



**WORKING IN
PARTNERSHIP
TO ACHIEVE
THE LOCAL AND
GLOBAL AGENDAS**





ANNUAL REPORT 2018

Working in partnership to achieve
the local and global agendas

0 Page 06

EDITORIAL

The year of partnerships that will forge the UCLG Congress

Our key moments of the year



2 Page 22

THE CONSTITUENCY OF LOCAL AND REGIONAL GOVERNMENTS BEFORE THE UNITED NATIONS

3 Page 26

MONITORING

1 Page 08

THE UCLG POLICY PRIORITIES DRIVEN BY OUR MEMBERS

HIGHLIGHT
RAISING THE VOICE OF OUR CONSTITUENCY AT THE HLPF 2018

2.1 2030 Development Agenda

2.2 Our constituency at the World Urban Forum

2.3 Climate and Resilience Agenda

2.4 Enhanced dialogue among national and local governments



HIGHLIGHT
THE FIRST DIALOGUES HOSTED BY THE UCLG POLICY COUNCIL

1.1 Going back to our roots: Local Democracy at the core of our action

1.2 Gender

1.3 Finance

1.4 Housing

1.5 Migration

1.6 Ecological Transition

1.7 Intermediary Cities

3.1 The Sustainable Development Goals, at the forefront of our research

3.2 World Observatory on Subnational Governments' Finance and Investment

3.3 Monitoring New Urban Agenda

5 Page 54

STRENGTHENING THE NETWORK



5.1 2018 UCLG Retreat & Campus

5.2 An organization led by its political representatives

5.3 Communication campaigns and Outreach

7 Page 74

THE UCLG CONSULTATION MECHANISMS

4 Page 48

LEARNING



4.1 Action Learning

4.2 Localizing the Global Agendas

6 Page 62

THE SECTIONS' PRIORITIES

8 Page 78

THE ORGANIZATION



THE YEAR OF PARTNERSHIPS THAT WILL FORGE THE UCLG CONGRESS

Partnerships are, have been, and will always be integral to our World Organization. The ambitious global agendas cannot be achieved simply by one actor, and thus we have doubled down on our efforts to ensure that the network will be able to keep and enhance existing collaborations with sister organizations, such as our structural collaboration with ICLEI and the other members of the Global Taskforce, but also with new partners such as **International IDEA**, the **International Union for Public Transport**, and the **Cities Programme for the Global Compact**, among others.

Our UCLG Retreat set our intentions of taking our partnerships to the next level. During the gathering, we focused on the global dimension of the African “Know Your City” initiative through enhanced partnerships between UCLG and Slum Dwellers International and Cities Alliance. Enhancing collaboration with Public Services International and World Enabled was yet another of the commitments undertaken during the Retreat.

Once again, our partnership with the European Union has allowed us to enhance our work plan while also creating opportunities to enlarge our collaborations and empower our Regional Sections, resulting in their increased influence in international arenas. The Strategic Partnership has also allowed for opportunities to strengthen dialogue among the European Union and Local and Regional Governments.

UCLG has been an integral part of Local 2030, a Global Multistakeholder initiative to support the implementation of the SDGs at the local level. The collaboration brought to fruition the Local 2030 Special Event in the framework of the High-Level Political Forum, gathering stakeholders from beyond governments and bringing different experiences and visions to achieve the SDGs from the bottom-up.

2019 will bring, of course, many occasions for our organization to expand its advocacy, to enhance its role as a Learning Network, an organization that develops knowledge and brings new

partners the table, and to become an organization that shines towards the next decade.

For years, we have called for cities to be listened to, while also recognizing it is equally important to provide a space for dialogue that allows us to reflect on our policies and solutions. This will be the only way we can foster the transformation we need. However, **our quest for a seat at the global table is not an aim in itself. It is about transformation of governance, about different decision-making mechanisms with different stakeholders.**

The UCLG Congress, which takes place in Durban in November 2019, will lay the grounds for the type of participation that will transform the governance model to be relevant to the membership, to the movement and to the world. It will need to be relevant to all stakeholders, to reflect our full strength and the diversity of our organization, and contribute to **building strong links among our organization and civil society.**

We know that dialogue alone does not cut it. We will bring stakeholders to the table, but understand that it is not enough to bring about a change of governance. Therefore, our UCLG Congress will also be a policy-making summit, in which the sections will be represented and bring their policy-making ideas through the assembly track, ensuring the renewal and consolidation of our strategy, in the aim of leaving no-one and no place behind.

The future is in our hands. All of us are necessary to bring about the change that we want for our communities, and only through our joint efforts will we be able to bring about a Congress that is truly groundbreaking for our movement.

Parks Tau
President of UCLG



OUR KEY MOMENTS OF THE YEAR

es that have fostered debates with national governments and other actors within the framework of our governing bodies. They have been integral to the consolidation of our priorities, an important milestone to our work before international institutions, and have been essential to produce cross-cutting commitments and policy decisions on issues that affect us all.

The UCLG Waves of Action: on Housing, Migration and Finance. We have been able to bring about a positive tide in the above issues which have led to **almost 40 cities and metropolitan entities joining the Cities for Adequate Housing Declaration**, asking to make a shift from commodity to human rights. **14 cities have joined our programme on Migration in the Mediterranean**, with an additional 4 set to join us in the following year. These cities have originated the wave that will culminate with inputs in the Global Compact for Migration to be adopted in Marrakesh. Finally, **the first UCLG Strategy on Localization of Municipal finance** has led to the creation of an international coalition calling for renewed financial mechanisms and over 20 cities are joining the Community of Practice in this topic.

Throughout the year, we have worked to enhance our strategies, laying the grounds to bring our world organization into the next decade. Our Gender Equality Strategy, which will come to fruition in 2019, was first introduced during our UCLG Retreat and further showcased at the World Council. Our Strategy on Localizing Finance, which is a result of the Wave of Action on Finance, has allowed us to build the framework of a Municipal Investment Fund, together the United Nations’ Capital Development Fund, and in partnership with FMDV, which highlights that we are ready to act and ready to play our part in securing financing for our communities and bring about the transformation of global governance with different stakeholders. Our role as a Learning Network has been enhanced with the training of trainers dimension, with over 25 workshops being organised around the world on Local Action for the SDGs.

Finally, it is worth highlighting the important steps forward taken by the regional networks, through the UCLG Sections, which have increased activities in every continent, providing visibility as well as learning and networking opportunities.

2018 has been an exciting year for UCLG, for our broader constituency, and indeed for the municipal movement. As we come to 2019, to the end of the decade, and to the next frontier of the municipal movement, the path that we are following will allow us to become an even stronger organization dedicated to serving its members, and to the development of the world.

Emilia Saiz
Secretary General of UCLG

Two thousand eighteen was the year of Partnerships for our World Organization. Throughout the year, we were able to ensure that local and regional governments do not face the global challenges by themselves by enhancing and expanding our current collaborations with sister organizations, and even bringing new partners

on board, generating new partnerships with International Idea, the International Union for Public Transport, the Cities Programme of the Global Compact and others.

The Local and Regional Governments, Forum, within the HLPF was a momentous occasion with important political impact which is expected to transform into policy influence in the coming years. Over 300 local and regional government delegates led the conversations on the Sustainable Development Goals for two full days, and the localization of Agenda 2030 took the HLPF by storm. Housing, financing, equality, accountable institutions and enhanced partnerships were among the key priorities of the constituency during the event.

The documentation of our membership’s visions and experiences has led to the publication of the second “Towards the Localization of the SDGs” report, as the backbone to our advocacy strategy before the HLPF and has, for the first time, gathered inputs for other local government organizations active in the Global Taskforce, contributing to the consolidation of the single instrument to amplify the local government voices.

Enhancing dialogue among spheres of government has been a constant priority throughout the year. Beyond enhancing our presence at the High-Level Political Forum, UCLG has also been co-facilitator, together with C40, of **Urban 20**, an initiative that strives to develop joint positions among Mayors of G20 cities to **inform and enrich the discussions of G20 national leaders**, providing the expertise and visions of major cities in global development issues.

Our **Policy Councils**, formed in 2017, have been essential to enhancing the policy-making process-

AGENDA

1

THE UCLG POLICY PRIORITIES DRIVEN BY OUR MEMBERS

Our initiatives, brought forward within the Policy Councils, have proven to create large, and positive waves of action, such as the ones we have seen Migration, Housing and Local Finance that can truly transform and enhance our world organization and have achieved truly remarkable milestones.

WORK PROGRAMME
SYNERGIES

COMMITTEES, WORKING GROUPS,
FORA AND COMMUNITIES OF PRACTICE

WHAT

WHO

WHAT

WHO

HOW DO WE ALIGN
THE WORK OF THE
WITH

UCLG
Retreat &

2018

HIGHLIGHT THE FIRST DIALOGUES HOSTED BY THE UCLG POLICY COUNCILS

THE POLICY COUNCILS ARE THE CONSULTATION MECHANISMS AND DRIVING FORCE FOR UCLG'S 2016-2022 STRATEGIC PRIORITIES. They bring forward initiatives, ideas and recommendations, they enhance policy ownership, and the political debate within the organization. They are also essential to renew the involvement of a broader group of political leaders. The Policy Councils, which focus on strategic topics, reflect both the key issues in the global agendas and the priority axes contained in the Bogotá Commitment and are, as follows: **Right to the City and Inclusive Territories; Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace;** **Territorial, Multilevel Governance and Sustainable Financing;** and **Safer, Resilient and Sustainable Cities, Capable of Facing Crises.**

The UCLG Policy Councils are composed of up to 15 representatives with a political mandate. They are, as follows:

■ **Right to the City and Inclusive Territories.** Co-chaired by Ada Colau, Mayor of Barcelona and Co-President of UCLG, and Patrick Braouezec, President of the Plaine Commune Metropolitan area, and Co-President of the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights.



Policy Council:
Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace



Policy Council:
Territorial, Multilevel Governance and Sustainable Financing



Policy Council:
Safer, Resilient and Sustainable Cities, Capable of Facing Crises



Policy Council:
Right to the City and Inclusive Territories

■ **Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace.** Co-chaired by Jan van Zanen, Mayor of Utrecht, and President of the Association of Netherlands Municipalities; Eduardo Vázquez, Secretary of Culture of Mexico City, and Co-Chair of the UCLG Committee on Culture; and Juan Mari Aburto, Mayor of Bilbao and Vice-President of the UCLG Committee on Culture.

■ **Territorial, Multilevel Governance and Sustainable Financing.** Co-chaired by Mercè Conesa Pagés, President of the Barcelona Provincial Council; and Mónica Fein, Mayor of Rosario, and Vice-President of UCLG for Latin America.

■ **Safer, Resilient and Sustainable Cities, Capable of Facing Crises.** Co-chaired by Fatimetou Mint Abdel Malick, President of the Nouakchott Regional Council and Vice-President of REFELA for the Northern Region; and Roland Ries, Mayor of Strasbourg, President of Cités Unies France, Co-President of UCLG ad Co-Chair of the UCLG Mobility Community of Practice.

Our initiatives, brought forward within the Policy Councils, have proven to create large, and positive waves of action, such as the ones we have seen **Migration, Housing and Local Finance** that can truly transform and enhance our world organization and have achieved truly remarkable milestones.

The first meetings of the UCLG Policy Councils took place in 2018, within the framework of the UCLG Executive Bureau in Strasbourg. The Policy Councils held dialogues among local government officials and ministers, with the aim of increasing political commitment on the challenges that local and regional spheres of government face. These dialogues represented a breakthrough towards a better understanding between spheres of government, and act as precursor of the conversations that took place within the High-Level Political Forum.

