

# 2016

## ANNUAL REPORT

RENEWED LEADERSHIP  
committed to sustainability,  
equality and justice





**2016** was a historic year for UCLG and the constituency of local and regional governments as a whole, as this annual report makes clear.

As recognized by the **Strategic Partnership with the European Union**, UCLG is a worldwide organization in a unique position to represent local and regional governments internationally. Our membership brings together local and regional governments of all sizes and from every continent. In 2016 UCLG continued in our quest to serve as a key partner of the international community, **facilitating the amplified voice of local and regional governments**.

The international community concluded 2015 with the adoption of a universal 2030 Agenda for Sustainable Development, the Paris Climate Agreement, the Addis Ababa Action Agenda on Financing for Development and the Sendai Framework for Disaster Risk Reduction. 2016 saw the culmination of this renewal of the major global agendas with the celebration of the once-every-20-years Habitat Conference and **the adoption of the New Urban Agenda**.

The organization of our **5th World Congress in Bogotá**, back-to-back with the Habitat III Conference in Quito, amplified the historic relevance of this year and, at the same time, expressed the clear commitment of local and regional governments to contribute to the achievement of the **New Urban Agenda**.

The World Congress welcomed over 3,500 delegates to a programme of over 150 sessions. The active engagement of UCLG members and partners as co-creators of the World Congress broadened the spectrum of debates and exchanges around key issues of relevance for local and regional governments. In the run-up to Bogotá, the celebration of the **2nd UCLG Annual Retreat** proved indispensable to define joint actions and foster the sense of ownership and cohesion within the different parts of the network.



**JOSEP ROIG**  
UCLG

## EDITORIAL

The World Congress in Bogotá also saw us engage in the processes of internal democracy that make our organization what it is, with **the election of our Presidency and Governing Bodies**. With a new Presidential team led by **Mpho Parks Tau**, President of the South African Local Government Association, UCLG will build on our legacy and seek to reach the next level of recognition and achievement. Our perspective will need to inspire and nurture the definition and implementation of global international agendas on issues concerning the lives of our communities.

Through our facilitation of the **Global Taskforce**, UCLG ensured an unprecedented mobilization of local and regional leaders in **the Habitat III process** and advocated for the inclusion of our constituency's recommendations in the New Urban Agenda. The visibility of **the World Assembly of Local and Regional Governments**, the political mechanism facilitated by the Global Taskforce, in Quito and its official recognition in the outcome document of Habitat III are testimony to our joint achievement as well as to the representativeness and convening power of UCLG.

2016 also saw the launch of the **Fourth GOLD Report "Co-creating the urban future"**. The report, based on an extensive research and consultation process, presented the agendas of metropolises, cities and territories and a set of policy recommendations – **the Global Agenda of Local and Regional Governments**. This work, together with recommendations of the Global Taskforce, fed the **Bogotá Commitment and Action Agenda**, the main political output of the UCLG World Congress in Bogotá, which outlines the local, national and global actions that will be necessary in order to achieve the major global sustainable development agendas.

In 2016, UCLG also consolidated itself as a demand-driven, **peer-learning network** that is devoted, through the involvement of members and partners, to identifying local solutions to global common challenges and to increasing local government capacities in the management and planning of local urban development.

Following intensive years of advocacy, UCLG and our members can celebrate significant achievements in the international agenda. In the aftermath of the adoption of the major global agendas, our network will need to reinvent itself to be fit for **purpose to facilitate the implementation of these agendas** at local level and influence them with the local perspective.

As we look ahead, the global agenda of local and regional governments developed by UCLG is reflected in **the Bogotá Commitment**. 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 development agendas to which we have contributed over recent years.

Implementing the global goals through the Bogotá Commitment is what we call the **"localization" of the global development agenda**. In this endeavour, we will foster the efforts of UCLG members to implement the global agendas at local and territorial level. We will advocate for the voice of local and regional governments to be heard on the global stage, highlighting local priorities, challenges and achievements. We will facilitate UCLG members' contributions to the monitoring and reporting of the implementation of the global development agendas. We will consolidate UCLG's capacity to become a learning network, supporting decentralized cooperation and the implementation of local and regional priorities within the framework of the global development agendas. We will strengthen our network, enhancing political participation, creating new tools for synchronized action, renewing partnerships and ensuring shared ownership by the different parts of the membership.

**In 2017, UCLG will need you to share your dreams and values, to amplify your voices, to exchange actions and experiences. We look forward to sharing this journey with you and count on your continued engagement in this exciting new phase!**

**Josep Roig**  
Secretary General

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**A NEW**  
**LEADERSHIP**  
**FOR UCLG**

## 2016 HIGHLIGHTS

### **Renewal of UCLG's Leadership**

UCLG represents and defends the interests of local and regional governments on the world stage, regardless of their size and political affiliation. With a membership that includes more than 240,000 local governments, metropolises and regions and with more than 175 national associations of local governments in over 140 UN Member States, the organization counts on a decentralized democratic structure composed by interconnected levels: local, regional, national, continental and global.



## 2016 HIGHLIGHTS

### PRESIDENT



**Mpho Parks Tau**  
President of the South African Local Government Association (SALGA)

### CO-PRESIDENTS



**Tahir Akyürek**  
Mayor of the Metropolitan Municipality of Konya (Turkey)



**Ada Colau**  
Mayor of Barcelona (Spain)



**Wen Guohui**  
Mayor of Guangzhou (China)



**Anne Hidalgo**  
Mayor of Paris (France), President of UCLG Standing Committee on Gender Equality



**Roland Ries**  
Mayor of Strasbourg (France)



**Mauricio Rodas**  
Mayor of Quito (Ecuador)

# PRESIDENCY OF UCLG 2016/2019

December 2016

### TREASURER



**Berry Urbanovic**  
Mayor of Kitchener (Canada)

### DEPUTY TREASURER



**Mohamed Sadiki**  
Mayor of Rabat (Morocco)

### VICE-PRESIDENTS FOR UCLG SECTIONS

#### AFRICA



**Rose Christiane Ossouka Raponda**  
Mayor of Libreville (Gabon), Member of the Executive Committee of UCLG-Africa

#### ASIA-PACIFIC



**Won Hee-ryong**  
Governor of Jeju Self-Governing Province (Korea), President of UCLG-ASPAC

#### EURASIA



**Aisen Nikolaev**  
Mayor of Yakutsk (Russian Federation), Vice-President of UCLG-Eurasia

#### EUROPE



**Carlos Martínez Hinguez**  
Mayor of Soria (Spain), Vice-President of the Council of European Municipalities and Regions (CEMR)

#### MIDDLE EAST & WEST ASIA



**Fatma Şahin**  
Mayor of Gaziantep (Turkey), President of UCLG-MEWA

#### LATIN AMERICA



**Iván Arciénega**  
Mayor of Sucre (Bolivia), Member of the Executive Committee of FLACMA

#### LATIN AMERICA



**Mónica Fein**  
Mayor of Rosario (Argentina), Vice-President of Mercociudades

#### NORTH AMERICA



**Clark Somerville**  
President of the Federation of Canadian Municipalities (FCM), President of UCLG-NORAM

#### METROPOLITAN SECTION



**Denis Coderre**  
Mayor of Montréal (Canada), President of Metropolis

#### FORUM OF REGIONS



**Miguel Lifschitz**  
Governor of Santa Fe Province (Argentina), President of UCLG-Regions

At global level, the Presidency of UCLG represents the organization as a whole and its electoral process responds to a global call for candidatures. It is elected by the World Council every three years on the basis of a simple majority to ensure that the members of the **Presidential team** have a full democratic mandate conferred to them by local elected officials from across the world.

2016 was a key year for the organization as it saw the election of the Presidency for the 2016-2019 mandate at the World Summit in Bogotá.

Under the theme “Local voices for a better world”, over 3,500 delegates from local, regional and national governments, the private sector, civil society, academia and the international community in over 110 countries met in Bogotá, Colombia, on

12-15 October 2016 for the 5th UCLG World Congress – **World Summit of Local and Regional Leaders**.

The 2016 elections were a reflection of the interest by key members to play an active role in the organization. They were also a sign of maturity of a democratic and diverse membership, which is keen to drive policy and take the organization to the next level. **Mpho Parks Tau** was elected by the members of the UCLG World Council with a majority of the votes casted on 15 October.

**Tahir Akyürek**, Mayor of Metropolitan Municipality of Konya (Turkey), **Ada Colau**, Mayor of Barcelona (Spain), **Wen Guohui**, Mayor of Guangzhou (China), **Roland Ries**, Mayor of Strasbourg (France) and President of United Cities France (CUF), **Mauricio Rodas**, Mayor of Quito (Ecuador) and

**Anne Hidalgo**, Mayor of Paris, elected President of the Standing Committee of Gender Equality, were elected Co-Presidents of UCLG.

**Berry Urbanovic**, Mayor of Kitchener (Canada) and President Emeritus of Federation of Canadian Municipalities (FCM), was elected Treasurer of UCLG. **Mohamed Sadiki**, Mayor of Rabat (Morocco), was appointed Deputy Treasurer.

The World Congress also saw the election of the Vice Presidents from UCLG Sections.



## 2016 HIGHLIGHTS

Following the Congress, President Tau thanked UCLG members for their support and expressed his gratitude to his predecessor.



**My main priority in my role as President of UCLG will be to foster new partnerships that will provide new solutions to local communities from across the world and implement the Sustainable Development Goals. This new agenda is a new agenda for all regions of the world that will contribute to its development and learning. The diversity of the new Presidency will ensure it.**

**I would like to take this opportunity to express my sincere thanks for the service of Mayor Topbaş as President of UCLG over the past six years, and in particular for his commitment to the promotion of the international agenda of local governments. The recognition achieved internationally and the involvement of members would not have been possible without his active participation and personal perseverance.**

**Mpho Parks Tau**  
President of SALGA, President of UCLG



**We have, together, made great achievements possible. The visibility of the cause of local and regional governments in the international arena is greater than it has ever been before. These can only be maintained with the commitment of political representatives from the diversity of our worldwide organization. The election of the new Presidency has been an exciting exercise of democracy that should only make us stronger.**

**Kadir Topbaş**  
Mayor of Istanbul, Outgoing President of UCLG

WORLD ASSEMBLY  
OF LOCAL  
AND REGIONAL GOVERNMENTS  
AND HABITAT III

## 2016 HIGHLIGHTS



UCLG is an organization that aims to represent the broadest possible range of local and regional governments. As the international community renewed the major global agendas over the past five years, UCLG made a great effort to ensure that the role of local and regional governments was acknowledged.

In this context, 2016 saw the adoption of the New Urban Agenda at the Habitat III Conference, reinvigorating the global commitment to sustainable urban, local and territorial development. UCLG contributed to shaping this international agenda by facilitating the Global Taskforce and contributing to the representation of the constituency of local and regional governments as a whole.

As the ecosystem of international associations of local and regional government is increasingly complex and vast, UCLG made a clear choice to structure its advocacy work through full collaboration with other networks. This allowed for greater credibility, more articulated positions and unprecedented visibility internationally.

## 2016 HIGHLIGHTS

# GLOBAL TASKFORCE A MULTIPLIER EFFECT IN OUR INTERNATIONAL ADVOCACY

2016 was a crucial year for the **Global Taskforce of Local and Regional Governments (Global Taskforce)**, with the Habitat III Conference to adopt the New Urban Agenda held in Quito in October.

Facilitated by UCLG and established in 2013, the Global Taskforce brings together the major global and regional networks of local and regional governments. It aims to coordinate and amplify the political voice of our constituency on the world stage. It goes beyond the institutional interests of UCLG and works to the **benefit of the broader constituency of organized local and regional government networks** gathered within the Global Taskforce.

The Global Taskforce is increasingly acknowledged as the **reference point for the advocacy and representation of local and regional governments before the international community.**



Milestones of the Global Taskforce since its launch:

- » Pioneering the movement pushing for the integration of the Post 2015 development process and the follow-up of the Rio+20 Conference on Sustainable Development, originally conceived as two separate international agendas.
- » Campaigning for the inclusion of a stand-alone goal on sustainable urbanization in the 2030 Agenda: SDG 11 on Sustainable Cities and Human Settlements.
- » Advocating for the recognition of the role of local and regional governments in the achievement of all 17 SDGs.
- » Calling for the localization of the implementation and monitoring of the 2030 Agenda.
- » Demanding adequate local financing of the 2030 Agenda at the Addis Ababa Conference on Financing for Development.



## 2016 HIGHLIGHTS

# WORLD ASSEMBLY OF LOCAL AND REGIONAL GOVERNMENTS

In 2016, the advocacy work of UCLG and the Global Taskforce focused on the New Urban Agenda adopted at Habitat III in Quito in October 2016. Habitat III was the first conference addressing implementation after the adoption of the 2030 Agenda, providing the opportunity to stress the link between these two agendas.



The Global Taskforce of Local and Regional Governments convened the **Second World Assembly of Local and Regional Governments**, building on the First World Assembly of Cities and Local Authorities, organized in the framework of Habitat II in 1996, where local authorities committed to unite and build UCLG as “the voice for local governments and their associations”.

The World Assembly was the mechanism through which our constituency participated in the formal Habitat III process. It provided the policy space to jointly discuss, define and provide inputs to the New Urban Agenda.

