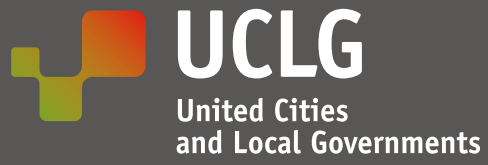




Supporting Local and Regional Governments to drive the implementation of the global agendas





ANNUAL REPORT 2017

Supporting Local and Regional
Governments to drive the
implementation of the global agendas

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The world is changing, and our organization is changing with it

United Cities is inspiring because we are united around values

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THE WORLD IS CHANGING, AND OUR ORGANIZATION IS CHANGING WITH IT



Mpho Parks Tau
President of UCLG

2017 has been a landmark year for UCLG, as well as for the constituency of local and regional governments

We live in a world where demographic growth and urbanization are reshaping our societies and urban landscape. Today, more than half of the world's population lives in urban areas; and urbanization will increase over the next decades, with over two thirds of the population living in urban areas by 2030. This, beyond the cold numbers, means that we are facing a myriad of challenges and opportunities in our daily lives.

In order to harness the positive aspects of urbanization, we will need to be courageous. Local and regional governments must point out that economic, social and environmental challenges cross administrative boundaries and that the global goals will not be achieved without us. UCLG needs to be there to support local and regional governments by being able to link the global and the local agendas.

UCLG brings together the governments that are closest to the people, the governments responsible for the daily life of citizens. Experience around the world shows that any change impacting people at local level challenges local and regional governments: it requires them to mobilize stakeholders, to address inclusive growth and development, and to interact with other spheres of governance.

Implementing the global goals through the application of the Bogotá Commitments is what we call the **'localization' of the global development agenda.**

2017 has been the first year of the mandate of the leadership appointed in Bogotá, and the Commitment adopted during 2016 has been the red thread of the joint action of the Constituency during this year. The localization of the global agendas has been at the core of our efforts and, finally, the global multi-level governance system is looking favourably towards local government.

UNITED CITIES IS INSPIRING BECAUSE WE ARE UNITED AROUND VALUES

These are challenging times, when going back to basic and fundamental values becomes more relevant than ever. Our greatest strength is that we share the same values, and we have done so for over a century.

Allow me to highlight three values that I found particularly relevant this year:

One of the greatest achievements of our constituency has been the adoption of the Strategic Partnership with the European Union, which was signed in 2015 and allowed UCLG to expand its activities and strengthen ties with different parts of the network. The renewal of this agreement during the World Council in Hangzhou is but one of the signs that we are on the right track when it comes to enhancing the constituency.

Strengthening the political leadership of the organization has been one of the main goals throughout the year and, with that in mind, the Policy Councils, a policy decision mechanism first ratified during the Executive Bureau in Madrid, held their inaugural sessions during the World Council in Hangzhou. Their goal is to increase the political commitment on the major challenges faced by local governments around the world.

The year also saw the introduction of a new strategy which seeks to enhance UCLG's capacity to continue facilitating the representation of local and regional governments internationally; to ensure that the perspective and experience of local and regional governments is included in the monitoring of the implementation of the global development agendas; to enhance the capacity of our learning network in all parts of the world and promote decentralized cooperation while increasing the capacity of the network to act in a synchronized manner with renewed ownership and partnerships that will guarantee its sustainability.

UCLG leaders speak for our members on some of the most pressing topics of our time: migration, local economic development, disaster risk reduction, the right to housing, financing... the list goes on. I have no doubt that our presence is needed at all levels of decision-making, and that our constituency is and will be essential to solve these issues. During 2018, we will continue working to defend the citizens we represent and we hope that we can continue building a better future for all in the years to come.

Peace and solidarity between peoples. When we see the many Aleppo's of the world, some on the front pages of the media, but many other hidden on the back pages, United Cities has to strongly reinforce our role in city diplomacy and defend peace and solidarity in our cities.

No discrimination, no exclusion. United Cities cannot remain silent in the face of the problems of migrants and refugees all over the world.

Local democracy. Let me quote our constitution by saying "local democracy is not just a formal value but must be continuously updated and revised, ensuring genuine equality and participation open to all, men and women". We have seen this year that renewing local democracy is absolutely necessary in many places all over the world.

United Cities has the power of networking, we are a network of networks: United Cities is a policy network, an advocacy network, and a knowledge network. But, above all, we are an action network.