In Madrid, in the framework of the **UCLG World Council and the Forum on Urban Violence and Education for Coexistence and Peace**, the UCLG Policy Councils held policy dialogues integrating the concept of peace within their work, and with the aim of leading peacebuilding initiatives through the work of the organization.

1.1 LOCAL DEMOCRACY AT THE CORE OF OUR ACTIONS



LOCAL DEMOCRACY IS AT THE HEART OF OUR WORLD ORGANIZATION EVER SINCE ITS FOUNDATION. It is acknowledged as a permanent process by our Constitution, one that commits us to work not just for decentralisation, but for one that is based on democratic principles. Both the World Organization and its members are already working to build local democracy in both their thematic and work axes by bolstering, among other principles, the respect for human rights, citizen participation, gender equality, and decentralization.

The Conference of the **International Observatory on Participatory Democracy** further provided us with the basis on how to reinforce local democracy, acknowledging cities as the space that provides democratic innovation, and helping the World Organization shape local democracy by adopting the Agenda for Local Democracy, which focuses on improving the inclusiveness of participation mechanisms to enhance democracy at the local level.

The Conference of the IODP shows local how democracy is integral to global development, and why it is becoming more and more relevant throughout the World. This is why it is making a comeback to our World Organization. We are seeing tensions resurfacing in regards to the implementation of public services and which competences belong to local and regional governments. A more solid local democracy is definitely part of the solution to these problems, and a way to strengthen democratic mechanisms entirely.

As we witness how the public perception of our institutions erodes, we can also see how cities set themselves up to fight society's disillusionment and preserve the public good. The challenges that local democracies face is colossal and, in order to meet them, our communities need to be placed at the core of both political and institutional action.

The UCLG World Council in Madrid provided us with a clear mandate to reintroduce decent and clear local democracy in the political agenda of the organization, to truly reinforce decentralization and provide the tools to empower local communities, as well as to harness local democracy as a key element to build cities of peace.

The relationship between local democracy and peacebuilding was particularly present during the meeting of the Policy Council in Madrid. The Policy Council further announced that the opportunity offered by this coincidence would allow for developing a UCLG policy on peace-making which could eventually serve as a reference for different parts of the network in regards to co-developing peace.

The Policy debate urged participants to think about how local governments can grow their role as peacebuilders and what they can do at regional level, to ensure linkages between the upcoming policies of peace of the World Organization as well as the UCLG Peace Prize, and to develop an **interactive bank of local practices.**



1.2

GENDER EQUALITY



GENDER EQUALITY IS, AND HAS BEEN, A LONG-STANDING OBJECTIVE FOR BOTH UCLG AND THE ASSOCIATIONS THAT PRECEDED US. We have a track record in global advocacy to enhance gender equality policies among the membership and to foster the participation of women in local decision making.

Equally important steps have been undertaken to enhance equality in the World Organization by transforming the Gender Equality Committee into a Standing Committee, ensuring the presence of women in the UCLG Presidency and applying gender quotas for the UCLG governing bodies.

At the initiative of the World Secretariat and with full support of the Presidency, the UCLG Retreat in 2018 discussed further possible steps towards implementing an All-UCLG Gender Strategy. The proposal was brought to the Executive Bureau in Strasbourg, which in turn mandated the World Secretariat to take first steps towards an all-UCLG gender strategy.

The Retreat incorporated two sessions on Gender Equality. The first of the two was an informal meeting in which, throughout the session, participants sought consensus on the next steps for the gender equality strategies of UCLG, as well as for the localization of SDG 5. Further, the exchanges that took place within the meeting were held with the aim of integrating potential amendments or revisions to the document that would allow enhancing the gender strategy, considering inputs from several work areas and sections of the organization.

A draft of the All-UCLG Gender Strategy was presented at the World Council in Madrid, 2018, and the work regarding the Strategy is set to continue throughout 2019 and into the next Mandate of the World Organization.



1.3

LOCAL FINANCE

THE BIGGEST HINDRANCE TO THE ALLOCATION OF RESOURCES FOR LOCAL AND REGIONAL GOVERNMENTS IS POLITICAL, and this is the primary reason why our World Organisation is developing a new narrative on localizing finance. We advocate for localizing finance, not only because we are a sphere of government in our own right, but because it is the best way to obtain results.

In view of the need to develop UCLG's capacity to influence the international debate on local finance, and in order to avoid the duplication of work by members in different networks, the relationship between UCLG and FMDV took a step forward during the year when, following meetings between both leaderships, FMDV was integrated as a mechanism of UCLG, with policy oversight by UCLG's governing bodies.

Over the last year we have worked tirelessly towards developing a new strategy on localizing finance. Only through the consolidation of the access

to finance will we be able not just achieve the global goals, but to successfully transform the current model of governances into a fairer and more sustainable one.

We need to challenge and change the paradigm, we need to develop an ecosystem of mutual understanding between stakeholders that allows municipal finance to thrive, an ecosystem that allows us to flourish and act autonomously. To strengthen our capacities, we need to circumvent legal frameworks that are, in many cases, poorly designed to finance local governments, and increase our capacity to draw our own resources.

The UCLG Strategy on Localizing Finance aims to build an ecosystem of mutual understanding between stakeholders that allows finance to reach the communities that need it the most. **The Municipal Investment Fund that we have set up together with the United Nations Capacity Development Fund is a step in that direction.**

The community of practice, that met within the framework of the UCLG World Council in Madrid, will help us draw our lines of work in order to move forward. It will allow us to share experiences, to learn from each other, and to test our innovations. The results of this community of practice will also feed the work of our policy councils and will help us, in short, to find results.

The first steps of the Strategy were laid out during the UCLG Retreat in January, after which a dialogue was initiated with UNCDF with the goal of building a first "demonstrative coalition" (led by UNCDF, and UCLG)

targeting pilot investments in select municipalities, in order to show institutional and private investors the potential of investment in municipal infrastructure.

The UCLG Policy Council on Territorial Multilevel Governance and Sustainable Financing which took place in Strasbourg, recalling the necessity to align the priorities of all spheres of government with the SDGs and that multilevel governance and working towards developing a new model of governance is essential to achieve the global agendas.

The importance of dealing with tensions between spheres of government and the local and national level were touched upon, with representatives from supramunicipal entities sharing experiences and expectations moving forward. Enhancing relations between spheres of government is a necessity, participants argued, if we are to transition from the current model of governance into one based on solidarity and not competences.

The UCLG Policy Council on Territorial Multilevel Governance further held a dialogue in the World Council in which **agreed on the importance of a full territorial approach with the involvement of all spheres of government to achieve the SDGs,** as well as to make efforts to enhance the involvement of local government associations in the follow up of the SDGs, **and in developing a structural national dialogue on the implementation of the 2030 Agenda.**



1.4

HOUSING

UNDER THE MOTTO “HOUSING IS A RIGHT, NOT A COMMODITY”, UCLG STRIVES TO DEFEND THE RIGHT TO HOUSING in the framework of the Right to the City, together with a multitude of actors. UCLG is also actively involved in “**Make the Shift**”, a movement led by the UN Special Rapporteur on the Right to Adequate Housing, Leilani Farha, in partnership with the UN Office of the High Commissioner for Human Rights. The movement seeks to mobilize a large range of actors to push for housing to be seen as a human right.

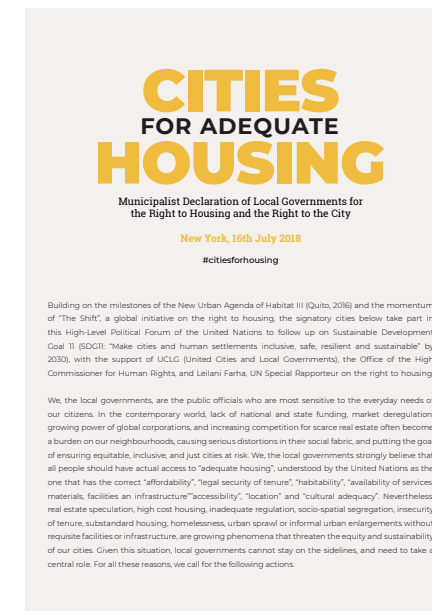
Housing as a means to ensure the Right to the City was present at the World Urban Forum. In a special session titled “**Housing at the centre, as a vector for socioeconomic inclusion**”, participants from national and local governments



shared proposals on how to reposition housing at the centre of urbanization and evolve the vision on housing from a building-only perspective.

The **UN Special Rapporteur on the Right to Housing**, participated via a video message which framed the subsequent conversations. In it, she underscored the idea of housing as a means to ensure security and inclusion. Ensuring an increased stock of affordable housing was seen as one of the main ways in which to foster the inclusion of at-risk populations in cities.

In the framework of the Shift campaign, UCLG advocated for housing to be seen as a human right at the Human Rights Council session convened by the UN Special Rapporteur on the Right to Housing in Geneva: “**How to shift housing from a commodity to a human right**”. Promoting human rights-based housing strategies throughout all spheres of government, tackling worldwide housing commodification and moving forward the discussions around housing governance were key points of the session, and moving forward the relationship between spheres of government was seen as essential in order to implement the Shift.



The Policy Council on the Right to the City, which met in Strasbourg, addressed the fundamental issue of housing in cities, and saw the presentation of the **Barcelona Manifesto on Housing** -which would go on to become the **Cities for Housing Declaration**, and further presented during the High-Level Political Forum- for discussion, as a key element which represented the work of both UCLG and its members, intrinsically linked to SDG 11.

Housing was a fundamental topic of the Local and Regional Governments’ delegation at the High-level Political Forum. Mayor of Barcelona Ada Colau presented the Declaration of Cities for Adequate Housing at a special session, prior to the Local and Regional Governments’ Forum, titled: “**#MakeTheShift: Cities for the Right to Adequate Housing**”, arguing for Housing to be considered as a right and not a commodity in order for cities to fulfil the human rights of their inhabitants. The **UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights** has promoted the adoption of the **Declaration “Cities for Adequate Housing”** within the **wave of action on housing**, by linking signatory municipalities.

UCLG members’ common message on the right to housing was reinforced by the adoption of the initiative by the Mayors of Berlin, Montevideo, Madrid, Montreal and Strasbourg, as well as the Vice President of Plaine Commune and New York’s Deputy Mayor on district strategy, who expressed their commitment towards the right to housing and adopted the Declaration as their own. A total of 36 cities and metropolitan entities have adopted the declaration.

The GOLD V report will also include a thematic reporting effort on one of the core political issues raised by the current global conversation on development and the global goals themselves (e.g., SDG 11.1): housing, the right to adequate housing and housing policies as developed by or affecting local and regional governments.



1.5

MIGRATION

THE WAVE OF ACTION ON MIGRATION FOCUSES AROUND CHANGING THE NARRATIVE ASSOCIATED WITH THIS PHENOMENON, and in demonstrating the positive aspects of migration through joint work among the World Secretariat, Sections and Committees, under the motto **“all migrants, all citizens”**.

The **Mediterranean City-to-City Migration Project (MC2CM)** aims to contribute to improving the governance of migration at local level in cities in Europe and the Southern Mediterranean. The initiative is led by the International Centre for Migration Policy Development (ICMPD), in partnership with UCLG and UN-Habitat. The project involves the United Nations High Commission for Refugees (UNHCR) and is co-financed by the EC and the Swiss Agency for Development Cooperation (SDC). The cities participating are: Amman, Beirut, Lisbon, Lyon, Madrid, Tangier, Tunis, Turin and Vienna.

With the support of the European Commission, the second phase of the project, which is set to end in 2021, has started development in the field, with even more cities and partners mainly from the Global South.