The Second World Assembly was a **three-part process** held over 2016. Its first session took place in May in **New York** prior to the Habitat III Informal Hearings with Local Authorities Associations. Its second session was held in October in **Bogotá** within the UCLG World Congress-World Summit of Local and Regional Leaders, and its third session was held in **Quito** within the official program of the Habitat III Conference.

Thanks to the strong mobilization of local and regional leaders and our partners throughout the Habitat III

process, the World Assembly was **officially recognized** in the Habitat III Outcome Document.

**“We acknowledge the contributions of national governments, as well as the contributions of subnational and local governments, in the definition of the New Urban Agenda, and take note of the second World Assembly of Local and Regional Governments.”**

*Paragraph 8, New Urban Agenda*

**“We note the importance of continuing to engage in the follow-up to and review of the New Urban Agenda with subnational and local government associations represented at the World Assembly of Local and Regional Governments.”**

*Paragraph 169, New Urban Agenda*

The Second World Assembly process culminated in the adoption of the **Statement of the 2nd World Assembly of Local and Regional Governments to the Habitat III Conference** at the World Summit in Bogotá. The statement was presented at the third session of the Assembly in Quito in the presence of Ban Ki-moon, UN Secretary General, Peter Thomson, President of the UN General Assembly, Joan Clos, Secretary

The Second World Assembly of Local and Regional Governments in Quito:

**“The problems of cities are the problems of humanity”**

**Joan Clos**, Secretary General of Habitat III and Executive Director of UN-Habitat

**“Cities must be at the vanguard of the SDGs”**

**Peter Thomson**, President of the UN General Assembly

**“Mayors, governors and councilors are at the forefront of the battle for sustainable development... you are faced with the immediate demands of your people... and you must make the tough decisions to prioritize and manage budgets”**

**Ban Ki-moon**, UN Secretary General



Panel on local and regional governments' response to the New Urban Agenda



First panel on the local and regional governments' commitments



Second panel on the local and regional governments' commitments



Third panel on the local and regional governments' commitments

General of Habitat III and UN-Habitat Executive Director, and María de los Ángeles Duarte, Minister of Urban Development and Housing of Ecuador.

The visibility of the World Assembly in Quito, acknowledged as **one of the flagship events of Habitat III**, is a testimony to the mobilization of local and regional governments. Over **45 local and regional leaders addressed the World Assembly**, celebrating the inclusion of many of their recommendations in the text of the Quito Declaration, and committing to work to achieve the New Urban Agenda in their cities and territories.

Local and regional leaders in Quito strongly advocated for progress to be made in **decentralization and local self-governance as key components for the application of subsidiarity**.

They called for increased autonomy to allow local and regional governments to deal with new global challenges, arguing that local democracy is the strongest foundation of sustainable development. They celebrated the inclusion of the **Right to the City** in the New Urban Agenda and called for an end to the urban-rural divide and the inequalities that it creates in favour of an **integrated territorial approach** to sustainable urban development.

Many mayors, both women and men, made a strong call for gender equality and female leadership at local level, arguing that the 21st century should be the century of the **feminization of politics**, the century of cooperation rather than competition.

Mayors and governors reiterated their **call for increased financing for**

**local and regional governments**, celebrating the Quito Declaration's commitment to ensure reliable financing mechanisms in metropolitan areas, while calling for increased fiscal powers and improved access to climate finance for sub-national governments to enable them to meet their growing responsibilities.

They further pleaded for the development of the concept of multilevel governance as a key instrument of the enabling environment created by the New Urban Agenda, which will make the achievement of the Sustainable Development Goals and Paris Agreement possible.

The newly elected President of UCLG and President of the South African Local Government Association, Parks Tau, closed the Assembly, calling for the international community to listen to cities. He argued that the World Assembly of Local and Regional Governments should become a significant and representative mechanism through which local and regional governments can provide **political guidance and technical follow-up** on the global sustainability agenda beyond Habitat III, echoing the ongoing request throughout the Assembly calling for a true seat at the global table for local and regional leaders.

The World Assembly of Local and Regional Governments statement highlighted the imperative need to revise the global governance architecture, which should acknowledge the status of local and regional governments as governmental actors in the negotiations.

# LOCAL AND REGIONAL GOVERNMENTS REINFORCED IN THE NEW URBAN AGENDA

**With the role of urbanization and cities in development now widely recognized, UCLG aimed to influence the Habitat III Outcome Document by advocating for a territorial approach to development that takes into account both urban centres and their surrounding regions and rural areas.**

UCLG, through the Global Taskforce, fulfilled this mission by ensuring the representation and voice of the constituency throughout the different steps of the intergovernmental negotiations. In addition to the Habitat III Informal Hearings with Associations of Local Authorities, the Global Taskforce brought key recommendations to the **PrepCom 3** meeting and several **regional and thematic dialogues** of the Habitat III process.

UCLG, on behalf of the Global Taskforce, and LSE Cities co-led the **Habitat III Policy Unit 4** expert group in charge of drawing up the Policy Paper on Urban Governance, Capacity and Institution Building. This document contributed to the discussions leading to the definition of the New Urban Agenda by identifying relevant challenges, policy priorities and action-oriented recommendations on key governance dimensions such as strengthening multi-level governance, participatory processes, capacity-building systems and territorial equity.

The New Urban Agenda **includes several inputs** provided by our constituency relating to the need to recognize the role of local and regional governments on the global stage.

Local and regional leaders at the Second World Assembly of Local and Regional Governments celebrated:

- » The adoption of the “**Quito Declaration on Sustainable Cities and Human Settlements for All**” by Member States of the UN to set global standards of achievement in sustainable urban development.
- » The commitment of Member States to launch a two-year process until September 2018 that mandates the UN Secretary General and UN General Assembly to conduct consultations, dialogues and analysis and agree on the institutional framework of the follow-up and review of the **New Urban Agenda** in paragraphs 171-172.
- » The **Quito Declaration’s** recognition that the **New Urban Agenda must contribute to the implementation and localization of the 2030 Agenda for Sustainable Development in an integrated manner, and to the achievement of the Sustainable Development Goals (SDGs) and targets, including SDG 11 of making cities and human settlements inclusive, safe, resilient, and sustainable**, in paragraph 9.
- » The landmark inclusion of a reference to the **Right to the City as part of a shared vision of “cities for all”** in paragraph 11 of the **Quito Declaration, as well as the recognition of many of the core principles of the Right to the City in the text.**
- » The commitment of Member States to ensure appropriate fiscal, political and administrative decentralization based on the principle of subsidiarity in paragraph 89.
- » The commitment of Member States to strengthen the capacities of local governments to implement effective multi-level governance across administrative borders, and to ensure reliable financing mechanisms in metropolitan areas in paragraph 90.
- » The commitment of Member States to promote participatory policy and planning approaches rooted in new forms of direct partnership between civil society and governments at all levels in paragraph 92.
- » The commitment of Member States to “take measures to promote women’s full and effective participation and equal rights in all fields and in leadership at all levels of decision-making, including in local governments” in paragraph 90.
- » The **Quito Declaration’s** reference to the importance of planning and “an integrated urban and territorial approach” to encourage urban-rural interactions and connectivity in paragraph 50.
- » The commitment of Member States to expand decentralized and city-to-city cooperation to contribute to sustainable urban development in paragraph 146.



# 1

INSTITUTIONAL  
RELATIONS  
AND ADVOCACY





With the adoption of the New Urban Agenda, the international community culminated the ambitious process of renewal of its major global agendas and entered a new phase with a stronger focus on implementation.

UCLG built on its momentum by recalling the existing linkages among these agendas when being implemented at local level. As **the governments closest to the people**, those responsible for the daily life of citizens, members of UCLG need to define their priorities and take into account their impact on local territories and their populations. In order to cope with challenges, local and regional governments must overcome sectoral approaches and embrace an **integrated vision of development**.

UCLG is approaching this new phase by calling for the **“localization” of the global development agenda**. For our organization, 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. 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.

UCLG focused our efforts on different international policymaking mechanisms following the approval in 2015 of a universal set of goals for sustainable development, a new global framework for financing sustainable development, a new climate agreement, and a renewed commitment towards disaster risk reduction. The organization also contributed to the ongoing discussions around development cooperation, migration and the forum established among local authorities, civil society and the EU. UCLG also renewed its strategic partnership with UN-Habitat and played a key role in the revitalization of the UN Advisory Committee of Local Authorities.

## LOCAL ACTION FOR CLIMATE GOALS



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. 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.

After COP 21 and the Climate Summit of Local Leaders in Paris, where a strong presence of local and regional governments showcased the huge potential of our constituency to implement practical solutions to mitigate and adapt to climate change, UCLG increased its advocacy work to **broaden the**

**debate beyond climate adaptation and mitigation. By including the social and human rights aspects of global sustainability**, it has focused its efforts on calling for the local level to be recognized as the most appropriate level to tackle climate change, which is not about technical solutions, but making choices about the **type of development model we need**. This, in turn, implies learning to adapt to environmental challenges, and developing sound governance mechanisms to put citizens' needs at the heart of all we do.

With the entry into force of the Paris Climate Agreement, UCLG actively contributed to the **Climate Summit for Local and Regional Leaders**, held in the presence of the major regional and international networks of cities and local and regional authorities in the framework of **COP 22** in Morocco. Its outcome document, the **Marrakech Roadmap for Action**, calls for a global action framework towards localizing climate finance.

The “Global Roadmap for Action of Cities and Regions for Climate” of the Marrakech Roadmap for Action recommends that central government parties of the Paris Agreement, their financial instruments dedicated to sustainable development, and all agencies and programs of the United Nations system:

- » **Strengthen the capacity of local and regional governments to take action, and support the process of project preparation and their funding.**
- » **Integrate the local and regional dimensions in the ongoing transformation of the global financial ecosystem.**
- » **Support capitalization, the transfer of knowledge and practices, and access to available funding sources and their engineering.**



UCLG, as the largest network of local and regional governments, continues to support the **Global Covenant of Mayors for Climate and Energy**. This coalition, resulting from the merger of Compact of Mayors and European Covenant of Mayors, is the largest initiative for the reduction of local greenhouse gas emissions, which aims to enhance resilience to climate change and track its progress transparently.

## LOCAL FINANCING TO IMPLEMENT THE GLOBAL AGENDAS

The Addis Ababa International Conference for Development in 2015 was a key moment to recall the urgent need to finance infrastructure investments in rapidly expanding urban areas, strengthening local capacities, promoting fiscal decentralization, and channelling global savings towards the local level to leverage public investments.

Following the adoption of the Addis Ababa Action Agenda, UCLG highlighted the lack of attention paid to the challenges and opportunities of rapid global urbanization in the agenda. We also warned of an excessive dependence on private sector infrastructure investments, and of the potential negative effects on social inclusion and environmental protection of such a policy.

In this context, UCLG and its Committee on Local Finance and Development, jointly with the Organization for Economic Co-operation and Development (OECD) and with financial support from French Development Agency (AFD),



published the report **“Subnational governments around the world: Structure and finance”**. This study, launched at the Bogotá World Congress, provides a first contribution to the Global Observatory on Local Finances by assessing the **state of local finances in 101 countries**, based on quantitative and qualitative data. The observatory aims to be a tool for improving transparency and dialogue between levels of government, and for ensuring the financial capacities of local governments to implement the SDGs.

Key findings from the report “Subnational governments around the world: Structure and finance”:

- » **The structure and size of subnational governments varies across countries.**
- » **Subnational governments play an important role in service delivery, especially in the social area.**
- » **Subnational governments account for a large share of public investment worldwide.**
- » **Subnational governments are major public employers.**
- » **Revenue sources vary across countries, but grants and subsidies are particularly important.**
- » **Subnational government debt varies significantly among countries.**
- » **Wealthier countries tend to be more decentralized.**



## LOCAL COMMITMENT TO SOLIDARITY AND RESILIENCE



Unlike the Hyogo Framework that preceded it, the Sendai Framework for Disaster Risk Reduction 2015-2030, adopted by the international community in 2015, recognizes the crucial role of local authorities in disaster risk reduction. The agreement calls on Member States to empower local authorities and communities through regulatory and financial means, and strengthen the capacities of local authorities.

Following the decision to establish a joint initiative to implement the actions and targets set in Sendai, UCLG and its Taskforce on Territorial Prevention and Management of Crises played a key role in the creation of the **Global Alliance for Urban Crises**, officially launched at the **World Humanitarian Summit** taking place in May 2016 in Istanbul. The Alliance brings together UN agencies, urban professionals, the development community and the private sector in a common platform for advocacy, lobbying and action to respond to the growing

importance of urban humanitarian assistance.

In this endeavour, UCLG, as the representative of local governments, together with a wide variety of organizations, committed to form a platform that creates effective and efficient partnerships to prevent, prepare for and better respond to urban crises, building on the long-standing work of the membership in this field.

Following the arrival of hundreds of thousands of refugees that has recently affected many local governments and the communiqué issued by UCLG in 2015, we advocated for the recognition of the role of local governments in managing humanitarian crises at the World Humanitarian Summit.

After over 100 days of siege, UCLG issued a communiqué in December 2016 expressing our deepest concern and calling relevant international organizations to support a ceasefire in the UCLG member city of Aleppo.