Josep Roig

UCLG Secretary General 2011-2017

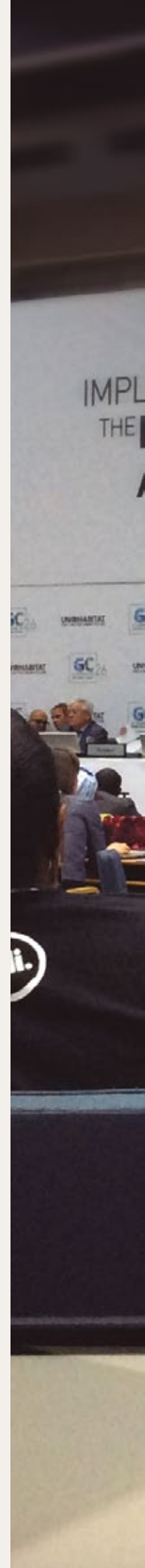


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ADVOCACY AND IMPLEMENTATION

During 2017, and following the adoption of the key global agendas in 2015 and 2016, the constituency has contributed to amplifying the voices of local and regional governments, and worked to secure a seat for them in the global decision-making process.

The year has been characterized by the need to foster both the implementation of the Sustainable Development Goals (SDGs) at local level and the monitoring of the global agenda within the perspective of local governments' experiences and visions. UCLG has further promoted the development of the Local 2030 Hub at the United Nations as a space to share local action and promote the mobilization both technical and financial of capacities for local implementation. It has further fostered renewed partnerships with different stakeholders for implementation as well as synergies among the members and the different parts of the network to enhance the effect of actions.





ENSURING THE LOCAL AND REGIONAL GOVERNMENT VISION IN THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

“We recognize that sustainable urban development and management are crucial to the quality of life of our people. We will work with local authorities and communities to renew and plan our cities and human settlements”

(paragraph 34 of the 2030 Agenda)

At the United Nations Sustainable Development Summit in 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The role of local and regional governments is essential when it comes to fulfilling these goals, especially SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

LOCAL ACTIONS FOR CLIMATE



adapting to the consequences of climate change and planning for resilience were critical elements to continue building the momentum gained since COP 20 in Lima and COP 21 in Paris.

With the aim to continue enhancing the role of local governments in the international negotiations, UCLG has continued to strengthen its partnerships with sister organizations to ensure joint messages and mobilization to amplify the voice of the constituency at international events.

Our actions in this field have focused around two main axes: ensuring joint positions and the presence of sister local government organizations, and fostering the action of our membership around climate change mitigation and adaptation, in particular through the Global Covenant of Mayors and the work on risk reduction.

Organized by ICLEI and with the support of the Global Taskforce, the **Climate Summit of Local and Regional Leaders took place in the framework of COP 23.**

The discussions focused on four key themes: New global frameworks, new models for action: Integrating climate and sustainability across all sectors; Collaborative climate action: Forging ahead through community engagement & Integrated planning and sustainable investments in cities and regions; Joining forces for transboundary climate action; and Raising the bar through coordinated action across all levels of government.

Local and regional governments have an established history of innovating locally and collaborating internationally to tackle the causes and consequences of climate change, particularly since the launch of the Local Government Climate Roadmap in Bali in 2007.

Tole of local and regional governments as key actors for implementing the climate agenda needs to be expanded further, in line with the Marrakech partnership adopted at COP 22 in Morocco, which gave non-State parties a prominent role, highlighting the impact of their actions and the need to support them in continued actions. The recognition of the role of local and regional governments in



The Summit concluded with the conveying of the messages of the **Bonn-Fiji Commitment of Local and Regional Leaders to Deliver the Paris Agreement at All Levels.**

UCLG continues to drive forward climate action at the local level through city-driven initiatives such as the **Global Covenant of Mayors**, and supports local leaders on their way towards a low carbon and more resilient future. The Global Covenant of Mayors and the Compact of Mayors are the world's two primary initiatives assisting cities and local governments in their transition to a low-carbon and climate resilient economy, and helping demonstrate their global impact.

The strategic partnership with all stakeholders has continued to be a key priority and is part of our engagement with **Climate Chance. The World Summit** in Agadir, Morocco, held in partnership with Souss-Massa Region, the organization Climate Chance, and UCLG Africa, **provided a clear opportunity for our constituency to enhance the discussion on the localization of climate finance, as an essential condition for LRGs to be able to implement the climate agenda.**

Gathering around 3,000 participants from local and regional governments as well as representatives of all non-State actors (private sector, civil society organizations, trade unions and more), the Summit sought to showcase new initiatives from non-State climate actors that are



underway across the world. It further provided the opportunity to open up the debate on **how non-State actors can bring their own recommendations to the facilitation dialogue in 2018.** UCLG Africa and its membership facilitated the organization of an "African Day" on 12 September. **Parks Tau**, President of UCLG, was invited to intervene in the opening of the plenary session "African cities in the face of climate challenges".

President Tau addressed the participants at the event, stressing that **the Climate Agenda cannot be**

understood on its own, but rather through the connection with the sustainable development and New Urban Agendas, and recalled how our constituency has always advocated to ensure coherence and build on the interlinkages among all the ongoing international agendas.