The main focus of the Wave of Action on Migration throughout 2018 has and will continue to be **the drafting of the Global Compact for Safe, Orderly and Regular Migration**. Though UCLG celebrates the commitments undertaken in the zero draft of the Global Compact, we cannot help but stress the need of further involvement of local and regional governments in the global migration processes.



UCLG has followed-up on the discussions of the Global Compact, and has been advocating for the inclusion of the perspectives of the constituency at the meetings and the discussions which have been taking place among member states of the UN. We strive for Local and Regional Governments to play a larger role in the Global Compact than the one we already have, particularly on the implementation process and throughout its definition. The issue of managing migration has been growing, initiatives and debates are flourishing, and as the sphere of government closest to citizens, local and regional governments are the sphere best suited to contribute to improving the governance on migration and address migration related challenges.

The Policy Council on the Right to the City focuses on our efforts to change the narrative surrounding migration, presenting it as a phenomenon that provides opportunities rather than challenges. To support these opportunities,

it is crucial to develop inclusive policies for education and enhance the work with civil society and the private sector. **Mayors from the Mediterranean region committed in Madrid to strengthen city-to-city cooperation and mutual knowledge**, and encouraged local governments to participate on the Mayoral forum that took place in December prior to the final conference that would adopt the Global Compact on Migration.

The International Organization on Migration agreed to continue to work with UCLG in mainstreaming local government participation in the adoption and follow-up of the Global Compact on Migration, and to find ways to strengthen leadership and local governments' role in shifting the narrative on migration, as a way to fight against racism and xenophobia.



1.6

ECOLOGICAL TRANSITION

LOCAL AND REGIONAL GOVERNMENTS AROUND THE WORLD ARE ASSUMING THE RESPONSIBILITY TO FOSTER TRANSFORMATION OF THE MODELS OF PRODUCTION TO ENSURE A LOW CARBON FUTURE. Climate action needs to go beyond climate mitigation, and aim at ensuring a true ecological transition that leaves no one and no place behind. Business as usual is not an option, and our constituency is well aware of that.

The dialogue hosted by our Policy Council on Safer, Resilient and Sustainable Cities in **Strasbourg**, in the framework of the **Talanoa Dialogues**, aims at framing the conversations around climate change, and increase action among all stakeholders in order to reach the Paris Climate Goals. The dialogue approached designing policies to improve sustainability and resilience which effectively means designing cities to be prepared for the future.

Participants of the dialogue started by framing the concept of resilience and its relationship to all sectors of city planning, and further emphasized the need to develop resilience plans with multidisciplinary approaches that consider all actors rather than developing sectoral plans.

Under the title “**Local governments leading the ecological transition**”, the UCLG Policy Council on resilience held a debate in Madrid that addressed **the role of local and regional government on the ecological transition**, moving beyond climate mitigation and working to develop awareness-raising policies for citizens on climate.

The UCLG Policy Council further agreed to submit for discussion the Universal Declaration of Humankind Rights, which will act as a complemen-

tary text establishing certain rights and duties which are not merely individual, but collective. The Declaration proposes the creation of interdependence between living species, to ensure the right to exist and the right of humanity to live in a healthy and ecologically sustainable environment.

Our world organization wants to ensure that the struggle to achieve the ecological transition starts at home. This commitment led to the organization of a **training workshop**, with our **Regional Sections and in partnership with the Global Covenant of Mayors (GCoM)** with the goal to provide a clear overview of our regional priorities in climate strategy and action, and start building a discussion between UCLG Sections and the GCoM on strategic and practical aspects of climate.



1.7

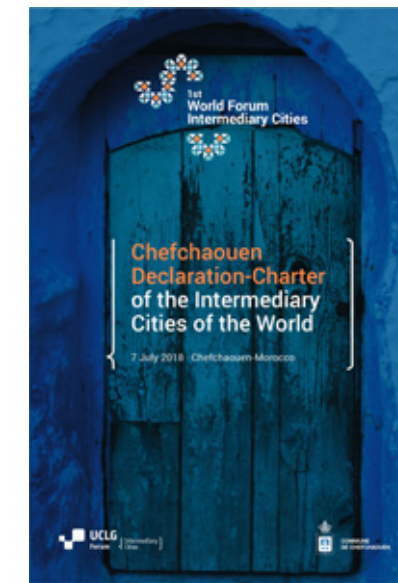
1ST WORLD FORUM ON INTERMEDIARY CITIES

FOR UCLG, THE URBAN AGENDA ALSO ENCOMPASSES THE TERRITORIES, AND WE ENVISION INTEGRATED TERRITORIAL SYSTEMS THAT LINK THE CITIES AND THE TERRITORIES THAT SURROUND THEM. In this vision, the role of intermediary cities is essential. The UCLG Forum on Intermediary Cities is a consultation and policy mechanism that culminates in an event every two years. Led by the City of Chefchaouen, and with the support of a core group of pilot intermediary cities, it held its first edition precisely, in Chefchaouen during July of 2018.

Over 250 participants from 40 different countries, including actors from national and regional governments and representatives from different types of cities, worked to identify the challenges of intermediary cities, and what strategies to use in order to implement the global goals in intermediary cities. A particular emphasis was devoted

to the participation of women in the political sphere, and on developing participatory approaches when implementing the goals.

The First World Forum on Intermediary Cities culminated with the adoption of the **Chefchaouen Declaration-Charter of the Intermediary Cities of the World**, where the representatives of intermediary cities declared the need to root the global development agendas in the experiences of intermediary cities, as well as to develop systems of multi-level governance and an integrated approach to the development of territories.



The local governments that signed the **Declaration-Charter of the Intermediary Cities of the World**, who committed to hold a second UCLG World Forum of Intermediary Cities, and declared that:

- A more concrete multi-level dialogue as a regulatory system to define and implement the global agendas is needed
- It is necessary to root the Global Development Agendas in the values and experiences of Intermediary Cities.
- There is a need for a better structure and definition of the “living systems” of territories that can be translated into strategies that can be developed, understood and supported at international level.
- It is essential to promote integrated models of governance that involve all spheres of government, including metropolitan governments and rural areas.
- Acknowledging the role of intermediary cities as an important space of intermediation between the urban and rural is essential to the structuring and territorial organization of the economy,
- It is necessary to defend quality of life and access to basic services in their territories in order to reduce inequalities.
- The resilience of intermediary cities is strongly linked to their identity, culture and the defence of diversity.

2

THE CONSTITUENCY OF LOCAL AND REGIONAL GOVERNMENTS BEFORE THE UNITED NATIONS

The global agendas are only achievable if they are linked at the local level, and this is why our World Organization has placed localization -ensuring that the global agendas are owned by their communities and implemented from the bottom-up- at the centre of our strategy and throughout all of our work areas.

#subnationalHLPF #HLPF

United Nations - 16 July 2018

Local and Regional Governments' Forum High Level Political Forum



2.1

THE 2030 DEVELOPMENT AGENDA

ONE OF OUR MAIN EFFORTS THROUGHOUT 2018 IN TERMS OF ADVOCACY HAS BEEN TO OPEN SPACES OF DIALOGUE WITHIN THE UN SYSTEM. We have called for the implementation of all global agendas from the local level, for the need to rethink global finance in order for the global agendas to succeed but, most importantly, we have sat down with representatives of the highest levels of the United Nations to lay out our priorities and work towards becoming more involved throughout the whole localization process.

The High-Level Political Forum (HLPF) is the United Nations' Central Platform for the follow-up and review of the 2030 Agenda for Sustainable Development. Over 300 local and regional governments representatives, including 70 Mayors and Regional Presidents, mobilized during the 2018 HLPF, addressing SDG 11 and its key interlinkages with other SDGs, with a special focus on housing.

The Global Taskforce met during the HLPF, working on a joint position and setting the priorities for the days to come. The outcome of the deliberations was the **Statement of the Local and Regional Governments issued by Global Taskforce**, which called on the United Nations' System to not leave local governance and territorial cohesion behind.

The constituency of local and regional governments exposed the need for local and regional governments to be able to **access funding in order to own the 2030 Agenda**. The constituency also advocated for the adoption of new models of governance that involve all spheres of government. Models of governance that are, in turn, essential to foster the inclusion of local communities and ensuring that no-one, nowhere, is being left behind.

The Statement further called on National governments and the international community to **promote the implementation of other development agendas -such as the New Urban Agenda- and the linkages between them to accelerate the Global Goals**. The commitments of local and regional governments are reiterated in the Statement which while celebrating the first Forum of Local and Regional Governments calls on the UN System to go a step further and to secure spaces of dialogue between spheres of government in further editions of the HLPF.



HIGHLIGHT RAISING THE VOICE OF OUR CONSTITUENCY AT THE HLPF 2018

The Local and Regional Governments' Forum

THE FIRST EDITION OF THE LOCAL AND REGIONAL GOVERNMENTS' FORUM WITHIN THE HLPF 2018 was essential to present the second edition of the "National and Subnational governments on the way towards the localization of the SDGs" report, and relay the messages of our constituency to the highest level of the UN.

Participants highlighted that the only way in which basic service provision could be guaranteed, and the only way in which the global agendas could be achieved, is by changing the game. Only if all spheres of government -and, further, all stakeholders- are involved in the national and international processes, will we be able to implement the global agendas. This is the reason why participants advocated towards enhancing local involvement in the SDG strategies and reporting processes both at the national and international level; they showcased the effectiveness of

integrated territorial planning in building resilient and inclusive communities, and **highlighted the need to re-think financing at the local and regional spheres, and to set up an effective monitoring system at the local level.**

They further highlighted the importance of creating adequate frameworks to protect the right to housing as a pillar for achievement of SDG 11 and called for the empowerment of women and strong, resourced local governments as underlying key factors for most goals.

A **Closed-Doors conversation** took place in the framework of the Local and Regional Governments Forum, creating a unique opportunity for the highest level of the international system, represented by **Amina Mohammed**, Deputy Secretary General of the United Nations, **Maimunah Mohd Sharif**, Executive Director of UN Habitat as well as the ECOSOC President and representatives of the President of the General Assembly to engage in a closed-doors exchange on priorities from the different parts of the world, further **contributing to further our collective strength before the United Nations.**

In collaboration with the Global Taskforce of Local and Regional Governments, the **Local 2030 Initiative**, a platform for multi-stakeholder engagement, held a **Special Event** that gathered experts from the private, public, and Non-Governmental sectors to discuss how to best imple-

ment the global sustainability agendas -with a special focus on climate and resilience-. Participants addressed topics such as the feminization of politics and women's participation in the public sphere, the role of local and regional governments and the private sector when planning for disaster risk reduction, and how to work together to mitigate climate change. This full day of exchanges allowed identifying possible synergies and joint actions at local level that could engage all stakeholders. **The work within the framework of Local 2030 is an important contribution to the localization of the global agendas and provides an important window to the work of the different UN Agencies.**



THE 2ND TOWARDS THE LOCALIZATION OF THE SDGS REPORT

The Contribution of our Constituency to the monitoring of the Global Agendas



THE GLOBAL TASKFORCE OF LOCAL AND REGIONAL GOVERNMENTS (GTF), FACILITATED BY UCLG, HAS PRESENTED THE REPORT OF THE LOCAL AND REGIONAL GOVERNMENTS' CONSTITUENCY ON THE LOCALIZATION OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) TO THE 2018 HLPF. The report reflects the policy alignment among all of the areas of the World Organization and the global goals, and the research developed by the Global Observatory on Local Democracy and Decentralization has proven itself integral to its development.

The voluntary report aimed to complement the information that UN member states provide to the High-Level Political Forum through their Voluntary National Reviews. Combining an extensive analysis of the VNRs, in-depth assessment of SDG implementation from the perspective of local governments, and a Survey – circulated to the membership of the GTF and UCLG, the report aims to complement the information that UN member states provide to the High-Level Political Forum – to collect first-hand information directly from local governments and their associations, exploring what they have been able to do to contribute to localization.