Commitments made by the local and regional government delegation at the Plenary Session of the World Humanitarian Summit:

- » **Support for local government leadership and political commitment at all stages of a crisis in order to stop conflict from arising or resuming;**
- » **Commitment to action on the root causes of conflict and to work to reduce the fragility of cities by investing in the development of inclusive and peaceful societies;**
- » **Commitment to highlight the successes of local public policies and territorial diplomacy strategies for preventing conflict by consolidating and sharing good practices and lessons learnt.**
- » **Promotion– among UCLG members in all regions of the world and particularly in areas in which certain countries experience structural weaknesses – of the culture of peace and coexistence among communities;**
- » **Strengthening the role of local governments in promoting peace and stability and in preventing and resolving violent conflict, including through advocacy, exchanging good practices and peer learning.**

## LOCAL GOVERNMENTS IN DEVELOPMENT COOPERATION



Our efforts ensured local government participation in the 2nd High-level Meeting of the **Global Partnership for Effective Development Cooperation (GPEDC)** on 30 November-1 December 2016 in Nairobi. In this framework, we developed the Global Partnership Initiative on “the role of local and regional governments in effective development” (GPI 14). In collaboration with civil society, we supported a proposal, in the Steering Committee, for “non-executive” co-chairing to represent non-state actors within the GPEDC.

The GPEDC aims to promote behavioural change in development cooperation through monitoring reports. The UCLG World Secretariat hosted a technical workshop of the GPIs in June in Barcelona.

In this context, UCLG also supported the CIB Working Group to develop the survey “Local Government Association involvement in national development strategies”. This study fed a publication on the role of local governments and development effectiveness, presented in Bogotá and Nairobi.



UCLG and our members, in particular the UCLG Committee on Development Cooperation and City Diplomacy, its Working Group on Capacity and Institution Building (CIB) and the UCLG Champions of Development Cooperation, have continued advocating to promote awareness and recognition of the important role that local governments play in development cooperation.

We showcased the advantages of decentralized cooperation and city-to-city exchanges, and demonstrated the importance of localizing the 2030 Agenda (in particular SDG 17) at the 5th Biennial High-level Meeting of the **UN Development Cooperation Forum (UNDCF)** in July 2016 in New York. UCLG has also contributed to the local monitoring outcome documents drawn up by the UN Department of Economic and Social Affairs (UNDESA).



## CONTRIBUTION TO THE POLICY FORUM ON DEVELOPMENT



In partnership with other global networks, UCLG ensured the coordination and contribution of local government representatives in the **Policy Forum on Development (PFD)**, the forum that brings together civil society organizations (CSOs) and local authorities with European Union (EU) institutions and bodies.

UCLG supported representatives from different Sections in the Global PFD in March 2016 in Brussels. As member of the Task Team, it contributed to the agenda of the forum and ensured **inputs with regards to the New Urban Agenda, aid effectiveness and the enabling environment for local authorities**. The organization contributed to the joint position paper of CSOs and local authorities on multi-stakeholder participation for SDG implementation.

In order to scale up our contributions to the forum, UCLG Africa and FLACMA contributed to the regional PFD meetings in their respective regions.



## DIALOGUE ON MIGRATION POLICIES



2016 was an important year for UCLG and our goal to expand the dialogue on migration policies.

UCLG was granted observer status at the International Organization for Migration (IOM) and was identified as the key institution representing local governments on migration issues.

By reinforcing the cooperation between the two organizations, this recognition acknowledges the **key role local and regional governments play in addressing migration and mobility**. UCLG looks forward to enhancing its contribution to this crucial global policy debate and supporting a shift in the narrative so that migration is seen as an opportunity rather than a hurdle.

## FIRST STEPS IN THE LOCALIZATION OF THE SDGs



Following the adoption of the 2030 Agenda in 2015 and the consequent stronger focus on implementation, UCLG and the Global Taskforce have advocated for the localization of all 17 goals of the 2030 Agenda, pointing out that **all goals have targets that are local responsibilities**, and highlighting the potential of local leaders to transform abstract goals into action on the ground.

In this regard, UCLG and the Global Taskforce have developed our partnership with United Nations Development Programme (UNDP) and UN-Habitat for the initiative **“Localizing the SDGs”**.

The project aims to **curate valuable tools and guides to support stakeholders** in assessing, planning, implementing and monitoring local policies in accordance with the SDGs attainment strategies.

## LONGSTANDING PARTNERSHIP WITH UN-HABITAT

During the World Summit in Bogotá, UCLG and the **United Nations Human Settlements Programme (UN-Habitat)** renewed their **long-standing Memorandum of Understanding (MoU)** to ensure closer cooperation towards the implementation of Habitat III.

The aim of the MoU is to contribute to the implementation of the UN-Habitat 2014-2019 Strategic Plan, in particular around the seven key areas and their links to the 2030 Agenda:

- » Urban legislation, land and governance
- » Urban planning and design
- » Urban economy
- » Urban basic services
- » Housing and slum upgrading
- » Risk reduction and rehabilitation
- » Research and capacity development



## REVITALIZATION OF UNACLA



UCLG and the Global Taskforce ensured closer links between their members and the United Nations Advisory Committee of Local Authorities (UNACLA).

With its origins going back to the 1996 Istanbul Declaration (Habitat II), UNACLA is the fruition of the work of the organized local authorities who have been calling for a greater partnership between local and regional authorities and the UN System, in particular UN-Habitat.

Currently, UNACLA is composed of 20 members. 10 members represent UCLG and its Sections. The remaining 10 members are appointed within the membership of the Global Taskforce and other representative networks.

Following a fruitful discussion held at a dedicated meeting during the Bogotá World Summit, the Advisory Committee issued the UNACLA Quito Declaration at the Habitat III Conference.

**In the coming years, UCLG looks forward to continue engaging with UNACLA in pursuit of the following common objectives:**

- » Facilitating the dialogue with the UN-Habitat Governing Bodies
- » Facilitating the structural dialogue between local and central governments
- » Supporting the sharing of the recommendations of the local government constituency
- » Showcasing local government experiences before the UN agencies and Member States



**We believe UNACLA can contribute to the follow up and review of the New Urban Agenda through its close ties with the local government networks gathered in the World Assembly of Local and Regional Governments. Through this mechanism we further commit to ensure that the voice of local governments is heard at UN Habitat.”**

Extract from the UNACLA Quito Declaration

5TH UCLG  
WORLD  
CONGRESS

**WORLD SUMMIT**  
**OF LOCAL**  
**AND REGIONAL**  
**LEADERS**



## 2016 HIGHLIGHTS

### **The Largest Global Gathering of Local and Regional Leaders and Our Partners**

From 12-15 October 2016 in Bogotá, UCLG celebrated its 5th World Congress – World Summit of Local and Regional Leaders, at the invitation of the Mayor of Bogotá, Enrique Peñalosa, and the then President of UCLG, Kadir Topbaş, Mayor of Istanbul.

The organization of our congress back-to-back with the Habitat III Conference in Quito amplified the relevance of this year for the international community. Through the adoption of the main political output of the event, the Bogotá Commitment and Action Agenda, and the Statement of the Second World Assembly of Local and Regional Governments to Habitat III, this key gathering highlighted the bold joint commitment of local and regional governments to contribute to the achievement of the global agendas.



## 2016 HIGHLIGHTS



At the same time, by including over **150 sessions** and around **300 speakers**, the Congress was an ideal place to **define priorities** for the future of UCLG, **build joint initiatives** around a variety of topics, **reinvigorate the international municipal movement and strengthen the global network of local and regional leaders** by allowing members and partners to meet face-to-face, share experiences and learn from one another.

In the Congress **plenary sessions**, mayors and high-level representatives advocated for the era of strong local governments, by recalling the spirit of Habitat II, linking up the 2030 Agenda and the New Urban Agenda, and claiming a seat at the global table.

Inspired by the cornerstones of the Global Agenda of Local and Regional Governments, local and regional leaders and their partners engaged in **policy dialogues** on: stronger, more accountable local and regional governments; culture as a dimension in urban transformation; driving bottom-up national development; territories to promote sustainable local economic and environmental policies; building the spirit of solidarity; the Right to the City; and financing the New Urban Agenda.

Sessions were also held for the **different local and regional government communities that make up the broad UCLG family**: local government associations; metropolitan and peripheral cities; intermediary cities; regional governments; and locally

elected women. These spaces allowed these communities to discuss the issues relevant to their own perspectives, as well as their contributions to the network as a whole. The congress hosted a **permanent working platform** under the theme “Co-creating the city”. This exchange space addressed **the concrete implementation of the Right to the City** and explored synergies with civil society; in this endeavour it has counted on the active engagement of the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights; the UCLG Committee on Peripheral Cities; and the UCLG Committee on Culture. The permanent working platform attempted to **foresee the major changes that cities will face over the coming decades**. This innovative format highlighted how local governments are ideally placed to act as hubs for bottom-up dialogue between citizens and institutions. It called on local governments to start adapting to cope with the future forces that will impact our cities and territories.

The **3rd UCLG Learning Forum** provided an exchange platform where several members and networks played an active role, by participating in and leading sessions on learning methodologies. This forum, made up of six sessions, stressed the importance of adopting the concepts of learning behaviour, learning within cities and learning by doing, by linking three key elements for learning: working with good strategies, quality facilitation and building partnerships.

The **Urban Journalism Academy** was a pioneering event co-organized by UCLG and UN-Habitat. Seeking to bridge gaps among stakeholders, the academy offered training for journalists and media professionals interested or involved in urban development with reference to social, economic and economic issues facing cities in the 21st century.

In order to identify and leverage as many synergies as possible, the Congress invited over 30 organizations, among UCLG Committees, Working Groups, Sections, active members, local stakeholders and partners from civil society and international institutions, to co-organize workshops and sessions. **Their active engagement broadened the spectrum of topics, increased ownership and allowed many parts of the network to contribute as co-creators of the World Summit.**

In its attempt to introduce innovative interaction formats, the gathering structured itself around the **Network Hub**. Located at the centre of the meeting venue, the hub offered different spaces for both informal, face-to-face exchanges and digital communication to connect and amplify the conversations taking place throughout the rest of the Congress, and to communicate them around the world. In close collaboration with members and partners, the Network Hub hosted over **25 presentations and elevator pitches**, and offered spaces for interviews, photos, videos and debates, as well as a press centre.

## 2016 HIGHLIGHTS

# THE BOGOTÁ COMMITMENT AND ACTION AGENDA

The 5th UCLG World Congress was the opportunity for local and regional leaders to concretize their exchanges and inputs in a policy outcome document, the Bogotá Commitment and Action Agenda.

The commitment, approved by the World Council in Bogotá, paves the way for better conditions and enabling environments for local and regional governments, reaffirming that:

- » The current context should be seen as a moment of unprecedented opportunity that necessitates bold undertakings, including the renewal of governance models, of the social contract and shifting priorities of governments at all levels to bridge inequalities.
- » Local and regional governments will need to be at the centre of the public policy process, translating normative ideals into concrete policies and practical investments that will remake human settlements as the primary driver of a new, sustainable era.
- » The answers generated within urban settlements and territories will pave the way for global solutions, and we are committed to undertake our responsibility to improve conditions for a better future for all.

The Bogotá Commitment, building on the Manifesto for the City of 2030, the worldwide consultations carried out within the framework of the Global Report on Local Democracy and Decentralization (GOLD IV) and the deliberations within the framework of the Global Taskforce, called for:

- » ACTION AT LOCAL and country level to govern in partnership, aiming to co-create cities and territories that preserve

the Right to the City of all inhabitants, to adapt production and consumption patterns for a sustainable future, to share and protect the commons, and to foster heritage, creativity diversity understanding and peace.

- » Action at international level to transform the role of local governments in international policymaking processes and to ensure structural consultation with the organized constituency of local and regional governments.
- » Commitment from our peers to contribute to the united voice of local and regional governments through active participation in local government networks and to strengthen coordination and consultation mechanisms, in particular the World Assembly of Local and Regional Governments, to be developed into the true political interlocutor of the international community in all matters related to sustainable development.
- » Recognition of local and regional governments' efforts to organize and produce informed inputs to international policy processes through our international networks.



2

INTELLIGENCE



Providing quality intelligence on the state of local and regional governments around the world is one of UCLG's strategic priorities. Through its global observatories, UCLG seeks to ensure that its research and action agendas are truly grounded in the local experiences of its members. It does this through a unique combination of collaboration with academic and technical experts and consultation with elected local and regional leaders.

UCLG's reports are used to share knowledge and practices among its members as well as to provide a sound evidence base to its global advocacy work. In 2016, the fourth report of the Global Observatory on Local Democracy and Decentralization laid the foundations for UCLG's inputs to the Habitat III process and for the Bogotá Commitment and Action Agenda.

## A GLOBAL AGENDA BY AND FOR LOCAL AND REGIONAL GOVERNMENTS



Since the publication of its first edition in 2008, the **Global Report on Local Democracy and Decentralization (GOLD)** has become an international benchmark in the analysis of local governments worldwide.

