000
Overheads	70,000
Travel and representation	65,000
Communication and publications	20,000
Programmes	1,100,000
Operating grant (EC)	1,610,000
Depreciation	15,000
<b>Total Expenditure</b>	<b>3,950,000</b>
<b>RESULT</b>	<b>0</b>

**Note:** Besides the financial contributions received directly, UCLG should also acknowledge the following valuable contributions:

The City of Barcelona makes the headquarters available to UCLG, including its maintenance. This contribution allows UCLG to operate with reduced office costs.

Local authorities and LGAs, which ensure the Secretariat and the financing of UCLG committees and working groups, make a significant contribution in kind.

Host cities that support UCLG statutory meetings, providing logistics, meeting facilities, and covering organization and administrative support, as well as social programmes.

## Item 8

✓ For ratification

### CONSULTATION MECHANISMS: WORK PLANS AND REPORTS

#### **Summary and recommendations**

The work developed by Committees and Working Groups has always significantly contributed to the work of the UCLG network as a whole. The achievements seen since their inception have been great, and those same achievements and lessons learnt allow us to move ahead and reflect on the progress made in fostering the upscaling of practices, and to define a strategy that will lead us to develop a new narrative for our movement.

Throughout the past year, options have been explored to expand work and enhance relations between the World Secretariat and specific strategic Committees. We are now looking at enhancing relationships between the political leadership and the Committees.

The World Secretariat was mandated to operationalize these decisions and conversations were held with the existing Committees and Working Groups, including during a two-day campus in January this year. Further discussions took place during the Presidency meeting and UCLG Retreat in February.

The conclusions of these discussions were presented to the Executive Bureau in Madrid, which shared its overall appreciation of these new consultation mechanisms and agreed to propose them to the World Council for approval.

Under this item, the World Council will ratify the new mechanisms agreed and will acknowledge the work done by the Committees and Working Groups in the period 2010-2016.

#### **The World Council is invited to:**

1. **Ratify** the renewed structure of consultation mechanisms.

## Item 8.1

✓ For decision

# RENEWED CONSULTATION MECHANISMS: WORK PLANS 2018

## Summary and recommendations

In the renewed structure approved in Bogotá and developed throughout this year, the Committee on Statutory Affairs mandated the World Secretariat to explore possibilities to implement the Policy Councils and revisit the consultation mechanisms. The current proposal was ratified by the Executive Bureau in April this year.

Besides the existing Committees dealing with institutional aspects (Financial Management Committee, Committee on Statutory Affairs and Standing Committee on Gender Equality), a number of consultation mechanisms will be active during the 2016-2019 mandate.

### The World Council is invited to:

1. **Take note** of the work plans envisaged for 2018.
2. **Mandate** the consultation mechanisms to carry out the work plans for 2018.

## General structure

1. Four Committees will be in place:
  - a) Culture, co-led by Buenos Aires and Mexico
  - b) Social Inclusion, Participatory Democracy and Human Rights, co-led by Plaine Commune
  - c) Urban Strategic Planning, co-led by Durban and Porto Alegre
  - d) Local Economic and Social Development, co-led by FCM and FAMSI
2. Three Fora will be set up:
  - a) Intermediary Cities, led by Chefchaouen
  - b) Peripheral Cities, led by Nanterre
  - c) CEOs of Local Government Associations, co-led by VNG and FCM
3. Two Permanent Working Groups will pursue their work:
  - a) Capacity and Institution Building, co-led by VNG and FCM
  - b) Territorial Prevention and Management of Crises, led by CUF
4. Six Communities of Practice will deal with specific issues:
  - a) Urban Innovation, led by Guangzhou
  - b) Mobility, co-led by Strasbourg and Jakarta
  - c) Social Economy, led by Seoul
  - d) Food Security, led by the French Association of Regions
  - e) Transparency and Accountability, led by FEMP
  - f) Digital Cities, led by Bilbao

## Functioning

5. The **Committees** are organized groups of local government members represented by politicians that get together to work on a specific policy area. They have a dedicated Secretariat and a group of members coming from all Sections of the organization. They report to the World Council, in close coordination with the Policy Councils.
6. The Committees develop background on specific policy areas that can serve as bases for formal policy positions to be adopted by the governing bodies of the World Organization. These policies must be embedded in the thematic areas defined by the Executive Bureau and the framework of the strategic priorities for the period in progress. Committees are further able to convene meetings among members and promote the implementation of programmes related to their policy area. The results of their work shall be presented to the UCLG Policy Councils for further recommendation to the UCLG Governing Bodies.
7. The **Working Groups** gather practitioners with specific skills and expertise that are mobilized around specific topics and projects.
8. Working Groups aim to implement joint actions and support the implementation of specific parts of UCLG's core programme. Their activities and reporting are included in the general UCLG work plan and reporting to the World Council.
9. The local government members of Working Groups may be represented by advisors – with or without a political mandate. The activities of the Working Groups shall be monitored by a political representative member of the Policy Council.
10. The **Communities of Practice** are groups of local government members of UCLG represented by technical staff and practitioners convened at the initiative of a UCLG member around a specific topic.
11. Communities of Practice call learning meetings, suggest studies or programmes and contribute to the different parts of the UCLG network, informing on specific topics. Communities of Practice can develop groundwork for Committees or Policy Councils in close collaboration with the World Secretariat. They report annually to the Policy Councils.
12. The **Fora** are consultation and policy development processes that culminate in an event every two years. They focus on a specific constituency or topic.
13. Fora aim to gather political representatives of a specific constituency of the membership. Fora may also gather political representatives around a specific topic of critical importance for the agenda of the organization. The Fora should produce policy guidance related to the constituency represented therein and should foster visibility for the issue concerned.
14. Fora processes are led by a member and supported by a reduced group of members from different regions. Fora-related activities will be included in the annual general UCLG work plan presented to the World Council.