The GTF and UCLG are now able to map LRG participation in the national VNRs and the implementation process over the last three years (2016-2018) in 99 countries, with positive results. The participation of local and regional governments in the VNRs has gone up from 43% in 2016-27 combined, to 53% of the reporting countries. Since 2016, 39% of the LRGs surveyed in the process have acknowledged their participation in national institutional

coordination mechanisms. There is still a long road ahead however, to make local and regional governments acutely aware, participative, and to own and lead the localization process.

Awareness raising, stronger implication in the VNRs, constructive self-assessment on local implementation policies, and better peer-to-peer knowledge and practice exchanges are some of the measures that need to be undertaken to increase the centrality of local and regional governments in the reporting and implementing process.

Collaboration between partners has proven essential to the preparation of the Report. Partners from the Global Taskforce such as C40, ICLEI, AIMF, UITP, ISWA, IIED, UNISDR, as well as UCLG's sections and committees have provided their inputs to enrich the Report, which boasts a detailed analysis of the SDGs assessed this year, with a special focus on SDG 11 and its fundamental implications for urban life: issue of decent housing, the Right to the City, sustainable mobility, water and sanitation, and accessible and affordable services are at the core of the study.



2.2 OUR CONSTITUENCY AT THE WORLD URBAN FORUM

Working for the accomplishment of the New Urban Agenda

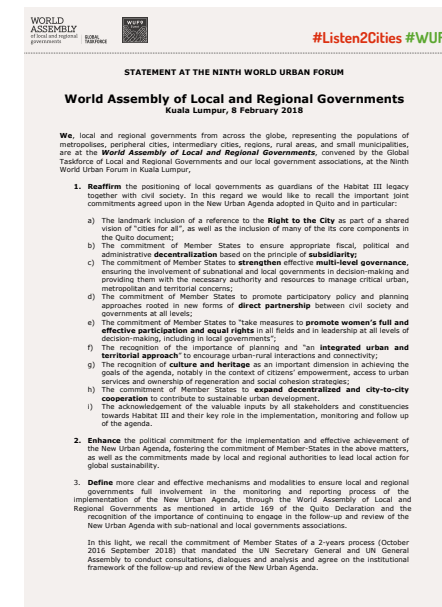
THE 9TH EDITION OF THE WORLD URBAN FORUM (WUF), WHICH TOOK PLACE IN KUALA LUMPUR, WAS THE FIRST SESSION TO FOCUS ON THE IMPLEMENTATION OF THE NEW URBAN AGENDA. A delegation of representatives of local and regional governments mobilized at the World Assembly of Local and Regional Governments to evaluate the implementation of the New Urban Agenda.

The Statement of the World Assembly of Local and Regional Governments affirmed our positioning, together with civil society, as guardians of the Habitat III legacy and as those best positioned to monitor its implementation.

UCLG was the representative of local and regional governments for the Advisory Board in charge of

drafting the conclusions of the event to be submitted to the UN Habitat Council under the title, "Kuala Lumpur Declaration on Cities 2030".

Local governments called to improve, municipal infrastructure finance, create an enabling environment and strengthen effective multilevel governance, in order to allow local and regional governments to contribute to global sustainability. In order to put cities and regions at the centre of international decision-making processes, the World Assembly called to embark on a new era of partnership in global governance and renew the relationship between our constituency and the UN, within a broader context of UN reform.



2.3

CLIMATE AND RESILIENCE AGENDA

UCLG DIFFERS ON MANY OTHER NETWORKS AND ORGANIZATIONS THAT ARE FOCUSED ON CLIMATE ADAPTATION AND MITIGATION. We believe that we, cities, need to take the lead towards an ecological transition, that we cannot be mere witnesses, and that we need to push for a greater recognition of our role in the accomplishment of the Paris Agreement, and for greater commitments from all stakeholders to turn it into a reality.

The Global Climate Action Summit brought together stakeholders (from national spheres of government to the private sector) from all over the world, including over 100 local elected leaders, with the goal of accelerating actions towards achieving the Paris Agreement. The stakeholders gathered in San Francisco issued the **Call to Global Climate Action**, calling for collaborative and transformative actions at all levels and in all sectors of society in order to fulfil the commitments acquired during COP21.

The Call to Global Climate Action called to accelerate climate action by:

- Committing to increased climate ambition and updated, enhanced, Nationally Determined Contributions by the year 2020
- Charting a clear path to developing net-zero climate emissions by mid-century, and committing towards a long-term economic and technological transformation that ensures decent jobs and increased resilience
- Empowering bottom-up climate action, via supporting and accelerating climate action at local and regional levels.

The Call to Global Climate Action ended by signalling the critical milestones that were vital for mobilizing stakeholders, such as the Talanoa Dialogue at the then upcoming COP 24, as well as the UN Secretary-General’s Climate Summit.

GLOBAL CLIMATE ACTION SUMMIT

CITIES IPCC CONFERENCE IN EDMONTON

Convened by the Intergovernmental Panel on Climate Change (IPCC), and co-organized by different networks of local and regional governments, The Cities IPCC Conference took place with the aim **to establish a global research agenda working to address the key gaps by the academic, practitioner and city policy makers.**

The conference was preceded by the “Change for Climate” Global Mayors Summit, providing the views of local government leaders.

The partner organizations released the Joint Statement **“The Science We Need For The Cities We Want: Working together to implement the global research and action agenda on cities and climate change”**, describing how to work together in order to support the implementation of the climate agenda, **agreeing on four key commitments to make it a reality: Promote and implement the global research agenda on cities and climate change; Stimulate research and the production of knowledge on the diversity of issues related to cities and climate change; and Encourage science-based and evidence-based climate action in cities; and Create and strengthen partnerships for more.**

24TH CONFERENCE OF THE PARTIES IN KATOWICE, POLAND

COP24 negotiations came at the tail end of a year marked by unprecedented increase in temperatures in all continents, as well as natural disasters affecting local populations at an unprecedented large scale. Numerous calls were made for nations to ratchet up their commitments, including at the Global Climate Action Summit held in San Francisco in September 2018.

2018 delivered a hard-fact reality check with the release of the IPCC special report on 1.5 degrees, which added a layer of urgency to the surge of activity this year, warning us that even a 1.5-degree scenario comes with significant global impacts: up to 69 million people exposed to flooding and 15 percent of the population exposed to severe heat.

At COP24, a delegation of **80 local and regional leaders** from all world regions brought their commitment towards deep transformation, while calling on nations to **translate global momentum into political decisions and actions that achieve higher climate ambitions.**

Together with local and regional leaders from all international networks of local and regional governments from

the Global Taskforce including ICLEI, the Global Covenant of Mayors, C40, nrg4SD, and climate chance, as well as our own UCLG Sections and Members, CEMR, UCLG Africa and Climate Chance, brought our joint commitments to **develop thoughtful, transformative work to fully develop an ecological transition and shift the current trends that are pushing us towards climate disaster**, and to ensure that this ecological transition maintains a well-balanced use of our natural resources.

At Katowice, our constituency called on heads of states and ministers to make unambiguous and significantly bolder mitigation commitments that align with the 1.5-degree target, and reflect the emissions reductions potential of cities, and local and regional governments made a plea for a **clear decision that this process will be integrated into the Paris Agreement implementation rules**, securing our place as vital and active partners in both pre-2020 and post-2020 conversations.

8TH EDITION OF THE WORLD WATER FORUM

UCLG has **represented the constituency at the World Water Forum**, and is the co-organizer, together with ICLEI, the Global Water Operators’ Partnership Alliance (GWOPA), the World Water Council and Brazilian partners, of the **International Conference of Local and Regional Authorities**, which aims to facilitate local and regional governments to share their experiences and solutions on water and sanitation. This year’s edition of the Forum was held in Brasilia, under the theme **“Sharing Water”**, and aimed at promoting awareness, building political commitment and triggering action on critical water issues.

The International Conference of Local and Regional governments released the **Brasilia Local and Regional Governments’ Call for Action on Water and Sanitation**, encompassing the result of the discussions which took place throughout the conference and delivering five recommendations to stakeholders.



2.4

**ENHANCED DIALOGUE
AMONG NATIONAL AND
LOCAL GOVERNMENTS**

The Birth of Urban 20

URBAN 20 (U20) is an initiative first developed under the leadership of Mayor Larreta of Buenos Aires and Mayor Hidalgo of Paris in 2017, with THE AIM OF COORDINATING A JOINT POSITION AMONG THE MAYORS OF G20 CITIES TO INFORM AND ENRICH THE DISCUSSIONS OF G20 NATIONAL LEADERS. The initiative aims at highlighting the expertise of cities in a range of global development issues; contributing with solutions to the G20, and formulating clear recommendations to national governments.

U20 is, thus, not a new network of cities, but rather a forum in which cities develop collective messages aimed at enhancing the presence of urban and local government topics in the G20 agenda. UCLG is, together with C40, the co-convenor of the initiative, and has an active role in supporting the U20 chairs in delivering the objectives, meetings and outcome documents, and ensuring the link between U20 agendas and positions, and those of the rest of the constituency.

The first **Urban Mayor Summit** took place in Buenos Aires, 29-30 October 2018. Priority topics the 2018 edition included climate action, the future of work, and social integration and inclusion. Other relevant topics addressed were: women empowerment, food security, access to finance, and infrastructure for development.

35 Mayors and city representatives pledged to promote dialogue and cooperation between the G20 and cities around the world, and **presented a joint position to G20 Chair**, President Mauricio Macri of Argentina. Cities further expressed their commitment to continue working in this platform towards the G20 meeting in 2019, under the leadership of Tokyo.



3

MONITORING

UCLG has advocated for the centrality and the visibility of local and regional governments, by setting up a framework for monitoring and reporting activities on the implementation of the global development agendas and driving the production of the next Global Report on Local Democracy and Decentralization (GOLD V), to be published in 2019.

3.1

THE SUSTAINABLE DEVELOPMENT GOALS, AT THE FOREFRONT OF OUR RESEARCH



2018 SAW THE CONSOLIDATION AND PREPARATION OF THE 5TH REPORT OF THE GLOBAL OBSERVATORY ON DECENTRALIZATION AND LOCAL DEMOCRACY (GOLD), to be issued and published in 2019. Bringing together the expertise of local and regional governments, researchers from different geographical regions and UCLG Committees and partners through a participatory process, this edition will study the localization of the SDGs and the other global agendas.

Seven regional teams are creating **regional chapters** that will compose the GOLD V report. By **November 2018**, UCLG had a first round of working drafts available, in order to begin engaging the regional sections, the committees, and the international partners, and thus the validation process of the report's output.

GOLD V will assess the national strategies for the implementation of the Global Agendas in each world

region. It further analyses the evolution of institutional frameworks for local, metropolitan and regional governments, paying special attention to local governments' efforts to achieve the Goals and drive transformative change.

GOLD V is a report built from the bottom-up, being built in consultation with the membership, and allowing us to tell the story from the point of view of our communities, cities and territories and how they contribute to the global agendas. Data was gathered through a Survey, which has consolidated as a tool to collect the commitment and participation of local governments.

Research from GOLD V will inspire the 3rd Local and Regional Governments' report to the 2019 HLPF, to complete the assessment and reporting process in the highest institutional venue, and also contribute to the process that the UN will finalize by publishing its own 1st Quadrennial Report on the Implementation of the SDGs.