Following an intense three-year period of consultations and research, in October 2016 UCLG launched the fourth edition of GOLD “Co-creating the urban future”. The Report presents the agenda for metropolises, cities and territories, and the foundations of the **Global Agenda of Local and Regional Governments: a set of policy recommendations for all**

**actors and stakeholders in the local and regional governance system.**

GOLD IV and the Global Agenda have put **local and regional authorities at the centre of the New Urban Agenda, strengthening the links with the 2030 Agenda and the Paris Agreement on Climate Change.**

GOLD IV and the Global Agenda seek to find a **balance between our own agenda and the global development agenda.** The development of our own agenda contributes to our international relations and advocacy goals, allowing us to identify and express our own priorities and concerns, as well as reacting and contributing to international processes and debates. While it provides a key contribution to the global debate, it does so by identifying and defining practical policies to translate the global objectives of these agendas into concrete actions, anchored in the inputs, experiences and

**Workshops and consultations held within the GOLD IV process:**



**METROPOLITAN AND PERIPHERAL AREAS**  
30-31 March 2015  
and 4-5 July 2016



**INTERMEDIARY CITIES**  
23-24 March 2015  
and 25-26 April 2016



**TERRITORIES**  
29-30 June 2015



**Mayors and representatives of local and regional governments**



**Partners, experts, academics and civil society**

practices of local and regional leaders and members. Rather than merely reflecting the agendas developed by states and the international community, it is **based on practice and proximity**.

The GOLD process boosted the role of UCLG as a “network of networks”, strengthening our capacity to convey the voice of local and regional governments and partners to contribute to the global debate.

The **consultations with the whole membership**, which we held to define the recommendations and research needed, enabled us to collect the wealth of visions and experiences of city-level and local government leaders and partners from across the world.

In order to overcome sectorial approaches and allow for an integrated vision of development, these consultations adopted a

**constituency-based** approach according to three types of local and regional governments: **metropolises; intermediary cities; and territories** (regions, small towns and rural municipalities). Following the consultations held in 2015, two additional consultations were held in April and July 2016 with representatives of intermediary cities, and metropolitan and peripheral cities respectively.

## PUBLIC SPACE POLICY FRAMEWORK

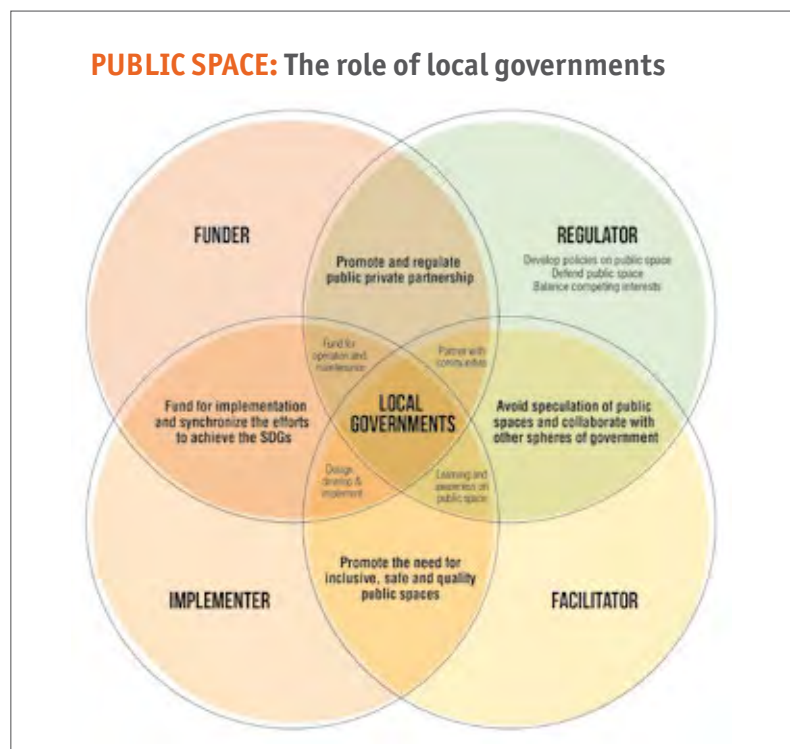


UCLG and its Committee on Urban Strategic Planning launched the **UCLG Public Space Policy Framework by and for Local Governments** at the UCLG World Congress in Bogotá.

The framework recalls that localized **public space policymaking directly contributes to the achievement of the 2030 Agenda**. Local governments play a key role in the planning, management and administration of public spaces as a means to both reshape cities and improve citizens' quality of life.

The framework incorporates **lessons learnt through several learning exchanges and partnerships** established around this topic.

Following the promotion of the framework at the Habitat III Conference, the Committee on Urban Strategic Planning will provide support to the partnership with UN-Habitat by **collecting public space practices and policies**, promoting knowledge transfer among cities, experts and academia.





## INTERMEDIARY CITIES FRAME DOCUMENT

UCLG and its Working Group on Intermediary Cities launched and promoted the **UCLG Frame Document for Intermediary Cities**, drawn up with the UNESCO Chair on Intermediary Cities of the University of Lleida.

The document stresses how, despite the fact that over half of the world's population lives in intermediary cities and the key role they play in urbanization, **intermediary cities are encountering difficulties to voice their perspectives in the international community.**

The challenges, opportunities and strategies of intermediary cities compiled in the document informed several exchanges among local leaders held at the UCLG Executive Bureau in Kazan, the Habitat III PrepCom 3 in Surabaya and the UCLG World Congress in Bogotá.

The commitment of intermediary cities to implement the global agendas was laid out in the **UCLG Intermediary Cities Declaration** presented at the UCLG World Congress and Habitat III Conference. A global gathering to reinvigorate these advocacy and exchange efforts is expected to take place in 2017.



**We commit to be a key instrument for the implementation of the global agendas, in particular the SDGs, the Disaster Agenda, the Climate Agenda, and the upcoming New Urban Agenda...we strongly support [their] localization...and call on national governments and the international community to recognize Intermediary Cities as key implementers and coordinators of the provisions of these agendas in the territories under their competence."**

Extract from the UCLG  
Intermediary Cities Declaration



## POLICY PAPER ON LOCAL ECONOMIC DEVELOPMENT

The UCLG Policy Paper **"The Role of Local Governments in Local Economic Development"**, drawn up by the UCLG Working Group on Local Economic Development and UCLG Committee on Development Cooperation and City Diplomacy, was launched at the UCLG World Congress in Bogotá.

Decentralization policies have brought the task of creating strong economic environments to local governments, local social and educational institutions, and local businesses.

The policy paper seeks to articulate the role local governments and local government associations should play in this field. It aims to become a reference in establishing **enabling policies geared towards promoting equitable and balanced local economic growth.**

The UCLG Working Group on Local Economic Development will promote the role of local governments in multilateral fora on local economic development scheduled in 2017 in Bolivia and Cape Verde.

**BOGOTÁ**  
**COMMITMENT AND**  
**ACTION AGENDA**

## 2016 HIGHLIGHTS



### **Our Policy Agenda**

During the World Summit in Bogotá, the UCLG World Council approved the Bogotá Commitment and Action Agenda, the main political output of the Congress. The declaration builds on the research and consultations with local and regional governments within the framework of the Global Report on Local Democracy and Decentralization (GOLD IV). It also draws on the recommendations of the Global Taskforce of Local and Regional Governments (Global Taskforce). GOLD IV and the Bogotá Commitment and Action Agenda were important inputs to the Statement of the Second World Assembly to Habitat III, reflecting UCLG members' perspectives and priorities.

## 2016 HIGHLIGHTS

**In the Bogotá Commitment, UCLG and our members understand the various global development and sustainability agendas as a single, universal agenda that will require multilevel and multi-actor governance for cities and territories and that will need to contribute to a new development model, built from the territories.**

In the Bogotá Commitment, UCLG members commit to contributing to the renewal of the social contract to strengthen democracy and promote civil society's active involvement in policy decision-making. They commit to promote dialogue between the different spheres of government to put cities and territorial needs and realities at the heart of policies at all levels. This will require innovative multilevel governance and innovation in local and development finance. It also calls for policies that will contribute to building inclusive and prosperous communities and to promoting new patterns of production and consumption, and prioritize sustainability and resilience.

The recommendations compiled in the Bogotá Commitment and Action Agenda are presented according to the level of action: local, national and international.

### TERRITORIAL COMMITMENTS AND ACTIONS

At territorial level, local and regional governments now play a greater role in the regulation of the **urban fabric** and territories, and the **protection of the commons**.

Local and regional leaders must develop new capacities and modes of **leadership** to respond to and take advantage of new opportunities. They need to **boost participation** by fostering a buoyant and autonomous civil society that can contribute to shaping shared public services, cooperative housing and collaborative and solidarity-based economies contribute to a new governance approach.

Local and regional governments face the daily 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. Local and regional governments need to lead the way towards the implementation of the **Right to the City**.

UCLG should further harness **integrated urban and territorial planning** to shape the future of cities and territories and to ensure access to quality and resilient infrastructure and basic services

for all. **Greener cities and territories** are the key to a sustainable future. Local and regional governments must move towards **sustainable production and consumption patterns** and act to mitigate and adapt to climate change. development.

Local and regional governments should have the necessary policy powers and resources to control economic development levers and take advantage of an ongoing transformation of the global economy to boost **endogenous economic development**.

Last but not least, **culture is a vital element of citizenship**, integration and co-existence. It should be seen as the fourth pillar of sustainable development. All citizens have the right to culture. Cities and territories should promote active cultural policies.



## 2016 HIGHLIGHTS



### A SEAT AT THE GLOBAL TABLE

For global policies and agreements to properly **harness local experience and commitment**, the place of local and regional governments in international policymaking needs to change. They must be part of a **structured consultation** as a recognized and organized global constituency rather than subject to ad hoc consultation processes. The efforts of local and regional governments to organize and produce informed inputs must be acknowledged.

The **current model of financing does not respond to the needs** of most existing and emerging cities and territories. A **global partnership for urban housing, local basic services and infrastructures financing** could mobilize representatives from national and international financing institutions, regional development banks, institutional investors, donors, and sub-national leaders.

Furthermore, local and regional governments should build on their **legacy of decentralized cooperation and international solidarity** to share expertise on how to address global challenges (e.g. climate change, risk prevention, peace-building, development cooperation) and to manage the impact of global phenomena at the local level (e.g. the integration of migrants, the mediation of globalizing economic forces, and the promotion of cultural cooperation).

### NATIONAL ENABLING ENVIRONMENT

Local leadership will only flourish if there is a national enabling environment for local and regional governments with **adequate legal frameworks and resources**, as well as a transformation of top-down approaches. Moreover, it can only succeed if the uneven **decentralization** found in many countries and regions is urgently addressed.

Institutional frameworks need to be renewed to promote **shared governance** and **effective decentralization**, building on multilevel governance, and enhanced consultations for coherent policy development at national level.

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In the coming years, the work of UCLG and its members will be geared towards implementing, monitoring and influencing the achievement of the Bogotá Commitment and Action Agenda and the global agendas.



# 3

STRENGTHENING  
THE NETWORK, LEADERSHIP  
AND GOVERNANCE

## STRENGTHENING THE NETWORK, LEADERSHIP AND GOVERNANCE



In the year of the World Congress, the World Organization of UCLG renewed its Governing Bodies, following an electoral process developed by the UCLG Sections. The Executive Bureau in Kazan saw the last statutory meeting of the 2013-2016 mandate.

Meanwhile, both the second edition of the UCLG Annual Retreat and the synergies nurtured in the preparation of the UCLG World Congress in Bogotá proved indispensable to define joint actions and foster the sense of ownership

among the different parts of the network.

Within the mobilization for the Habitat III Conference, UCLG also improved its capacities in communication and knowledge management, achieving greater scope in social and traditional media and enhancing the information exchange within the network.

UCLG promoted collaborative initiatives and established a new partnership to explore the forces that will affect urban life in the coming decades.

## RENEWAL OF THE UCLG GOVERNING BODIES

On an institutional level, the UCLG World Congress in Bogotá was a key moment for the organization, seeing the renewal of our Governing Bodies for the mandate 2016-2019.

The electoral process is a great endeavour for all the levels of the organization. It involves the mobilization of national associations, individual members and the organization of nominations at regional and metropolitan level. The electoral kits are prepared in accordance with the Electoral Rules of Procedure and are supervised by the Committee on Statutory Affairs which met on four occasions

to comment on and address issues around nominations.

The nominations for the World Council were ratified in Bogotá by the General Assembly. The members of the Executive Bureau were selected from among the members of the World Council and according to previously submitted nominations. Special consideration was made for the inclusion of women in the new Governing Bodies, and the Standing Committee on Gender Equality was mandated to support the setting up of a Global Women's Caucus to compensate the gender unbalances existing after the 2016 electoral exercise.

Only representatives with a political mandate are eligible to be appointed to the Governing Bodies of UCLG. Representatives need to be up to date with the payment of membership fees and willing to play this role without remuneration.

Following the Congress, a **basic guide** was produced and sent to introduce new members of the Governing Bodies to the proceedings and practical aspects of statutory meetings. The document is a practical tool that addresses the most frequently asked questions by members and their teams in preparation for the meetings.

UCLG includes three main Governing Bodies: the Executive Bureau, the World Council and the General Assembly; as well as two committees dealing with the financial and administrative functioning of the organization, the Financial Management Committee and Committee on Statutory Affairs respectively.

### GENERAL ASSEMBLY

ALL



MEMBERS

Meeting on a triennial basis, it has the responsibility for the overall policy, direction and oversight of the organization.

### WORLD COUNCIL

342



MEMBERS

It is the principal policymaking body of UCLG. It meets once a year to decide the organization's policies and ensure that general policies are implemented.