## Work plans for 2018

15. You will find the work plans of the renewed consultation mechanisms for 2018 in a separate document.

## Item 8.2

✓ For information

### COMMITTEES AND WORKING GROUPS: REPORTS OF ACTIVITIES 2017

#### Summary and recommendations

In the renewed structure approved in Bogotá and developed throughout this year, the Committee on Statutory Affairs mandated the World Secretariat to explore possibilities to implement the Policy Councils and revisit the consultation mechanisms. The current proposal was ratified by the Executive Bureau in April this year.

It was approved that, on a technical level, a number of Committees and Working Groups, would no longer work under this format but their tasks would be continued under different mechanisms.

#### The World Council is invited to:

1. **Take note** of the written reports of activities for 2017.
2. **Acknowledge** the great contributions made by members.

1. It was approved that the work of some of the Committees would be carried out in a different format:
  - a) The work of the Committee on Decentralization and Local Self-Government will be continued through the work of the Global Observatory on Local Democracy and Decentralization. This work will be further included as part of the agenda of the Policy Council on Multilevel Governance.
  - b) The work of the Committee on Local Finance and Development will continue in the framework of the Observatory on Subnational Government Finance and Investment.
  - c) Development Cooperation and City Diplomacy will continue to be key axes of UCLG work and will continue within the work of the permanent Working Group on Capacity and Institutional Building and the UCLG Learning Agenda. The work under the Peace price and the Policy Council on Opportunities for All will guarantee that the organization continues considering city diplomacy as a key policy priority.
  - d) Digital and Knowledge-Based Cities will transform into a Community of Practice and will ensure enhanced partnership with Smart Cities.
  - e) The focus of the Mediterranean Committee will continue to be part of the mandate of the organization. The World Secretariat is mandated to organize thematic meetings with this focus when considered relevant and in cooperation with the membership.

2. The task of the following Working Groups will be continued in a different format, namely :
  - a) Migration and Co-Development will be included under the efforts under the programme Mediterranean City-to-City Migration project (MC2CM)
  - b) Local Governments and Cooperation in the Middle-East will be an area of work to be developed with the relevant Sections.
3. The World Organization would like to pay tribute to the political representatives, the member institutions and the technical teams that have made valuable contributions to the work of UCLG as a whole via the Committees and Working Groups. The work carries on and is a critical building block of the strategic priorities of UCLG. The World Organization is thankful for the work carried out by the members, both at political and technical level. The progress made in the different work areas would not have been possible without their work and dedication.

**Item 9**  
✓ For adoption

## REPORT OF THE COMMITTEE ON STATUTORY AFFAIRS

### **Summary and recommendations**

A report on the discussions held during the Committee on Statutory Affairs will be presented orally.

The key points on the agenda included the recruitment of the UCLG Secretary General, updates on representation in UCLG governing bodies and the appointment of the Global Women's Caucus, updates on statutory meetings, and membership issues.

#### **The World Council is invited to:**

1. **Take note** of the report presented.
2. **Consider** the recommendations made.



**Item 10**

✓ For decision

## UCLG WORLD CONGRESS 2019

### Summary and recommendations

The 2019 Congress will provide the opportunity to present progress in the implementation of the SDGs and their impacts at local level. It should also be the occasion to show the evolution of our World Organization within the framework of its 15th anniversary.

A call for candidatures was launched in the first quarter of 2016. As a result, several expressions of interest were sent to the World Secretariat but no formal candidacy was presented.

The Committee on Statutory Affairs, during its extraordinary session in Barcelona in September 2016, discussed the need to evaluate the format and dimension of the Congress in view of the experience in Bogotá, and recommended the extension of the deadline to submit candidacies to host the 2019 World Congress until March 2017, in order to allow more deliberations with potential hosts and to ensure fine-tuning with the new UCLG strategy to be adopted this year.

The Executive Bureau in Madrid took note of the potential candidatures received for the next Congress and agreed to receive candidatures until September 2017 in order to take a decision at the World Council in Hangzhou.

The Committee on Statutory Affairs will present its recommendations to the World Council.

### **The World Council is invited to:**

1. **Consider** the recommendation made.