3.2

WORLD OBSERVATORY ON SUBNATIONAL GOVERNMENTS' FINANCE AND INVESTMENT

THE WORLD OBSERVATORY ON SUBNATIONAL GOVERNMENTS' FINANCE IS A PRODUCT OF THE PARTNERSHIP BETWEEN UCLG AND THE OECD, which provides significant insights to the World Organization's research on local finance, by monitoring the financial capacities of subnational governments and their role as development partners.

The World Observatory organised a workshop in Barcelona during the year to revise and validate the methodology of the Observatory with relation to data collection.

Country Fact Sheets are being collected for over 45 countries. This mixed effort is expected to improve, update and upgrade the massive amount of quality information that UCLG and the OECD had already collected in their joint publication of 2016. To do so,

regional focal points have been set up to collect the data. In partnership with the Organisation for Economic Co-operation and Development, the United Nations' Capital Development Fund, the French Development Agency and Decentralization and Local Governance (DeLog), it will validate the reliability of the public data on subnational finance.

This process will not only allow to update the existing database and country profiles, but also to start a systematic analysis on the effectiveness of fiscal decentralization processes worldwide. A Steering Committee including all relevant stakeholders and contributors will be held in December. It will be an opportunity to share and present preliminary results to all interested partners.

3.3

MONITORING OF THE NEW URBAN AGENDA

THE NEW URBAN AGENDA IS CRITICAL TO ACCELERATE THE IMPLEMENTATION OF THE 2030 AGENDA and, indeed, the global development agendas as a whole. Local and regional governments can play an invaluable role on its implementation, and indeed in the monitoring and reporting of the achievement of the New Urban Agenda. The need to organize structural dialogue specific to our constituency is what guides the contribution of UCLG and our constituency to the debates around the New Urban Agenda that have taken place during the year.

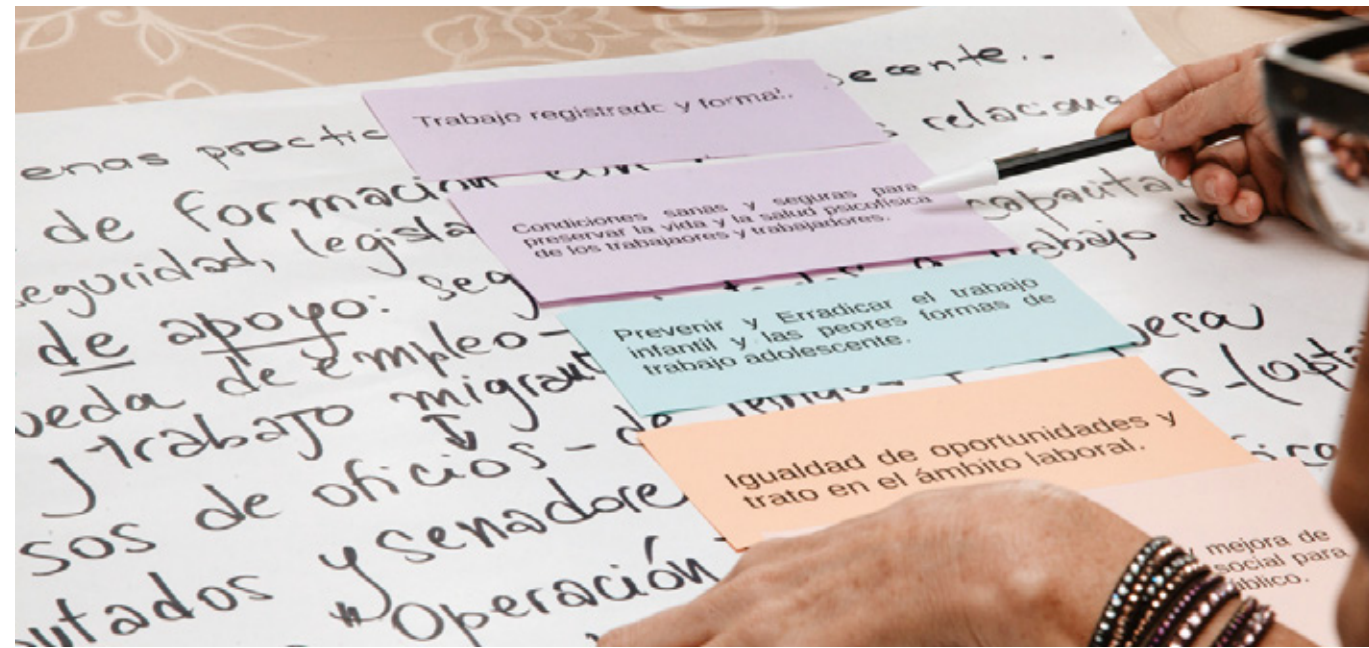


4

LEARNING

The UCLG Learning team has provided local and regional governments with tools to improve local management and trigger innovation from peer exchanges. It has further consolidated the “training of trainers” methodology with actions promoted by members from all the world, and will host the Learning forum next year during our World Summit.





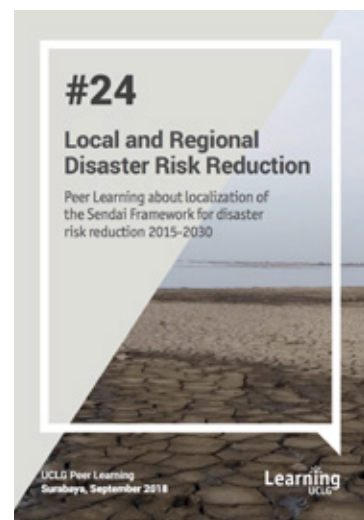
4.1 ACTION LEARNING

UCLG'S STRATEGIC MANDATE IS TO SUPPORT THE LEARNING OF ITS MEMBERS BY PROMOTING DECENTRALIZED CO-OPERATION and international co-operation between local governments and their associations, as well as to promote peer to peer ties as a means for mutual learning.

In the same vein of promoting peer-to-peer learning among municipalities, UCLG, FLACMA, the International Labour Organization, and The Vice-Ministry of Autonomies of Bolivia held a peer learning event in Riberalta, Bolivia with the aim of **building a cooperation and peer-learning network to strengthen policy development** and supporting small and medium cities in the Amazon region. In it, participants from cities, regions and local government associations from Brazil, Bolivia, Colombia, Ecuador and Peru traded experiences on strategic urban planning, conservation, local economic development, and green jobs under a South-South focus.

Together with UCLG ASPAC, the international cities platform Connective Cities and its initiators, the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), and the Surabaya City Government organized the Peer-Learning Workshop on **"Building a Local Government Alliance for Localising the Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030 in Asia-Pacific"**.

Held in Surabaya, Indonesia in conjunction with the UCLG ASPAC Congress, the event gathered experienced Disaster Risk Reduction (DRR) practitioners from the Asia-Pacific region and from Germany, to exchange their views and experiences on DRR policies and instruments. The results of this workshop will be utilized for future policy making on disaster risk reduction and preparedness issues, and nurture a Learning strategy focusing on localizing and implementation of the Sendai Framework.



4.2 LOCALIZATION OF THE SDGs

THE CHALLENGES FACED BY CITY PLANNERS AND MANAGERS IN THE CURRENT CONTEXT ARE IMMENSE. UCLG is committed to the localization of the SDGs to allow local and regional governments to harness local opportunities, priorities, and ideas.

Local governments have a crucial role to play in this process of localizing the Global Agendas. As policymakers, catalysts for change and key actors in development, cities have a unique capacity to implement and monitor sustainable development, prosperity and well-being at the local level.

Two learning sessions took place at the World Urban Forum: a training event with the focus on localizing the SDGs in medium sized cities, which highlighted the role of regions, intermediary cities and local governments' associations in localizing the SDGs, and was co-organized by UCLG, the Association of Netherlands Municipalities (VNG) and the Barcelona Provincial Council; and a **Role Play about Waste Management and Circular Economy**, which allowed participants to discuss and evaluate the impact of different policies and the variables that influence decision-making on waste management.

The workshops included a general introduction about the creation process of the 2030 Agenda, as well as presentations emphasizing the importance of awareness and active civic inclusion in the process of localization at the regional level.

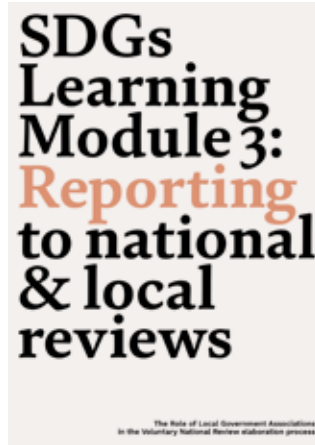
The Metropolitan Municipality of Quito, which had been the host city of the Habitat III Conference, held **two Training of Trainers workshops** on the localization of the SDGs. Together with the Andalusian Fund of Municipalities for International Solidarity (FAMSI), and the Union of Ibero-American Capital Cities (UCCI), UCLG supported the preparation of the workshops.





The eThekweni Municipality hosted a Training of Trainers learning event on the Localization of the SDGs. The UCLG learning team organized the workshop together with the eThekweni Municipal Academy and UCLG-A's African Local Governments Associations (ALGA). One of the main outcomes of this discussion was to bring an African perspective to the chapters of the learning module.

The 2030 Agenda and the SDGs were the main topics in the UCLG-Eurasia Congress in Cheboksary. The Congress hosted a learning seminar on localizing the SDGs as well as a workshop facilitated by the UCLG World Secretariat, jointly to the UCLG Culture Committee, that focused on concrete examples on the alignment of local strategies and plans with the global goals, with a particular attention towards cultural policies as the fourth pillar of sustainability.



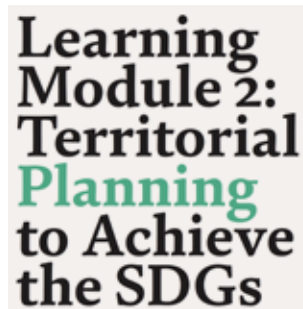
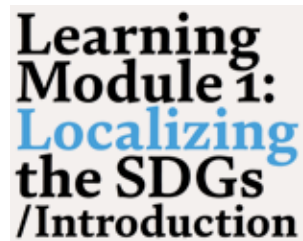
Enhancing Local Governments' Capacities to achieve the SDGs with our Learning Toolkit

A Learning Toolkit for the localization of the SDGs, geared at building the capacities of local and regional governments to achieve the 2030 Agenda, have been developed and are being used to train participants in our Learning activities. Currently, three modules for the localization of the global goals have been produced, and UCLG is in talks to develop a fourth module.

■ **Training Module 1** of the toolkit was an introductory module aiming to raise awareness on key issues around the localisation of the SDGs, and was already released in 2017.

■ **Training Module 2** aims to find out how the SDGs and the principles behind Agenda 2030 contribute to urban planning, and how urban planning contributes to achieving the SDGs.

■ **Training Module 3**, which concentrates on the role of local government associations in reporting to Voluntary National Reviews, is expected to launch in 2019.



5

STRENGTHENING THE NETWORK

Revitalizing partnerships has been one of our main goals throughout the year, and this has been reflected throughout our work, in particular during our Annual Retreat. During 2018, we have also worked to synergize the policy priorities of our Regional Sections, incorporating policy within our statutory meetings.

5.1

2018 UCLG RETREAT & CAMPUS

WITH THE GOAL OF SHAPING THE PRIORITIES OF THE CONSTITUENCY AND CREATING AND EXPANDING SYNERGIES AMONG THE DIFFERENT PARTS OF THE NETWORK, the UCLG Retreat and Campus has grown into an important moment to enhance dialogue and shape the strategy of the constituency.

The 2018 edition has seen a strong participation with over 180 participants, with significant presence of partner organizations, consolidating this gathering as an essential moment that provides a taste of what the municipal movement can achieve with partners.