### EXECUTIVE BUREAU

117



MEMBERS

Gathering twice a year, it is responsible for initiating proposals and carrying out the decisions of the World Council. It is in charge of UCLG's administrative and financial management.





## ENHANCED COMMUNICATION FORMATS FOR THE NETWORK



Building on the efforts carried out over previous years and in order to enable knowledge-sharing across the network, the World Secretariat has produced booklets, such as “Out Habitat III Journey”, with **advocacy messages targeted at key global events and policy processes**.

Regular briefings between the World Secretariat and Sections and Committees have been put in place to ensure **exchanges before major activities**. In a periodical and structured way, members have been requested to share news on their initiatives and provide feedback on the information provided by UCLG.

The World Secretariat has continued to promote the **UCLG Network** online platform, designed to enhance horizontal day-to-day communication and collaboration across the organization. The UCLG Network is a space to launch joint initiatives and has played a key role in the mobilization for the UCLG Retreat as well as in the preparations for the UCLG World Congress in Bogotá.

UCLG launched a specific website to promote and jointly contribute to the World Congress in Bogotá, and created a website to share information about the UCLG Learning Agenda.

UCLG’s communication strategy, which is geared towards feeding the global debate and involving global networks of local and regional governments, has reinforced the advocacy efforts of the Global Taskforce. This has resulted in the **increased international visibility of local and regional governments** and the recognition of the Global Taskforce as the key representative of the constituency. At the same time, by deploying infographics, news pieces and established social marketing practices, UCLG has promoted the results of the solid research work carried out within GOLD IV process.



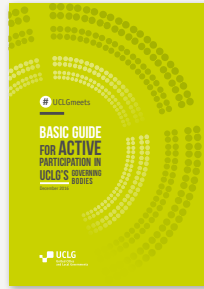
In line with UCLG’s aim to strengthen the connections between our different areas of work and improve the communication of our knowledge across and beyond the network, the UCLG World Secretariat has continued to support the reorganization of the team to include the **roles of connectors between working areas**.

# PUBLICATIONS

## 1. Institutional



Annual Report 2015



Basic Guide for Active Participation in UCLG's Governing Bodies

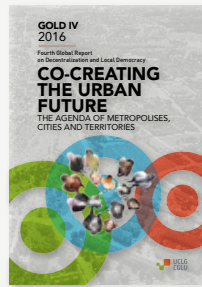


The Bogotá Commitment and Action Agenda

## 2. Global Agenda



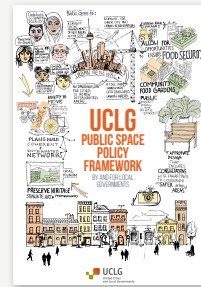
GOLD IV: Co-creating the Urban Future - Executive Summary



GOLD IV: Co-creating the Urban Future



C2C - City to City: A Guide to the UCLG Learning Universe



UCLG Public Space Policy Framework



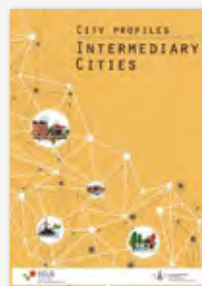
Building Partnerships to Localize SDG 8



Public Space: UCLG Think Piece



UCLG Tips to Engage your City in Learning



Intermediary Cities: City Profiles



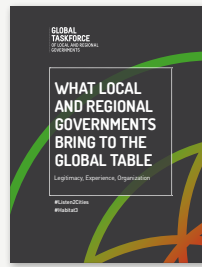
The Future's Edge for Cities

## PUBLICATIONS

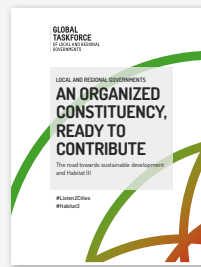
### 3. Global Taskforce



Statement of the Second World Assembly of Local and Regional Governments



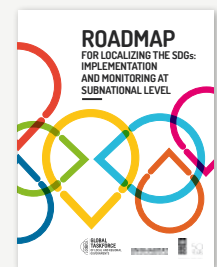
What Local and Regional Governments Bring to the Global Table



An Organized Constituency, Ready to Contribute



Our Habitat III Journey



Roadmap for Localizing the SDGs

### 4. Committees and Working Groups



Subnational Governments Around the World: Structure and Finance



Global Observatory on Local Finances



5 Fundamental Recommendations by UCLG for Local Finances to Meet the Needs



Policies for Inclusive Development in Intermediate Cities and Regional Governments



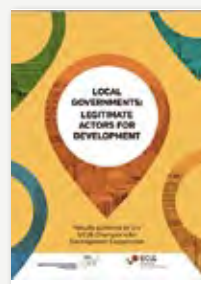
Localizing SDG 11 and SDG 16



Urban Management and Public Service Policies



Perspectives from Cities in Crisis



Local Governments: Legitimate Actors for Development

## SOCIAL NETWORKS AND WEBSITES



Twitter

### NUMBER OF FOLLOWERS



↑ INCREASE OF **7,080 followers**

### BY COUNTRY

United States <b>525</b>	<b>12%</b>	Canada <b>191</b>	<b>5%</b>
Spain <b>436</b>	<b>10%</b>	Turkey <b>174</b>	<b>4%</b>
United Kingdom <b>420</b>	<b>10%</b>	Colombia <b>167</b>	<b>4%</b>
France <b>310</b>	<b>7%</b>	Belgium <b>157</b>	<b>4%</b>
Mexico <b>209</b>	<b>5%</b>	Netherlands <b>144</b>	<b>3%</b>



Facebook

### FANS



↑ INCREASE OF **1,023 fans**

### BY COUNTRY

Spain <b>276</b>	Morocco <b>210</b>
Mexico <b>269</b>	Argentina <b>163</b>
Brazil <b>251</b>	Colombia <b>157</b>
France <b>233</b>	Italy <b>131</b>
United States <b>220</b>	Canada <b>103</b>



www.uclg.org

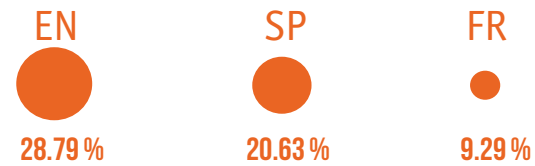
### NUMBER OF VISITS



### NUMBER OF USERS



### BY LANGUAGE



### BY COUNTRY

Spain <b>17.32 %</b>	Brazil <b>4.20 %</b>
United States <b>10.76 %</b>	Germany <b>4.18 %</b>
United Kingdom <b>6.01 %</b>	France <b>4.13 %</b>
Ecuador <b>4.94 %</b>	Canada <b>3.12 %</b>
Belgium <b>4.23 %</b>	Mexico <b>2.78 %</b>



www.gtf2016.org

### NUMBER OF USERS



### BY COUNTRY

Spain <b>2,763</b>	<b>17.32%</b>	Brazil <b>670</b>	<b>4.20%</b>
United States <b>1,717</b>	<b>10.76%</b>	Germany <b>667</b>	<b>4.18%</b>
United Kingdom <b>958</b>	<b>6.01%</b>	France <b>658</b>	<b>4.13%</b>
Ecuador <b>788</b>	<b>4.94%</b>	Canada <b>498</b>	<b>3.12%</b>
Belgium <b>674</b>	<b>4.23%</b>	Mexico <b>444</b>	<b>2.78%</b>

## ENHANCED CAMPAIGNS AND GREATER REACH



Special efforts have been made to develop UCLG’s presence on social media, and all communication actions have been supported and enhanced by social media tools. Significant enhanced visibility has resulted from these efforts, which can be best appreciated in the considerable growth in social media followers.

Following the #urbanSDG campaign, launched by UCLG in 2015, the flagship action in 2016 was the #Listen2Cities campaign, launched by the Global Taskforce and powered by UCLG. It mobilized up to 2,000,000 people on social media, coinciding with the Habitat III Local Authority Hearings and the first session of the Second World Assembly in New York. The goals of the campaign were to:

- Highlight the official recognition of international networks of local governments in the Habitat III process
- Call on national governments to take our recommendations into account in the negotiations on the New Urban Agenda
- Harness the online conversations about Habitat III to share our recommendations on the New Urban Agenda (by combining the #Listen2Cities and #Habitat3 hashtags)

Involving global networks of local governments, civil society and the urban community, the campaign had a very positive impact, particularly on Twitter. It demonstrated our **capacity to coordinate to amplify our voices and influence on the world stage** and served to communicate the messages of the Second World Assembly.

Social media campaigns, articles on the websites and e-mail marketing campaigns have led UCLG, its work on the Global Agenda of Local and Regional Governments and its messages concerning the ongoing international policy debate, to **gain coverage in a range of digital newspapers and blogs.**

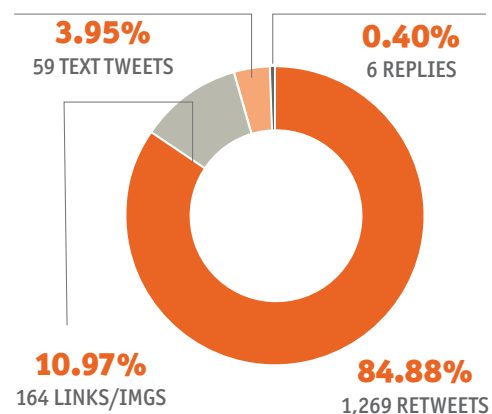
### #Listen2Cities

IT MOBILIZED UP TO

**2,000,000** people



**1,495** tweets



POTENTIAL IMPACTS	<b>5,274,918</b>
POTENTIAL REACH	<b>1,788,731</b>
CONTRIBUTORS	<b>514</b>
FOLLOWERS PER CONTRIBUTOR	<b>3,480</b>
TWEETS PER CONTRIBUTOR	<b>2,91</b>



## CONSOLIDATION OF THE UCLG ANNUAL RETREAT

UCLG's Strategic Priorities for 2010-2016 signalled the importance of consolidating the existing UCLG network while seeking ways for further expansion.

Following the satisfaction expressed by members with the 2015 UCLG Retreat and their interest in institutionalising such a gathering, establishing the **UCLG Retreat and Campus** as a yearly consultation mechanism has proven instrumental for the **definition of joint actions and to foster the sense of ownership and cohesion in the network.**

The fact that the second edition of the Retreat built on the successful first edition is testimony to the wealth of exchanges at this event. **Within the complex UCLG ecosystem, there are now more connections among the different parts of the network, increased mutual knowledge and closer synergies.**

80

participants from a total of 23 countries from all continents

16

of our Committees & Working Groups were represented

## KAZAN EXECUTIVE BUREAU: GOVERNANCE, DIVERSITY AND SUSTAINABILITY

The UCLG Executive Bureau was held in **Kazan** in May 2016, at the kind invitation of Mayor Metshin, with the participation of over 200 representatives of around **90 cities and local and regional authorities** from all around the world, along with important figures from the urban world.

The Executive Bureau covered all policy items on UCLG's global agenda. It also included open debates with cultural, religious, economic and political representatives from Eurasia and with Eurasian members.



## FUTURE OF CITIES

In 2016, UCLG partnered with two organizations to identify future forces shaping urban life that might not be included in the Habitat III official discussions and yet be crucial for the decades to come: **Institute for the Future (ITF)**, a research organization with almost 50 years of forecasting experience; and **"Laboratorio para la Ciudad"**, the civic innovation and urban creativity lab of Mexico City.

Presenting the research by ITF and informed by an expert workshop held in New York with both organizations, UCLG published **"The Future's Edge for Cities"**. This analysis presents **small/local innovations with the potential to disrupt our cities and territories**, by growing in scale, size or geography.

These **"indicators of change"**, addressing future scenarios of key topics such as workforce, governance or learning, were presented to a broader audience in the permanent working platform of the Bogotá World Congress.





## UCLG AWARDS GUANGZHOU INTERNATIONAL AWARD FOR URBAN INNOVATION

Co-sponsored by UCLG, Metropolis and the City of Guangzhou, the **Guangzhou International Award for Urban Innovation** aims to recognize innovation in improving social, economic and environmental sustainability in cities and regions.

The 3rd Guangzhou Award, celebrated in December 2016 in Guangzhou, was awarded to the cities of **Songpa-gu** (Republic of Korea), **Qalyubeya Governorate** (Egypt), **Boston** (USA), **Copenhagen** (Denmark) and **La Paz** (Bolivia).

The technical committee for the Guangzhou Award met within the Bogotá World Congress and reviewed over **300 initiatives** in order to shortlist 15 cities of excellence and request the jury to select the final five award-winning cities. In the framework of the Congress, the UCLG Urban Innovation Community organized a specific session on the award, highlighting the contribution of urban innovation to the implementation of the SDGs and the New Urban Agenda.

## UCLG AWARDS UCLG PEACE PRIZE

The **UCLG Peace Prize** is a triennial award for local governments that have implemented impactful initiatives in conflict prevention, conflict resolution or peace building. The prize aims to contribute to the full acknowledgement of the important, but often overlooked, role of local governments as peace building actors, thus creating a more effective approach to conflict resolution. It is coordinated with support and expertise from several institutions within the framework of the UCLG Committee on Development Cooperation and City Diplomacy.

The first edition of the award, titled the UCLG City of Bogotá Peace Prize, was awarded at the UCLG World Congress to the city of **Kauswagan** (Philippines) for their project "From arms to farms". The five finalists of the prize, selected by the award jury out of over **45 applications**, were invited to present their initiatives in a dedicated session of the congress.