RESILIENCE AGENDA AND THE HUMANITARIAN CRISIS

The Sendai Framework for Disaster Risk Reduction, adopted in 2015, acknowledges the key role of local and regional authorities in global risk reduction. The Global Platform for Disaster Risk Reduction, which took place in May 2017 in Cancun (Mexico), provided the first opportunity to globally review the implementation of this framework.



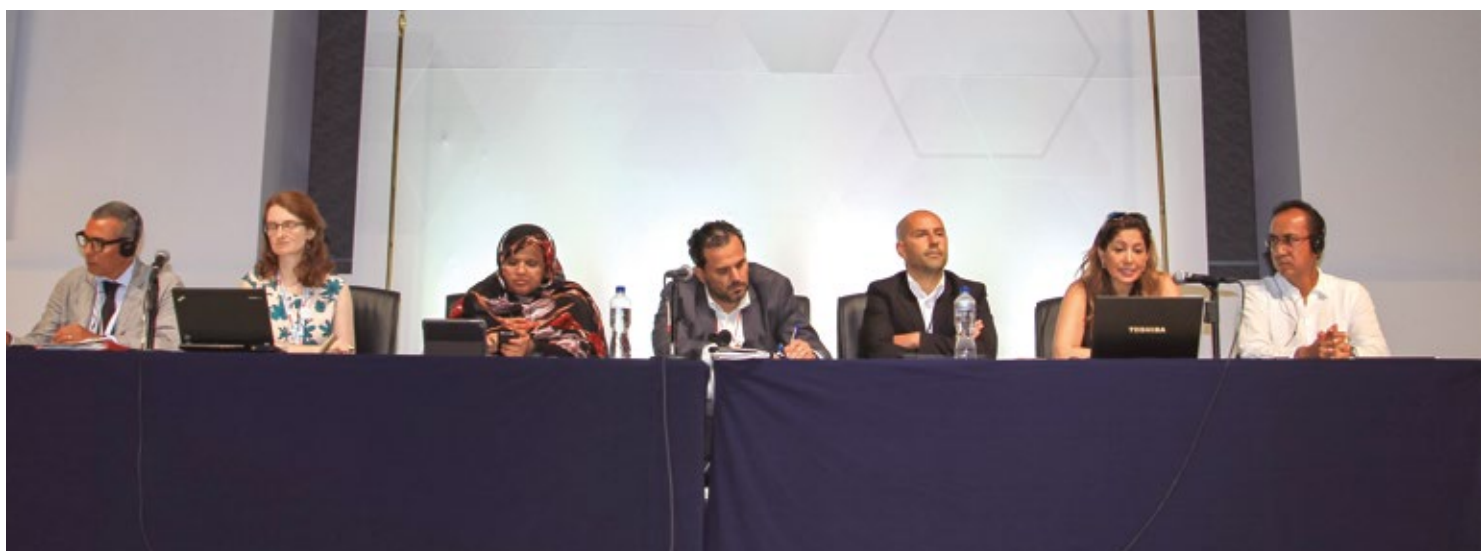
This revision addressed, among others, the Target 'E' of the Sendai Framework, which calls to substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.

The UCLG delegation in Cancun called on national governments to ensure the necessary financial, institutional and legislative support, and requested assistance from the international community in order to achieve the imminent goals set by the Sendai Framework and the other international agendas. Our constituency also took this opportunity to visualize their concrete experiences, and exchange and explore partnerships for the further development of local disaster risk reduction initiatives.

Global Alliance for Urban Crises

As the representative of local governments and building on the long-standing work of our membership in this field, UCLG is joining efforts to **raise awareness on the growing importance of urban humanitarian assistance**, while contributing to establish effective and efficient partnerships to prevent, prepare for and better respond to urban crises.

Following the official launch at the World Humanitarian Summit in 2016, UCLG is contributing to the initial steps of the **Global Alliance for Urban Crises**, a multi-stakeholder platform that pursues a fundamental shift in the way that international and local actors interact with each other in response to urban humanitarian crises.



The need to “foster collaboration between city, humanitarian and development actors” in order to promote “area-based approaches” and “prioritize local municipal leadership in determining response to urban crises” were key in designing the set of Urban Recommendations and the Global Urban Crises Charter.

The meeting which took place in March focused on kick-starting Alliance initiatives, devising work plans and strategy to implement initiatives for the Alliance’s Working Groups, with the objective of making an impact at scale for the next 3-5 years, according to the Alliance priority areas.