Strengthening partnerships was one of the main goals of the Retreat, and a constant for UCLG throughout the year. As such, making the African “Know Your City” initiative global through enhanced partnerships between UCLG and Slum Dwellers International and Cities Alliance was one of the main outcomes of the discussions. Enhancing collaboration with Public Services International and World Enabled was also another of the commitments undertaken during the Retreat, showcasing the possibilities of the Retreat.

The Right to the City, Resilience, Multilevel Governance and Opportunities for All were confirmed as policy priorities for the constituency, with the right to housing also being a key issue of the discussion regarding the Right to the City and how to ensure the rights of citizens.

The Global Taskforce of Local and Regional Governments (GTF) also held a special session during the Retreat, which focused on how it could contribute towards achieving the global agendas.



5.2

AN ORGANIZATION LED BY ITS POLITICAL REPRESENTATIVES

UCLG IS, AS AN ORGANIZATION, WORKING TO SHIFT THE APPROACH OF OUR STATUTORY MEETINGS INCORPORATING POLICYMAKING INTO THE GATHERINGS AS A MEAN TO STRENGTHEN AND ALIGN THE PRIORITIES OF THE ORGANIZATION.

In our Executive Bureau in Strasbourg, the statutory meetings were held together with the **Resilient Cities Dialogues** among national and local governments, whereas our World Council in Madrid, held within the framework of the World Forum on Urban Violence, which provided an opportunity to boost the peace agenda of UCLG and boost the link among peacebuilding and local democracy.

UCLG Executive Bureau

The city of Strasbourg, at the invitation of Mayor Roland Ries, Co-President of UCLG, hosted the first session of the UCLG Executive Bureau from 23 to 25 May 2018, which gathered over 300 participants, over 80 of them being mayors, and also saw the presence of numerous national governments' representatives, that discussed local and regional governments' priorities in the implementation of the New Urban Agenda and the SDGs in **policy dialogues organized in partnership with UN-Habitat.**

The Executive Bureau in Strasbourg saw a High-Level Dialogue among Ministers, Mayors, Governors and other governmental representatives. Organised in partnership with the United Nations Advisory Committee of Local Authorities (UNACLA), the sessions strived at linking the implementation of the New Urban Agenda and the 2030 Agenda, and how to accelerate implementation.



World Council

The UCLG World Council met in Madrid, by invitation of Mayor Manuela Carmena, and gathered approximately 380 participants from over 110 cities, 35 associations and 10 regional and provincial governments, with representation from all world regions. The World Council meetings also counted on the presence from the **European Commission**, sister organizations such as Cities Alliance, and United Nations agencies as well as many other partners of the organization.

The UCLG World Council took place within the framework of the World Forum on Urban Violence and Education for Coexistence and Peace, a meeting that aims to gather local leaders, international organisations, Academia, and NGOs and civil society to debate, reflect and build solutions to develop urban environments that eliminate violence.

Peacebuilding, and developing societies that were free of violence was at the core of the discussions that took place in Madrid, which highlighted the efforts of our members to consolidate peace throughout the world and sending

a message that a world free of violence is possible, but that we need to consider all of the people involved to make it happen.

UCLG Policy Councils

The UCLG Policy Councils met for the first time within the framework of the UCLG Executive Bureau in Strasbourg, holding dialogues among local government officials and ministers in preparation for the HLPF, and with the aim of increasing political commitment on the challenges faced by local and regional governments. These dialogues represented a breakthrough towards a better understanding between spheres of government.

The framework of the UCLG World Council and the Forum on Urban Violence and Education for Coexistence and Peace represented an opportunity to include peacebuilding within the priorities of the world organization. In this sense, the dialogues hosted by the Policy Councils held policy dialogues aimed at mainstreaming peace within their work, and develop peacebuilding initiatives throughout the world of the World Organization.



5.3

COMMUNICATION CAMPAIGNS AND OUTREACH

THROUGHOUT 2018, THE EFFORTS IN COMMUNICATION HAVE BEEN DIRECTED TO EXTEND THE OUTREACH OF OUR MESSAGES. Through communication campaigns we have been able to increase our presence in social media, and contribute towards disseminating the main messages of our constituency.

Throughout the year, we have continued developing some of the campaigns that have been launched during previous years, such #BeCounted, which had been launched in New York during the previous year as a call to improve data on gender equality in local government in order to drive the achievement of Goal 5, and featured prominently during the European Development Days in June.

#Listen2Cities, launched during the previous year, was essential to gather momentum before and during the High-Level Political Forum. The HLPF campaign allowed UCLG and the Global Taskforce to be more present than ever in the UN's social media flux. During the Local and Regional Governments' Forum, UCLG was the most visible account, and peaked at #3 during the HLPF. The campaign also managed to engage other accounts within the UCLG family -such as the GOLD team-, and allow them to reach a broader public.

The #CitiesforHousing campaign, designed to accompany the presentation of the Cities for Housing Manifesto was also present at the High-Level Political Forum and beyond, particularly during the presentation of the Manifesto to highlight the demands of local and regional governments in regards to the right to housing.

UCLG joined the #Act4SDGs campaign, launched by the United Nations, meant to showcase what individual and collective actors are doing in order to raise awareness for the Global Goals, coinciding with the 3rd anniversary of their adoption on September 25. The Secretariat of UCLG contributed to the campaign by recording videos of members of UCLG and the staff commenting on how they contributed to the SDGs in their work or daily lives.



UCLG social media impact 2018

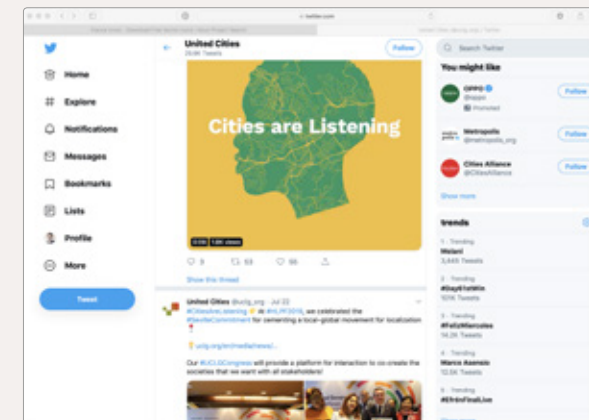
Over 6,200 new followers on Twitter, 800 new fans on Facebook and 50% more viewers on our YouTube channel, compared to the previous year. Our website has also seen an increase of 67,015 single users during the entire year.

Twitter

Number of followers



↑ Increase of 6,249 followers



Facebook

Number of fans



↑ Increase of 785 fans



Youtube

Number of videos viewed

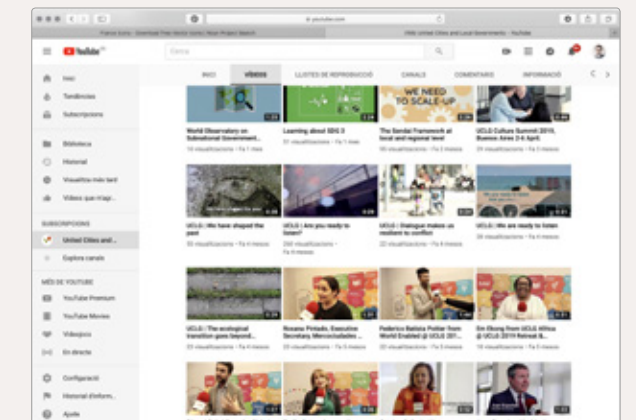


↑ Increase of 11,360 views (47.91%)

Number of shared videos

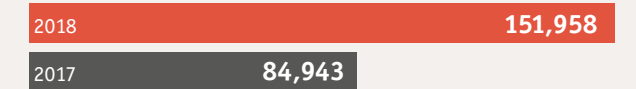


↑ Increase of 621 shares (+86.66%)



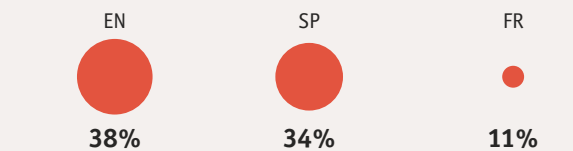
www.uclg.org

Number of users



↑ Increase of 67,015 users

By language



Publications

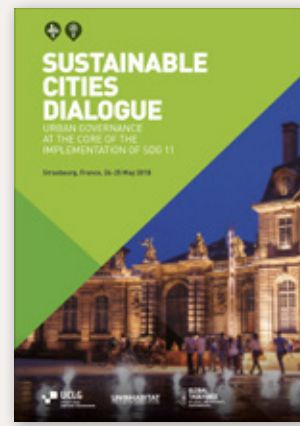
Institutional



Annual Report 2017



Retreat&Campus 2018



Sustainable cities dialogue

Global Agenda



How UCLG contributes to the SDGs



Monitoring the global agenda



Mobility champions



Learning Module 2: Localizing the SDGs

Committees and Working Groups



Culture in the sustainable development goals: A guide for local action

Global Taskforce



Towards the localization of the SDGs



Local and Regional Action at the Heart of the High-Level Political Forum 2018

Newsletters

Twelve monthly newsletters have been sent to the wide network of contacts. These newsletters included regular information and updates of interest for local and regional governments and collected information by the UCLG World Secretariat, Sections, Committees and Working Groups, and members.

Using specific campaign tools, several mass sendings have been sent to promote the #Act4SDGs campaign and the International Women’s Day, and inform about our participation at the 9th World Urban Forum and the High-Level Political Forum.



Collaborations in the Press

2018 has seen a significant increase in the range of newspapers and blogs in which we have showcased our initiatives and publications. Members have collaborated with the publication and/or the dissemination of our articles in both written and online media throughout 2018.

UCLG featured prominently on the way towards the HLPF2018, with an article on the official Blog, and with a guest article being published on the IISD Knowledge Hub, focusing on the 2nd “Towards the Localization of the SDGs” report. An additional article was also published in Spanish paper El País commenting the outcomes and the expectations of the constituency after the HLPF.

An article titled “World Urban Forum 9: A promise or a responsibility?” was published on the Citiscope, as well as two op-eds for CIDOB; one

which centred on the role of cities in the global agendas, and another focusing on the outcomes of the CIDOB Seminar “Rethinking the Ecosystem of International City Networks: Challenges and Opportunities”.





6

THE SECTIONS' PRIORITIES

During the year, members have emphasized the need for capacity-building, training, and strengthening collaboration among the network and sections to develop a joint strategy to make the SDGs land. Exchange of knowledge among continents, including a working session of the Secretaries General, has been instrumental to deploy our learning potential.

EUROPE REGAINING THE TRUST OF CITIZENS THROUGH OPEN GOVERNMENT

THE EUROPEAN SECTION IS WORKING TO BROADEN THE GLOBAL PERSPECTIVE ON ISSUES LIKE CLIMATE CHANGE, MIGRATION AND INTEGRATION. The European section made a strong call for a joint strategy regarding migration, in particular in view of the crisis that is making many people lose their lives in the Mediterranean.

The European section is also willing to work on policies of open government to help regain citizens' trust, developing institutions based on transparency, participation and accountability. Further, Europe is also emphasizing the need to involve citizens in public matters, particularly the youth.



UCLG-MEWA URBAN RESILIENCE AND LOCAL DEVELOPMENT AS KEY TO ACHIEVE THE SDGS

THE MAIN PRIORITIES OF THE SECTION FOR 2018 AND BEYOND HAVE BEEN MIGRATION AND SOCIAL COHESION, CLIMATE ADAPTATION, URBAN RESILIENCE, AND LOCAL DEVELOPMENT AND GOVERNANCE. The UCLG-MEWA committees and working groups have paid particular attention to the short- and medium-term implementation of the global agendas, and the Section aspires to ensure appropriate implementation, monitoring and reporting methods for all its activities, under the 4 priority areas.