## UCLG AWARDS UCLG - MEXICO CITY - CULTURE 21 INTERNATIONAL AWARD



Resulting from a partnership between UCLG, its Committee on Culture and Mexico City, the biennial International Award "**UCLG - Mexico City - Culture 21**" was launched in late 2013. The Award is granted to cities and individuals that have excelled in fostering the relationship between culture and sustainable development.

In its 2nd edition (2015/16), the Award was shared by the cities of **Timbuktu** (Mali)

and **Vaudreuil-Dorion** (Canada) in the 'City' category, and by **Jon Hawkes** and **Silvia Rivera Cusicanqui** in the 'Individual' category.

Launched in December 2015, the award ceremony of the 2nd edition was held in late October 2016 in Mexico City. The winners, officially announced at the UCLG Executive Bureau in Kazan, were selected by the award jury from among over 80 applications.

STRATEGIC  
PARTNERSHIP  
WITH THE  
EUROPEAN UNION



## 2016 HIGHLIGHTS



If there is a partnership that has marked the work of the organization in all dimensions, we can safely say that is the Strategic Partnership with the EU.

This partnership provides a 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.

## 2016 HIGHLIGHTS



### UNPRECEDENTED PARTNERSHIP

In January 2015, UCLG and the European Union signed a Strategic Partnership that will last until 2020, attached to a three-year support program (2015-2017).

The partnership has enhanced the work of UCLG and allowed to expand its activities and strengthen ties with the different parts of the network that have actively participated in defining the work.

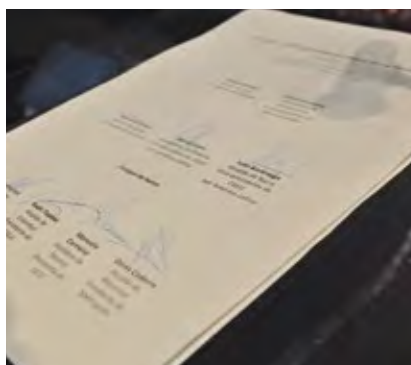
This unprecedented partnership is providing unprecedented opportunities to provide inputs to policies of the European Commission, to amplify the voice of local governments internationally and to strengthen local governments around the world.

There has been significant progress that would not have been possible without the financial contribution of the agreement.

The financial support has contributed to the establishment of the Global Taskforce as a consultation mechanism. UCLG has been able to support the full constituency of local and regional governments with publications,

campaigns and presence in an unprecedented manner. Representatives of the global south and women leaders have consistently been involved in ways that would not have previously been possible. The visibility of the Global Taskforce and World Assembly in Quito are the best testimony to this work which, it is worth emphasizing, benefits the visibility of all networks beyond UCLG.

The agreement also supported the setting up of the UCLG Retreat, which has proven instrumental to strengthening the network and fostering a sense of ownership.



### SUPPORT TO SECTIONS AND COMMITTEES

The Strategic Partnership has allowed UCLG to **increase support to Sections and Committees.**

In this context, UCLG signed **Collaboration Agreements** with **UCLG ASPAC** and **Metropolis**. These agreements have allowed Sections to implement specific activities by using part of the funds received in the framework of the partnership. UCLG has provided direct support to the **UCLG Committee on Local Finance and Development**, the **UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights**, and the **UCLG Committee on Culture**. As third parties within the partnership, UCLG has supported **Cités Unies France (CUF)**, **United Cities Lebanon** and **VNG International**.

This support to members has boosted a wide range of activities, such as: improving communication tools; increasing advocacy and visibility at global events; contributing to the discussions on urban governance; enhancing partnerships and internal functioning of the organizations; contributing to more effective development cooperation; and promoting gender equality.

### POSITIVE ASSESSMENT OF THE IMPLEMENTATION

The global assessment of the first two years of implementation of the Strategic Partnership is positive according to the draft report submitted by the evaluation consultants of the European Commission.

The summary of the external assessment is copied in the box below.

#### Ongoing monitoring

By the end of the 2015-2016 period, envisaged outputs in the four strategic lines of action have been achieved and/or are on schedule, ensuring steady and positive progress in the implementation of the strategic plan, while the risks associated with the achievement of the overall objective are low.

» **Institutional relations and advocacy:** By the end of the 2015-2016 period, UCLG had 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 LRGs' priorities and in influencing -to some extent- the agenda adopted by those key global decision-making mechanisms. The consolidation of the Global Taskforce has been instrumental in ensuring these results and will also be instrumental in the future to help maintain and extend what has been achieved in 2015-2016. On the other hand, it appears that UCLG still has opportunities for improvement in the field of institutional relations and

partnership links of the LRG constituency with the international community and the EU.

» **Intelligence:** By the end of the 2015-2016 period UCLG had succeeded in drafting, publishing and disseminating the GOLD IV Report, a document which offers high-quality content and includes the Global Agenda of Local and Regional Governments for the 21st Century, both being sound and solid tools to help LRGs defend their positions and influence decision making in global and regional mechanisms.

» **Strengthening of the network, leadership and governance:** By the end of the 2015-2016 period UCLG had improved the network's knowledge management and communication capacities, had led Committees and Working

Groups to work more closely around the UCLG agenda, had successfully organized and held two annual Retreats, their Governing Bodies meetings and, most of all, their 5th World Congress, all events providing a privileged opportunity to strengthen the network, foster the sense of "belonging" and create ownership.

» **Cooperation and learning:** By the end of the 2015-2016 period UCLG had developed learning exchanges among members with activities in Africa, Asia, Latin America and Europe, answering the demands of the membership and, most importantly, had succeeded in consolidating UCLG Joint Local Government and the UCLG Learning Forum as a key platform for exchange among local government peer learning practitioners, enabling them to jointly define priorities, find synergies and develop a common agenda.



# 4

## COOPERATION AND LEARNING

## COOPERATION AND LEARNING



In 2016, UCLG increased its capacity to become a learning network, fostering local and regional governments' capacities to engage in effective decentralized cooperation and respond to capacity building demands.

UCLG gathers local leaders and professionals from different contexts, motivated to learn beyond their cities' and territories' realities, but also to nurture and benefit from international engagement.

At the same time, the promotion of decentralized cooperation is a key cornerstone of the international municipal movement. In addition to promoting innovative solutions, it fosters the long-term solidarity and partnerships that have forged dialogue and peace throughout the decades. This approach has been the backbone of our work towards the integration of migrants at local level.

## UCLG LEARNING

**The UCLG Learning Agenda offers a space for members and partners to test new ideas and methodologies and develop learning spheres and communities of practice to address the specific interests and needs of our members.**

A stronger involvement of active members, local government associations, and Committees and Working Groups, led to the establishment of **ad-hoc platforms to address local solutions to common global challenges**. This enhanced the number of partnerships on specific learning activities. In total, three long-term partnerships created in 2015 were consolidated in 2016; three additional long-term collaborations were established; three UCLG Committees actively contributed to the learning agenda; 15 regional governments engaged in specific events; six partners were actively involved; over 40 cities participated in the events; and seven local governments, regional governments or local government associations co-organized peer learning events.

**Learning events were aligned to SDG localization** as an umbrella framework, consolidating a stronger relationship between action learning and SDG localization. The learning events focused on bridging the wealth of local challenges and experiences with the achievement of SDGs 8, 9, 10, 11 and 16. By consolidating the correlation between the SDGs and local realities, this approach raised awareness of the political nature of the localization process. Simultaneously, it emphasized the importance of local government knowledge creation and of sharing local experiences and practices, and highlighted the importance of learning for practitioners and leaders.

Learning events contribute to a cohesive network with tangible results for the knowledge of members. The four learning events below, held in 2016, are reported through the UCLG format of “**peer learning notes**”. These notes provide context and a critical evaluation of practices including information on evidence, transferability and political impact.



### Inclusive development policies for intermediary cities and regional governments

This peer learning event took place in April 2016 in Santa Fe Province (Argentina). Held as a forum on South-South and triangular cooperation and in partnership with the International Labour Organization (ILO), the gathering promoted learning exchanges on initiatives geared towards promoting decent work and sustainable and inclusive development, and prompted the engagement of regional and local governments.



### Localizing SDG 11 and SDG 16:

Eight chief ministers from Sri Lanka participated in this learning exchange celebrated in May 2016 with meetings held in **Durban** and **Johannesburg**. In partnership with Federation of Sri Lankan Local Government Authorities (FSLGA), SALGA, UNDP and the eThekweni Municipal Institute of Learning (MILE), the event provided a platform for sharing solution-oriented experiences from South Africa’s urban planning and development approaches and, in turn, for learning from the experiences of Sri Lanka.





### Urban management and public service policies

Eight mayors from Brazilian cities visited **Barcelona** in November 2016. Organized jointly with Metropolis, the National Front of Mayors (FNP) of Brazil and Barcelona Metropolitan Area, the event allowed the mayors to identify the opportunities and challenges in transferring Barcelona’s exemplary policy practices on topics such as mobility management, waste treatment facilities, entrepreneurial centres and urban renovation projects.



The publications “**City to City: A Guide to the UCLG Learning Universe**” and “**UCLG Tips to Engage your City in Learning**” were issued to share knowledge and invite additional cities to learn from one other. In partnership with the ILO, UCLG published “**Building Partnerships to Localize SDG 8**” to support local governments in their learning initiatives on economic growth, employment and decent work for all. **Videos were produced to highlight the importance of learning and the contribution of local governments to SDGs 5, 11 and 16.**



### Social cohesion and intercultural and inter-religious dialogue

Held in July 2016 in **Lisbon**, this event was the first peer learning meeting within the Mediterranean City-to-City Migration (MC2CM) project (presented below). With the participation of cities from the MC2CM network, the UCLG Working Group on Migration and Co-Development, and facilitated by the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights, the gathering stimulated exchanges on the role of local governments concerning social cohesion and dialogue.



## MIGRATION AND TERRITORIAL COHESION

**MC<sup>2</sup>CM** | supporting urban migration governance



**Nurturing  
dialogue**

**Sharing  
knowledge**

**Engaging in  
action**

Cities play a significant role in facilitating the inclusion of migrants by creating an enabling environment for their contributions to cultural and economic urban life. Some cities with a long migration history have extensive experience in **mainstreaming migration in relevant policy areas** such as housing, healthcare, education, community participation, urban planning, labour and employment, whereas for other cities this migration is a rather new policy area.

As UCLG is known for city-to-city learning, our organization was selected as a key partner of the **Mediterranean City-to-City Migration (MC2CM)** multi-stakeholder project, launched and led by the International Centre for Migration Policy Development (ICMPD), and co-financed by the European Commission, with the involvement of UN-Habitat and United Nations High Commissioner for Refugees (UNHCR).



## LEARNING ABOUT MIGRATION

The main goal of the project is to **contribute to and promote the integration of migrants at local level**, especially on the southern shore of the Mediterranean, with a focus on access to human rights. Launched in February 2015, the project will last for three years.

UCLG's work has consisted in creating and facilitating a network of ten cities: five from Europe and five from the Southern and Eastern Mediterranean, providing expertise and methodological knowledge in **peer learning activities**. In particular, based on cities, needs and choices, learning activities focus on: Social cohesion and intercultural and interreligious dialogue; Employment and entrepreneurship; Enjoyment of human rights and access to basic

services; Hosting refugees; Inter-institutional coordination; Urban planning and housing; and Education and language.

Finally nine cities have engaged in the network: **Amman, Beirut, Lisbon, Lyon, Madrid, Tangiers, Tunis, Turin and Vienna**.

Following the initial phase, dedicated to the creation of the network, the project is now active on three different fronts: **knowledge exchange; dialogue** at local level through multi-stakeholder dialogue and at international level with peer-learning events; and **implementation of a pilot project** in the cities of the Southern and Eastern Mediterranean.



# 5

## UCLG COMMITTEES AND WORKING GROUPS



The UCLG Committees, Working Groups, Communities of Practice and Taskforces are policy mechanisms mandated by the World Council within the framework of UCLG's agreed priorities and work program.

These mechanisms participate in the development of UCLG policies, promote cooperation among members and voice our perspectives and concerns in the international arena, ultimately

increasing the influence of the network as a whole.

They aim to enhance political participation and support the sharing of expertise among UCLG members on specific themes identified as priorities of UCLG's global agenda.

At present, UCLG has the following active policy mechanisms:

**Ten Committees, five Working Groups, one Taskforce and one Community of Practice.**

# COMMITTEES

## STANDING COMMITTEE ON GENDER EQUALITY

### WOMEN'S EMPOWERMENT FOR THE ACHIEVEMENT OF SDG 5 AND THE NEW URBAN AGENDA

The UCLG Standing Committee on Gender Equality facilitated the representation of locally elected women in the Habitat III process and UN High-level Political Forum on Sustainable Development (HLPF). It also ensured the inclusion of references to gender equality in the Bogotá Commitment, the Global Taskforce recommendations for the New Urban Agenda and the Statement of the 2nd World Assembly of Local and Regional Governments to the Habitat III Conference.

In the framework of the UCLG World Congress in October in Bogotá, the Standing Committee organized the Community Forum on Locally Elected Women. The event provided a space to share the unique challenges and experiences of female leadership in cities and territories. It highlighted that women's empowerment is both a goal and a means of sustainable urban development, as integrating a gender perspective into all local policymaking is essential to the achievement of SDG 5 and the New Urban Agenda.