AFRICA INTERGENERATIONAL DIALOGUES TO BUILD A FUTURE WITH THE YOUTH

THE KEY PRIORITY OF THE AFRICAN SECTION DURING THE YEAR HAS BEEN THE 8TH AFRICITIES SUMMIT, the great municipalist gathering of the African Continent. Held in Marrakech, the event was the space in which the African Municipal movement tackled, with a hopeful perspective, the most important -and even painful- issues of the Region. How to provide a future for African youth, the issue of street

children, challenging the ubiquity of informal settlements in the largest cities of the region, the role that the informal sector plays in the African economy, and curbing the inequalities in Africa were some of the issues that were discussed.

The Summit also witnessed the election of the new UCLG-Africa President, **Rose Christianne Ossouka Raponda**, mayor of Libreville. The Section has also worked throughout the year on gender equality, in close coordination with REFELA. They are currently working on various campaigns to raise awareness on violence against women and on African women's empowerment. UCLG Africa also works towards a greater inclusion of youth in action plans.



UCLG-ASPAC LOCALIZING THE SENDAI FRAMEWORK AND CITY-TO-CITY COOPERATION, CORNERSTONES OF THE WORK IN ASPAC



DURING 2018, UCLG-ASPAC HAS ENHANCED ITS COLLABORATION WITH ASEAN, THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS. UCLG-ASPAC is a section that face many challenges, among them disaster risks, rapid urbanization and population growth. In this sense, the section has worked throughout 2018 on learning programmes in order to foster active cooperation among members and cities, as well as a strong engagement in democratic local self-government.

The 7th UCLG-ASPAC Congress took place in September was one of the key highlights of the year for the Section, electing a new president, **Tri Rishmaharani**, the first woman to hold this position, who stressed her commitment to work towards empowering women of the region.

LATIN AMERICA COORDINATION AND JOINT WORK THROUGHOUT OUR LATIN AMERICAN MEMBERSHIP

OUR STRONG AND ORGANISED MEMBERSHIP IN LATIN AMERICA IS ADVANCING IN THE CONFORMATION OF THE LATIN AMERICAN LOCAL AUTHORITIES COORDINATION (CORDIAL, IN SPANISH), TO ESTABLISH A UNIFIED REPRESENTATION OF OUR LATIN AMERICAN MEMBERSHIP within UCLG with a focus on cooperation, consensus, and building added value.

In the framework of the World Council, as well as the XI Ibero American Forum of Local Governments, the networks that conform CORDIAL gathered to develop the mission and



vision of the organization, how to reinforce the coordination among the Latin American networks and envision a joint communication strategy.

THE XXIII MERCOCIUDES SUMMIT WAS HELD IN LA PAZ, WITH A FOCUS ON CULTURE AS A PILLAR OF DEVELOPMENT. In the **La Paz Declaration**, Mercociudades reinstated their commitment to building spaces for dialogue, joint work, exchange of experiences and mutual cooperation, to face the difficulties that our societies face every day. Further, they highlighted the necessity to continue working to promote equal rights and opportunities, considering the Agenda 21 for Culture as a key accelerator for sustainable development.

The 2018 FLACMA Hemispheric Summit culminated with the adoption of the **Declaration of Punta del Este** which signals the commitment to work for the economic, commercial and cultural integration of the 33 countries represented under FLACMA in order to overcome inequalities, in particular the gender gap and poverty, and highlighted the values of the "rich millenary culture of the region" as far superior to the challenges that have to be faced.

The Union of Iberoamerican Capital Cities (UCCI, in Spanish) held its General Assembly with the aim of boosting participatory democracy throughout Latin America, and weave complicity among local governments and their citizens.





**NORTH AMERICA
STRENGTHENING THE CAPACITIES OF LOCAL GOVERNMENTS IS THE CORNERSTONE TO ACHIEVE THE GLOBAL AGENDAS**

THE NORAM SECTION HAS BEEN PARTICULARLY INVOLVED WITH THE UCLG WORKING GROUPS AND COMMITTEES. The Secretariat of the Section, held by FCM, contributes to the work plans and general coordination of the Committee on Local Economic and Social Development and the CIB Working

Group. FCM and its members have also strongly contributed to Canada's Voluntary National Reviews towards the 2018 High Level Political Forum, which highlighted opportunities for dialogues between municipalities and the federal government in Canada.



**EURASIA
INTEGRATING THE PROTECTION OF HERITAGE IN THE LOCALIZATION STRATEGIES**

THE EURASIA SECTION CONSIDERS IT VITAL TO KEEP YOUTH INVOLVED IN HERITAGE PROJECTS, IN ORDER TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS. In October, the city of Cheboksary, jointly with

the Eurasian Section and the UCLG Committee on Culture, organized a learning seminar on SDGs, focusing on localization work. Public Health has further been identified as a key focus of the Section.

**METROPOLIS
A TERRITORIAL APPROACH THAT UNITES METROPOLISES AND THEIR ENVIRONMENT**

METROPOLIS, OUR METROPOLITAN SECTION, HAS BEEN WORKING FUNDAMENTALLY ON CAPACITY BUILDING AND THE DEVELOPMENT OF A METROPOLITAN NARRATIVE that considers the relation of metropolises in their environment.

This focus has led the Section to review its strategy, adapting its tools for learning and launching 12 pilot projects on different policy areas, generating a greater space for exchange and learning. The Section has also worked to finish the transformation of its Policy Transfer Platform to showcase innovative and practical solutions to urban issues, and to exchange knowledge between city makers around the globe.



**FORUM OF REGIONS
FOOD DEMOCRACY, INTEGRAL TO THE ECOLOGICAL TRANSITION**

DURING 2018, THE FORUM REITERATED ITS COMMITMENT TOWARDS SDGs AND THE GLOBAL AGENDAS. They have adopted the objective to promote development strategies aligned with the targets set up by the SDGs.

The UCLG Forum on Regions and the Community of Practice on Food Security have been working on the issue of access to food and agricultural transition in order to defend a paradigm

shift. Food Democracy is on its way to becoming a staple of the political priorities of the organization, since a territorial approach to food security will allow for the **transformation of local democracy** and bring about a world in which small producers, and transformers, bolstered by the action of local government, will bring life back to our territories and anchor employment and local development.

7

THE UCLG CONSULTATION MECHANISMS

A UCLG Committee is an organized group of local government members represented by politicians that get together to work on a specific policy area. A Committee has a dedicated Secretariat and a group of members coming from all Sections of the organization. It reports to the World Council, in close coordination with the Policy Councils.



COMMITTEE ON SOCIAL INCLUSION, PARTICIPATORY DEMOCRACY AND HUMAN RIGHTS

THE COMMITTEE HAS FACILITATED AND PROMOTED THE ADOPTION OF THE DECLARATION “CITIES FOR ADEQUATE HOUSING” WITHIN THE WAVE OF ACTION ON HOUSING. The Committee has provided an important link among signatory municipalities, **the UN human rights system and the Global Platform for the Right to the City.** It has also been present or taken part in the organization of several events on the right to housing, springing from local government meetings (Madrid, January and New-York, July), the United Nations (37th session Human Rights Council, March and The World Urban Forum, February) or civil society (Urbamonde and the Social Production of Habitat Platform, July).

In the same vein, its members have promoted **Human Rights and the Right to the City** in global and local government agendas, as well as in the framework of UCLG (playing a role in the organization of the **Policy Council on the Right to the City**). It has co-organized or taken part in international meetings for the Right to the City and Human Rights in Saint Denis, Gwangju,

Madrid, Barcelona, Montevideo, Napoli, Montreal. Insofar as that the role of local governments in the **governance of migration** and the inclusion of migrants played a central role in many of these meetings, the Committee has also provided valuable inputs to the **wave of action on migration.** The Committee has been involved and further supported UCLG **communication and advocacy** strategies throughout the year.

Its Secretariat has contacted the 400 signatory municipalities of the **European Charter for the Safeguarding of Human Rights in the City** and provided a follow-up on its implementation 20 years after its adoption. It has organized a **training event for civil society** on international mechanisms for the protection of human rights in partnership with UN OHCHR. Similarly, it has provided support to member-local government in the **diffusion and assessment of local initiatives** related to social inclusion, participatory democracy and human rights, taking advantage of the Committee's renovated website.

COMMITTEE ON URBAN STRATEGIC PLANNING

2018 HAS BEEN A YEAR WHERE THE COMMITTEE HAS FURTHER ENTRENCHED ITS POSITION IN THE ADVOCACY FOR URBAN STRATEGIC PLANNING, and has had an enhanced role within the Learning Network. The Committee on Urban Planning has been actively involved in the development of learning material for the Localization of the SDGs Toolkit, which has been used to train trainers throughout the world. Members of the Urban Strategic Planning Committee advocated for the improvement of the planning knowledge of local governments, as well as for strength-

ening the global linkages between cities, existing networks and international institutions, in **fora such as the World Urban Forum, and the High Level Political Forum,** and through its presence at the **Expert Group Meeting hosted by UN-Habitat.**

The members of the Committee were critical in assisting cities on strategic planning by hosting **Master Classes in the city of Durban,** and through training sessions and classes hosted at the **World Urban Forum and the African Forum for Urban Safety.**

COMMITTEE ON LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

2018 HAS SEEN THE DRAFTING OF BOTH A STRATEGY AND A WORK PLAN FOR THE 2018-2020 PERIODS, as well as the constitution of a technical secretary, in partnership with the municipality of Seville.

The Committee on Local Economic and Social Development reinforced the role of local and regional governments on local economic development by positioning the organization within **the debates of the World Forum on Local Economic Development,** as well as by holding political debates in Strasbourg, Chefchaouen, Madrid, Marrakech and Quito.

The Committee has further hosted Learning Workshops in Seville, Marrakech, Chefchaouen, Quito and Huelva.

COMMITTEE ON CULTURE

THE COMMITTEE ON CULTURE HAS WITNESSED THE EXTRAORDINARY SUCCESS OF THE THIRD EDITION OF ITS INTERNATIONAL AWARD “UCLG - MEXICO CITY – CULTURE 21”. The Award ceremonies were associated to an international seminar on ‘Cultural Rights and Peace in the City’ and the annual meeting of the UCLG Committee on Culture (18-20 October 2018).

This year has also seen the consolidation of the learning, capacity-building and networking programmes which rely on the “Culture 21 Actions” toolkit, (Leading Cities, Pilot Cities and Culture 21 Lab).

The Committee on Culture has also contributed to the dissemination of knowledge within the Network with the publication of the document **“Culture in the SDGs. A Guide for Local Action”**, as well as with the launch of OBS, the committee's dedicated website presenting more than **130 good practices**, searchable per 17 SDGs, the 9 Commitments of Culture 21 Actions and 70 keywords.

UCLG Working Groups gather practitioners with specific skills and expertise that are mobilized around specific topics and projects. The local government members of Working Groups may be represented by advisors – with or without a political mandate. A political representative member of the Policy Council shall monitor the activities of the Working Groups.

UCLG WORKING GROUP FOR TERRITORIAL PREVENTION AND MANAGEMENT OF CRISES

DURING 2018, THE UCLG ASPAC AND UCLG WORKING GROUP FOR TERRITORIAL PREVENTION AND MANAGEMENT OF CRISES LAUNCHED THE FIRST INTERNATIONAL CALL FOR SOLIDARITY IN HELP OF INDONESIA TO ALL UCLG MEMBERS, following the deadly earthquake that struck Indonesia's Sulawesi Island on Friday 28 September 2018 which triggered a tsunami. All promoted activities will be delivered to help the Indonesia cities to rehabilitate.

The Working Group Coordinated two studies that will be shared for discussion and approval through UCLG members in 2019: A **protocol of engagement between Local Authorities and Humanitarian Actors in Urban Crisis** and a **UCLG Policy Paper on the role of Local and Regional Authorities on the prevention and response to a crisis;** and co-organized 2 working sessions on “cities in Crises”, in partnership with UN-Habitat and the Global Alliance

for Urban Crises during the High Level Political Forum.

Participated at the UCLG peer learning seminar during UCLG ASPAC congress “Building a Local Government Alliance for Localising the Sendai Framework for Disaster Risk Reduction 2015-2030 in the Asia-Pacific Region” and contributed to the UCLG Peer Learning note by drafting a global approach for resilient cities.

The Working Group also **co-organized a Global Alliance for Urban Crises seminar in the Lebanon** that brought together representatives of local governments, academics, development specialists, humanitarian practitioners in a series of structured consultations. This consultation provided the opportunity for participants to foster peer-to-peer exchange among humanitarian, development, academic and local authority representatives engaged in urban crises, and contribute to the knowledge products currently being produced by the Global Alliance.

GLOBAL FUND FOR CITIES DEVELOPMENT (FMDV)

OVER THE PAST YEARS, UCLG HAS BEEN WORKING TO ENSURE ADEQUATE INSTRUMENTS ARE DEVELOPED AND PUT TO THE SERVICE OF ITS MEMBERSHIP. Together with Metropolis, UCLG set up the **Global Fund for Cities Development (FMDV)**, initially conceived as a technical assistance tool

aimed at helping local and regional governments to gain access to financial resources. In order to enhance its capacity to deliver **and to support UCLG to implement its renewed strategy on finance,** FMDV was integrated as a UCLG mechanism in 2018.

In 2018, to achieve these objectives set by its members, FMDV worked on three levels of intervention:

Designing operational strategies and solutions, and organising appropriate environments for the financing of urban territories such as, **for example,** the development of regional programmes in Europe (on affordable housing and the creation of the Cities Finance Lab).

CAPACITY AND INSTITUTION BUILDING WORKING GROUP

THE CAPACITY AND INSTITUTION BUILDING (CIB) WORKING GROUP CONDUCTED A RESEARCH HOW TO ORGANIZE EXTERNAL EVALUATIONS EFFECTIVELY.

Also a study was conducted on the strategies of implementing the SDGs within CIB member organizations and in their international programmes.

Both studies were presented during the CIB meeting in Stockholm, in June, hosted by the three associations that are active in international cooperation: SALAR, ICLD and SKL International. The meeting also discussed the how CIB members can support the involvement of local governments in national and international discussions on the SDGs, how to assist partner LGAs in the implementation of and reporting on the SDGs in the next year and how to align the different systems to monitor the progress on the SDGs.

The CIB Working Group will work in close cooperation with the UCLG World Secretariat on these issues. Various webinars have been organized and remain to be organized this year, among others on international programming in relation to gender equality, LED, disaster preparedness and the SDGs.

Organising multi-stakeholder dialogues and cooperation on territorial financing, **including “Match-Making”** sessions in Europe, Africa and Latin America to link the demand for funding from Mayors or Ministers to the offer of solutions by donors and investors on urban projects.

Contributing to the political and institutional debate on the localization of financing and economic development, mobilizing mayors and ministers who are members and partners of FMDV to promote positions and solutions on financing in global agendas such as AfriCities, or COP24, or participating in delegations organized by the Global Taskforce.



8

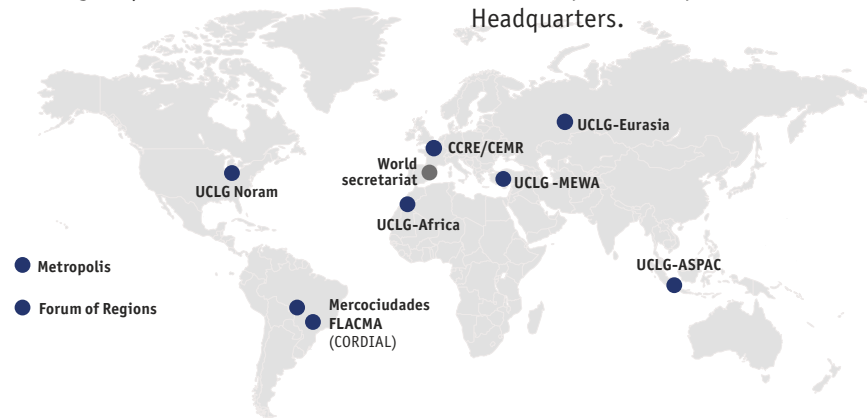
THE ORGANIZATION

The UCLG World Secretariat in Barcelona is responsible for the day-to-day running of the World Organization and its financial affairs. This includes coordinating UCLG's global advocacy work, managing the organization's online presence and publications, and facilitating learning projects. It also organizes the statutory meetings and World Congress.

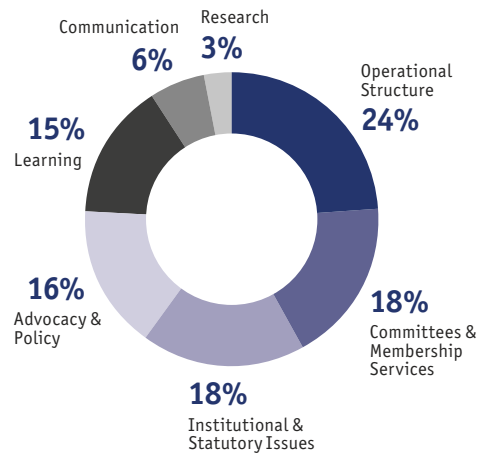
WORLD SECRETARIAT BUDGET

UCLG IS MADE UP OF 7 REGIONAL SECTIONS, 1 METROPOLITAN SECTION AND 1 SECTION FOR REGIONAL GOVERNMENTS, with members in all five continents (+175 National Associations of Local Governments and +240,000 Cities and Regions).

The **World secretariat** is based in Barcelona and **is responsible for the day-to-day running of the world organization, including of its financial affairs**. The City of Barcelona provides the offices of the World Secretariat and covers important expenditures of the Headquarters.



INCOME DISTRIBUTION



BUDGET IMPLEMENTATION



BEYOND THE FINANCIAL RESOURCES MANAGED BY SECTIONS, we must acknowledge the main contributors to UCLG Programmes:

- European Climate Foundation
- International Labor Organization
- Barcelona Provincial Council
- French Ministry for Europe and Foreign Affairs

IN 2018, THE WORK PLAN OF THE WORLD SECRETARIAT was implemented as agreed by the governing bodies and thus the execution of the budget did not suffer deviations.

Attention was paid to balancing the use of resources among the different work areas.

Special efforts were put into fostering the strength of the different parts of the network through the implementation made by the Committees, Sections and the development of services to the membership.

COMMITTEES AND WORKING GROUPS REPRESENT an important tool to develop into different thematics of UCLG. Some of them are hosted in the World Secretariat:

- Committee on Culture,
- Social Inclusion,
- Observatory on Participatory Democracy

And others are supported directly by our membership (CIB, Digital Cities, Peripheral Cities).

A SPECIAL PARTNER OF UCLG, THE EUROPEAN COMMISSION supports UCLG activities since 2014 through an Operating Grant and its commitment towards Local and Regional Governments.



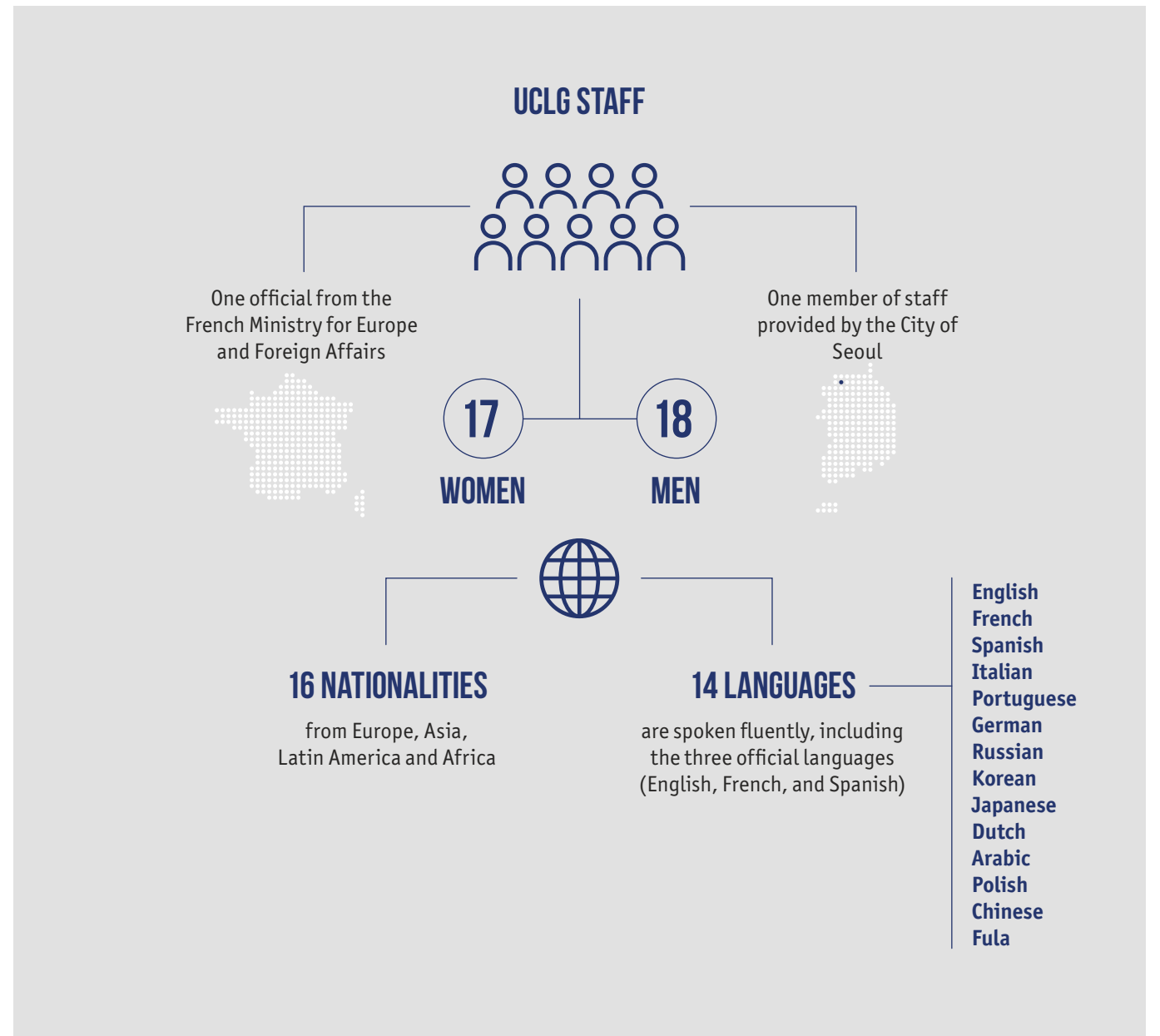
HUMAN RESOURCES

GREATER SYNERGIES BETWEEN FIELDS OF WORK

THE ORGANIZATIONAL changes initiated in 2015 continued during 2018 and progress has been made in terms of new ways of working and interacting among different work teams converging in the World Secretariat, as well as the rest of the Network.

The collaborations started with external consultants and the new technicians of evaluation and monitoring, which has allowed UCLG to improve their working mechanism and deliver better services to our members.

The delivery of our staffers has positioned UCLG as a key actor in the international arena, increasing visibility in the day-to-day activities of the organization.



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