## CULTURE

### LOCAL CULTURAL POLICIES FOR PEOPLE-CENTERED DEVELOPMENT

In addition to the success of the International Award “UCLG – Mexico City – Culture 21”, in 2016, the UCLG Committee on Culture consolidated the networks of Leading Cities and Pilot Cities to facilitate peer learning and exchanges on the contribution of local cultural policies to sustainable development.

The Committee also organized the Policy Dialogue on Culture as a Dimension in Urban Transformation at the World Summit of Local and Regional Leaders in Bogotá. Acknowledging the function of culture as a pillar of sustainable development, the event advocated for the New Urban Agenda to recognize and empower this key contribution.



## COMMITTEES

### DEVELOPMENT COOPERATION AND CITY DIPLOMACY

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#### THE ROLE OF LOCAL GOVERNMENTS IN DEVELOPMENT COOPERATION AND PEACE

Members of the UCLG Committee on Development Cooperation and City Diplomacy took part in the UN Development Cooperation Forum (UNDCF) and Global Partnership for Effective Development Cooperation (GPEDC) gatherings as UCLG Champions of Development Cooperation. Their contribution advocated for the role of local and regional governments in development cooperation to be highlighted.

The first edition of the award of the UCLG Peace Prize, coordinated within the Committee, took place during the World Summit of Bogotá, building momentum on innovative practices undertaken by local governments towards conflict prevention, peacebuilding and reconstruction.

In this endeavour, the Committee closely partnered with its Working Groups in order to support advocacy efforts and share the most relevant initiatives with the World Organization.



### DECENTRALIZATION AND LOCAL SELF-GOVERNMENT

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#### IDENTIFYING CHALLENGES FOR URBAN GOVERNANCE

The UCLG Committee on Decentralization and Local Self-Government, jointly with UN-Habitat and LSE Cities, shared the results of their Urban Governance Survey online platform in a dedicated session of the World Summit of Bogotá.

The initiative attempts to address a general lack of data on how cities are governed around the world. This knowledge aims to support local governments as they face critical decisions about how to face current demands and plan for their immediate urban future in a situation where urbanization rates are influencing development dynamics on a global scale, posing unprecedented challenges for urban governance.

The Committee continued its commitment towards the GOLD Report, partnered with the Committee on Development Cooperation and City Diplomacy for the UCLG Peace Prize, as well as with the Interregional Mediterranean Committee around the work on the state of decentralization in the Mediterranean.

### DIGITAL AND KNOWLEDGE-BASED CITIES

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#### LOCAL GOVERNMENTS TOWARDS AN INCLUSIVE INFORMATION SOCIETY

In the framework of its agreement with the Wireless Broadband Alliance, the UCLG Committee on Digital and Knowledge-based Cities co-organized the "Connected City Summit" in Liverpool in June 2016. With city officials, chief information officers and industry leaders, the event discussed how to create sustainable foundations for smart city deployments.

The Committee also collaborated with the World e-Governments Organization of Cities and Local Governments (WeGO) and UN-Habitat in the framework of the project Uraia Platform that aims to enhance the positive impact of technological innovation on municipal budgeting.

## COMMITTEES



### LOCAL FINANCE AND DEVELOPMENT

#### THE FINANCING OF THE GLOBAL AGENDAS FOR LOCAL GOVERNMENTS

In 2016 the UCLG Committee on Local Finance and Development focused on the second phase of the study on the conditions for the mobilization of local resources “Subnational governments around the world: Structure and finance”, delving into several in-depth case studies and reinforcing UCLG’s advocacy on local finances.

The Committee organized a Policy Dialogue on Financing the New Urban Agenda at the World Summit in Bogotá. The session called on the New Urban Agenda to take into account the crucial link between urban investments for infrastructure, services and climate change and access to financing.

The Committee deepened the debate around climate financing at the Climate Chance Summit in September as well as through mobilization for COP 22 and the Climate Summit of Local and Regional Leaders in November. The Committee also provided inputs on fiscal decentralization to the Habitat III Policy Unit 5 on Municipal Finance and Local Fiscal Systems.

### MEDITERRANEAN INTERREGIONAL COMMITTEE

#### MEDITERRANEAN DIALOGUES ON TERRITORIAL DEVELOPMENT, COHESION, LOCAL FINANCE AND MIGRATION

The Mediterranean Committee organized the 4th Forum of Local and Regional Authorities of the Mediterranean (FLRAM) in November in Tangier. The meeting, which provided a direct exchange platform between Mediterranean local and regional elected representatives, was preceded by technical workshops also organized by the Committee in September in Sousse.

The Forum in Tangier explored the issues of integrated territorial development, local governments as a driver of development and cohesion, and local finance and migration, with a specific focus on the Mediterranean region.

In this context, the Mediterranean City-to-City Migration (MC2CM) project was discussed, highlighting the on-the-ground experience of local and regional governments in welcoming refugees and the international advocacy related to this phenomenon.



## COMMITTEES

### PERIPHERAL CITIES

#### TOWARDS SOCIAL INCLUSION IN THE WORLD PERIPHERIES

The UCLG Committee on Peripheral Cities devoted its efforts to contributing perspectives of peripheral cities to the consultations and working meetings that underpinned the Chapter on Metropolitan Areas of the GOLD IV Report “Co-creating the urban future”.

The Committee contributed to the Community Forum on Metropolitan and Peripheral Cities during the World Summit in Bogotá, stressing the importance of addressing inequalities and exclusion in the increasingly growing urban agglomerations.

The Committee also discussed the preparations for the forthcoming World Forum of Peripheral Local Authorities (FALP) and engaged with the initiatives of the International Observatory on Participatory Democracy (IOPD) and Mercociudades.

### URBAN STRATEGIC PLANNING

#### PROMOTING PUBLIC SPACES AS PUBLIC ASSETS IN CITIES

Throughout the year, the UCLG Committee on Urban Strategic Planning actively contributed to the global discussion on public spaces. This endeavour also included the preparation of the UCLG Public Space Policy Framework and its launch during the World Summit in Bogotá. Building on concrete experiences, the document stresses how public spaces are a common good and a public asset of high value, with a direct impact on the quality of life of all citizens.

The Committee partnered with the Working Group on Intermediary Cities to support the development of their initiatives within the organization and engaged in learning events on public space development.

The Committee also strengthened its partnerships with members, UN agencies and other stakeholders to promote exchange on South-South cooperation, local economic development and markets.

### SOCIAL INCLUSION, PARTICIPATORY DEMOCRACY AND HUMAN RIGHTS

#### THE INCLUSION OF THE RIGHT TO THE CITY IN THE NEW URBAN AGENDA

The UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights engaged in the Habitat III process to advocate for the inclusion of the concept of the Right to the City and human rights in city in the New Urban Agenda. This perspective was also reflected in the Policy Dialogue on the Right to the City at the Heart of the Urban Agenda, organized within the World Congress in Bogotá.

Throughout the year, the Committee contributed to the Global Taskforce of Local and Regional Governments and strengthened its partnerships with civil society, through the Global Platform for the Right to the City, international organizations (e.g. UN High Commissioner for Human Rights), as well as with other members of the UCLG network.

The Committee also shared the assessment of Bogotá’s Policies of Social Inclusion, based on the Global Charter-Agenda for Human Rights in the City, and contributed to a training session on migration in July.



## WORKING GROUPS

### CAPACITY AND INSTITUTION BUILDING

#### ADVOCACY AND KNOWLEDGE EXCHANGE ON DEVELOPMENT EFFECTIVENESS



At the World Summit in Bogotá in October and the meeting of GPEDC in Nairobi in November, the CIB Working Group presented its publication on the role of local governments in development effectiveness. This publication is based on the study of the involvement of local government associations in national

development strategies as well as on in-depth interviews with specific local government associations.

As per the international policymaking mechanisms on development cooperation and effectiveness, the CIB Working Group and the UCLG Champions in Development Cooperation also participated in the GPEDC and UNDCF meetings throughout 2016. In this regard, the CIB Working Group engaged in several discussions and working groups related to the GPEDC and co-organized a technical workshop of the GPIs hosted by the UCLG World Secretariat in June.

The CIB Working Group is promoting exchanges on monitoring and evaluation within project management, as well as on the implementation of the SDGs also in link with the initiative carried out by the Global Taskforce, UN-Habitat and UNDP on the localization of the SDGs.





## WORKING GROUPS



## LOCAL ECONOMIC DEVELOPMENT

### THE CONTRIBUTION OF LOCAL ECONOMIC DEVELOPMENT TO A MORE SUSTAINABLE WORLD

In 2016 the UCLG Working Group on Local Economic Development adopted the Policy Paper “The Role of Local Governments in Local Economic Development”. This document, presented both at the World Summit in Bogotá and the Habitat III Conference in Quito, is currently being shared, showing the value of adopting local economic development as a comprehensive

framework for the localization of the SDGs.

The Working Group is currently working on the preparatory process of the 4th World Forum of Local Economic Development, taking place in Cape Verde in October 2017, which will explore local opportunities to achieve more sustainable, inclusive and equal societies.

## WORKING GROUP

### INTERMEDIARY CITIES

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#### POSITIONING INTERMEDIARY CITIES IN THE GLOBAL DISCUSSION

The UCLG Working Group on Intermediary Cities engaged in the discussions and working meetings within the GOLD IV process and the development of the chapter on Intermediary Cities, conveying the vital nexus that these cities provide between the global and local level.

The Working Group contributed to the Community Forum on Intermediary Cities at the World Summit of Bogotá, stressing the pressures intermediary cities are experiencing in developing countries. Prior to that, the Working Group co-organized a learning workshop at the UCLG Executive Bureau in Kazan.

The Working Group also advocated for a greater emphasis on intermediary cities within global discussions by presenting the UCLG Intermediary Cities Declaration during the Bogotá World Summit and Habitat III Conference in October.

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### LOCAL GOVERNMENTS AND COOPERATION IN THE MIDDLE EAST

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#### LOCAL GOVERNMENTS' RESPONSE TO CRISES IN THE REGION

The UCLG Working Group on Local Governments and Cooperation in the Middle East addresses the multiple crises affecting this region. In this endeavour, in addition to systematically taking into account the complexity of these dynamics, the Working Group aims to raise the profile of this critical situation, promoting institutional debate and learning among members.

In 2016 the Working Group closely collaborated with the UCLG-MEWA Section around the Syrian refugee emergency. The Section is currently exploring concrete possibilities to address the local governments' possible response to the various crises affecting the Middle East region.



### MIGRATION AND CO-DEVELOPMENT

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#### ADDRESSING THE CROSS-CUTTING REALITY OF MIGRATION FOR LOCAL GOVERNMENTS

The UCLG Working Group on Migration and Co-Development identified several synergies with Committees and Working Groups to find common ground in order to address migration and co-development as a cross-cutting reality that simultaneously addresses forced and voluntary population movements and fosters a balanced sustainable development.

The Working Group actively participated in different activities of the Mediterranean City-to-City Migration (MC2CM) project and co-organized a workshop on the "Protection of human rights and social cohesion: the challenge of cities" within the project peer learning event in November 2016 in Tangiers. The Working Group contributed to this project by developing the document "Guiding principles of local action in relation to immigration, refuge and shelter".

The Working Group further collaborated with the Network of Local Elected Women of Africa (REFELA) to address the importance of women's empowerment in Africa and leverage the know-how of the African network.

## TASKFORCE

### TERRITORIAL PREVENTION AND MANAGEMENT OF CRISES

#### LOCAL GOVERNMENTS LINKING HUMANITARIAN AND DEVELOPMENT INTERVENTIONS

The UCLG Taskforce on Territorial Prevention and Management of Crises aims to highlight the existing link between humanitarian and development interventions, while, at the same time, focusing on the role of local governments and different stakeholders in urban crises response and preparedness.

The Taskforce engaged in the mobilization and discussions of the World Humanitarian Summit in May, as well as the launch of the Global Alliance for Urban Crises. The Taskforce provided the perspective of local governments in dialogues and debates on urban humanitarian responses as well as on the development of resilient territories, following the adoption of the Sendai Framework for Disaster Risk Reduction in 2015.

The Workshop “Cities in Crises” organized at the World Summit in Bogotá advocated for the reinforcement of the role of local governments in all stages of crisis management, ensuring a continuum between emergency relief and reconstruction planning towards sustainable development.



## COMMUNITY OF PRACTICE



### URBAN INNOVATION

#### A PLATFORM TO EMPOWER CITIES THROUGH EXCHANGE TO ACCOMPLISH THE SDGs AND THE NEW URBAN AGENDA

The UCLG Community of Practice on Urban Innovation is dedicated to enhancing international cooperation on urban innovation, facilitating relevant research and development for the Guangzhou Award.

By contributing to events in China, Asia and at the global level, the Community fostered learning and exchange within the urban community, and engaged the public in urban innovation by organizing sessions in the city of Guangzhou.

The Community organized a workshop at the World Summit in Bogotá to showcase the relevance of the Guangzhou Award to identify, document, and share excellent practices of urban innovation, promoting the local implementation of the SDGs. This event preceded the celebration of the 3rd Guangzhou Award in December in Guangzhou.

# 6

UCLG  
SECTIONS

## UCLG SECTIONS



The UCLG decentralized network is composed of Regional Sections that, within their geographic areas, develop their own policies and initiatives, providing institutional support to the World Organization. The

organization also includes two specialized Sections: Metropolis, as the Section representing Metropolitan cities, and UCLG Regions, serving as the Forum of Regions.

## AFRICA



### AFRICAN LOCAL AND REGIONAL AUTHORITIES' CALL FOR ACCESS TO CLIMATE FINANCE

With participants from 114 countries, including 50 African countries, UCLG Africa actively contributed to the strong mobilization of African local authorities in the fight against climate change. Over 1000 participants attended the 2nd Climate Summit for Local and Regional Leaders held in November 2016 in Marrakech in the framework of the COP 22. In the Summit, organized by the Moroccan Association of Presidents of Local Government Councils (AMPCC) and the Association of Regions of France in partnership with several international networks, African local and regional authorities advocated to include their concerns and perspective on access to climate finance in the outcome document of the event, the Marrakech Roadmap of Action.

### QUALITY OF LIFE IN CITIES

The 6th UCLG ASPAC Congress was organized around the theme "Regions, Life, and Culture in the New Urban Agenda" and was hosted by Jeollabuk Provincial Government from 5-8 September 2016. More than 140 local governments and 500 participants participated overall. The Congress focused on crucial areas for the Asia-Pacific region's agenda in terms of actions to promote quality of life. Speakers emphasized the value of leadership, good governance, territorial governance and culture in local government and share the uniqueness of local development and approaches in this region.

## ASIA-PACIFIC



## EURASIA



### AN UPDATED COMMUNICATION TOOL TO LINK THE REGION WITH THE REST OF THE WORLD

In 2016, UCLG Eurasia rebranded and launched its official website. This effort, part of a wider initiative of renewal of the Section's communication instruments and strategy, aims to provide higher visibility to the activities undertaken by local governments in this region. It also aims to provide key information on the news proceeding from the global arena to the members of the region.



## EUROPE



### RETHINKING EUROPE

CEMR and its partners from around the world discussed how best to equip towns, cities and regions to deal with the challenges to come at the CEMR Congress in Nicosia in April 2016. The rationale behind this edition of CEMR's Congress was to explore the context within which we must prepare local and regional governments for tomorrow. Throughout the Congress and its 30+ sessions, best practices were shared and solutions and ideas were proposed and discussed with the aim of drawing up with a vision and a commitment to achieve this vision together and with our European and global partners. Calls to rethink the European project dominated the closing plenary of the CEMR 2016 Congress held in Nicosia, with participants in the panel debate suggesting that a new practice of local and European policy will re-invigorate a desire for Europe that "has dried up".

## LATIN AMERICA



### TOWARDS THE UNIFICATION OF THE MUNICIPAL MOVEMENT IN THE REGION

With the signature of the Latin American Agreement for Unity in the Diversity at the Bogotá World Summit in October 2016, the Latin American members of the UCLG World Council drove the informal dialogue mechanism - CORDIAL. This mechanism, assisted by the FLACMA Secretariat and Mercociudades Technical Permanent Secretariat with the support of the UCLG World Secretariat, is leading the way to strengthen the united voice and advocate of democratic local self-governments in the Latin American region.

## MIDDLE EAST AND WEST ASIA



### HUMANITARIAN CHALLENGES

The 5th Ordinary Congress of UCLG-MEWA was held in Gaziantep, Turkey in April 2016 under the auspices of Gaziantep Metropolitan Municipality. Fatma Şahin, Mayor of Gaziantep was elected as the UCLG-MEWA President and five Co-Presidents were elected. The Congress emphasized the great need for support for MEWA members to deal with the humanitarian and migration issues in their cities.



## NORTH AMERICA



### THE KEY PARTNERSHIP BETWEEN LOCAL AND NATIONAL GOVERNMENTS IN CANADA



The Federation of Canadian Municipalities (FCM), which is facilitating the North American Section of UCLG, held its Annual Conference and Trade Show on 2-5 June in Winnipeg. The event, that gathered 2000 participants, provided a space to share knowledge and define the political agenda and priorities. It focused on the current dynamics of collaboration between federal and municipal levels.



# METROPOLIS

metropolis ●



## CHALLENGES AND OPPORTUNITIES FOR METROPOLITAN MEMBERS

The Metropolis Secretariat General organized two days of reflection on the new challenges and opportunities for the association in Barcelona in July. The event, which saw the participation of member and collaborating organizations, addressed the impact of the SDGs, the New Urban Agenda and the evolution of the international system of networks of local governments among the members. The session defined the goals of its Women International Network and discussed and exchanged views concerning the four focus area of the association: sharing knowledge, training, policy transfer and advocacy.

# FORUM OF REGIONS

## THE AGENDA OF REGIONAL GOVERNMENTS IN THE GLOBAL DEBATE

The Forum of Regions organized the Community Forum of Regional Governments during the UCLG World Congress in October 2016 in Bogotá. The Community Forum established a specific agenda for this type of membership and conveyed a clear message to make the voice of regional governments heard in the international discussion, calling for a clearer role in multilevel governance and a more balanced territorial development.

The discussion also raised attention to the importance of addressing food security and focusing on rural-urban relations.



7

ORGANIZATION

## ORGANIZATION



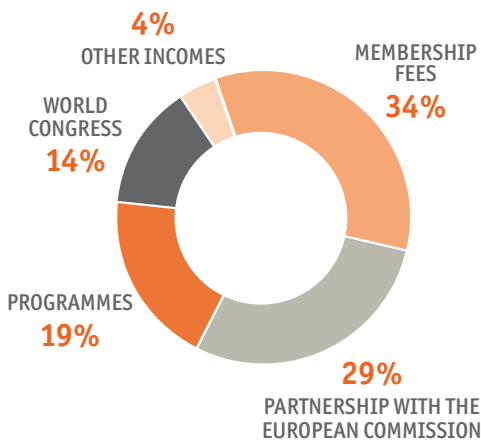
The UCLG World Secretariat in Barcelona is responsible for the day-to-day running of the world organization, including of its financial affairs, under the leadership of Secretary General, Josep Roig and his deputy, Emilia Sáiz. This work includes coordinating UCLG's global advocacy work at the United Nations and other fora, managing

the organization's online presence and publications, and facilitating global peer-to-peer learning projects.

The World Secretariat also organizes UCLG statutory meetings - the Executive Bureau, World Council - and World Congress in partnership with different member cities around the world.

## WORLD SECRETARIAT BUDGET

### Income distribution



### Budget implementation

HUMAN RESOURCES € 1,475,092

PROGRAMMES € 710,816

CONGRESS € 498,363

REPRESENTATION € 353,799

FEES € 352,827

OVERHEADS € 136,741

COMMUNICATION AND PUBLICATIONS € 131,798

AMORTIZATION € 12,870

**TOTAL € 3,672,306**

### Main contributors to UCLG programmes

- European Commission
- Barcelona Provincial Council
- City of Bogotá
- French Ministry for Europe and Foreign Affairs
- French Development Agency
- UN-Habitat
- International Labour Organization
- Several local governments that have made special contributions to the Committees on Culture and Social Inclusion.

### Other contributions that allow UCLG to operate with reduced costs

- The city of Barcelona provides the offices of the World Secretariat.
- Organizations and local authorities provide financing for Committees and Working Groups.
- Several local governments have made special contributions to the Committees on Culture and Social Inclusion.
- Host cities cover the costs of statutory meetings, equipment and social events.

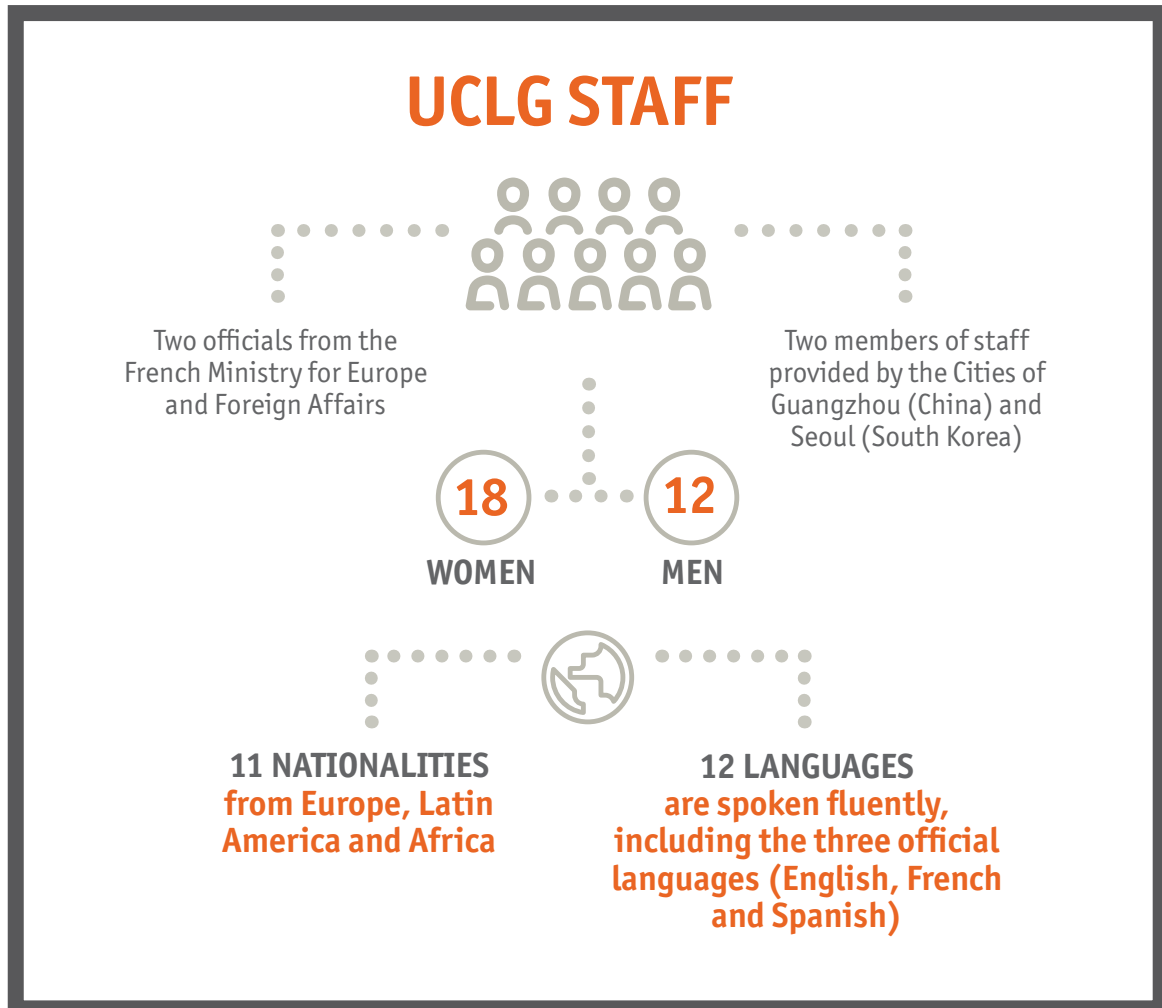
### Budget realization for 2016

2016 has been characterized by the second year of implementation of the grant received from the European Commission within the framework of the Strategic Partnership agreement with UCLG, as well as by the 5th UCLG World Congress that took place in Bogotá. The support of the European Commission, along with that of the city of Bogotá, our members and other project partners, has enabled UCLG to reinforce its activities in all work areas identified by the governing bodies as well as increase the organization's visibility on the international stage.

In addition to the World Organization, Sections, Committees and Working Groups have seen the benefits of these valuable contributions. In particular:

- UCLG-ASPAC
- UCLG-MEWA
- Partners in Latin America (FLACMA and MERCOCIUDADES)
- Cités Unies Liban [United Cities Lebanon]
- The Committee on Development Cooperation and City Diplomacy
- The Capacity and Institution Building (CIB) Working Group
- The Taskforce for the Territorial Prevention and Management of Crises
- The Committee on Local Finance and Development
- The Committee on Social Inclusion, Participatory Democracy and Human Rights
- The Committee on Culture

## HUMAN RESOURCES



### Greater synergies between different fields of work

The organizational changes initiated in 2015 continued during 2016, and progress has been made in terms of new ways of working and interaction among different work teams converging in the World Secretariat as well as the rest of the network.

Collaboration between external consultants and UCLG staff enabled a

successful 5th World Congress with a record number of participants and an agenda that was highly valued by all participants, as well as strengthened networking spaces.

These working dynamics have generated a lasting cultural change in the way the international agenda is managed.

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# LOCAL ACTION FOR GLOBAL DEVELOPMENT TOWARDS A NEW URBAN AGENDA



WHAT LOCAL GOVERNMENTS NEED TO KNOW

## PEOPLE

Local action for global development: towards a New Urban Agenda

Local and regional governments set for action to achieve the SDGs and strengthen their participation in the run up to Habitat III



SDGs is a crucial step for governments and people to work together to achieve the SDGs and the New Urban Agenda. The SDGs are the 'Global Action Plan' for people, planet, prosperity, peace and justice. The SDGs are the 'Global Action Plan' for people, planet, prosperity, peace and justice. The SDGs are the 'Global Action Plan' for people, planet, prosperity, peace and justice.

5th World Congress  
WORLD SUMMIT  
OF LOCAL  
AND REGIONAL  
LEADERS



BOGOTA 2016

SAVE  
THE DATE



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