Under the aegis of the “**Making Cities Resilient**” Campaign, UCLG, along with United Nations Office for Disaster Risk Reduction (UNISDR), UN-Habitat, ICLEI and other stakeholders, celebrated the Summit of Local and Regional

Governments. The wealth of the discussions of the Summit was captured in **the Declaration of Local and Regional Governments**, in which local and regional governments presented their commitment to the following measures:

Introduce a specific budget for disaster risk reduction

Strengthen the institutional capacities of the territories and provide training to technicians

Incorporate disaster risk reduction considerations into spatial planning and development

Set up a local coalition around elected officials including public and private partners for consultation and exchanging information on disaster risks

The questions of decentralization and multi-level governance were also reflected in the Declaration. Local and regional governments issued a call to national governments and the international community to provide them with the necessary financial, institutional and legislative support in order to implement the necessary measures to make the goals set by the Sendai Framework a reality.



GENDER EQUALITY

UCLG has a long-standing record on gender equality and works thoroughly in order to make SDG 5 a reality, especially when it comes to fulfilling SDG indicator 5.5: ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making.

We estimate that around 20% of councillors and just 5% of mayors globally are women, even though there is a lack of comparable global data on the number of women in local councils, which makes it very difficult to track progress on the achievement of SDG 5 across the world. For this reason, in March 2017, UCLG launched a campaign called "Be Counted" to call for the development of data to support SDG indicator 5.5.1. on the proportion of women in local elected councils. The campaign included a social media campaign and articles in various international publications, including Citiscope and El País.

Coinciding with the launch of "Be Counted", a delegation of locally elected women from UCLG participated in the **61st UN Commission on the Status of Women (CSW)** in New York in March 2017, focusing on women's economic empowerment in the changing world of work. This was also an opportunity to present the campaign to international partners and raise awareness of the importance of monitoring the political participation of women at local level. UCLG published a statement highlighting how local and

regional governments can mainstream a gender perspective into the economy through their role as employers, purchasers and service providers.

The delegation, organized by the **UCLG Standing Committee on Gender Equality**, took advantage of its time in New York to present its message on **women's economic empowerment** and to renew and strengthen UCLG's collaboration with key UN agencies and representatives on the localization of the SDGs. The delegation met with high officials of the UN, including the Director of UN Women, the Office of the President of the General Assembly, UN DESA and the Office of the Secretary-General, to discuss enhanced collaboration with the UN System.

In the framework of the CSW delegation, UCLG co-organized the special event **"Locally elected women: making the SDGs happen"** with UN Women to highlight the relationship between gender equality and local and regional governments. The event consisted of two policy round tables; "Localizing SDG 5" and "Gender equality, SDG 11 and the New Urban Agenda" in which mayors and councillors debated the challenges of making gender equality a reality in the framework of the SDGs with representatives of the UN and civil society. The progress made by local governments in influencing the global agendas over recent years was reflected by **particularly high-level representation of UN officials in this session**. There was also strong attendance by representatives of many of the Major Groups that have partnered with local and regional governments in the SDG and Habitat III processes.



BRINGING THE VOICE OF LOCAL AND REGIONAL GOVERNMENTS TO THE GLOBAL PROGRESS REPORTS



The designated platform for the follow-up and review of the 2030 Agenda is the High Level Political Forum, the 5th edition of which took place in July in New York, with the goal of addressing the localization of the SDGs.

The constituency of local and regional governments has been present in every one of the HLPF that has taken place to date. During the 2017 Forum, the report “**National and sub-national governments on the way towards the localization of the SDGs**” was presented at a plenary session on multi-stakeholder perspectives. As facilitator of the Global Taskforce, UCLG is a founding partner of the

Local 2030 Hub, a multi-stakeholder hub led by the United Nations Secretary-General’s Executive Office to **catalyze solutions and accelerate the implementation of the SDGs**. It aims to foster innovative partnerships and an action-oriented model for SDG implementation that will allow local actors to deliver more at scale, identify and address significant gaps, and overcome barriers to progress.

In the framework of the HLPF, the Local 2030 Hub held a two-day meeting. The meeting set a precedent for a special space for dialogue between the UN and the local and regional governments constituency in the framework of the implementation of the SDGs and the HLPF annual meetings. **Berry Urbanovic**, Mayor of Kitchener and Treasurer of UCLG called on the international community to enable the localization of the SDGs, making a strong statement on the **urgent need to renew governance and partnership frameworks at the UN**. It was further recalled that all SDGs are relevant to local governments, as local governments are not mere implementers of the agenda, but catalysts for change.

“National and sub-national governments on the way towards the localization of the SDGs” was presented at a plenary session

DEVELOPMENT COOPERATION

GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION

UCLG has had a seat on the **Steering Committee** of the **Global Partnership for Effective Development Cooperation (GPEDC)** since April 2014, with the active participation of the UCLG Committee on Development Cooperation and City Diplomacy and its Capacity and Institution Building (CIB) Working Group. Local governments are also working closely with CEMR, Platforma and AIMF on this topic.

The objectives of this Steering Committee meeting were to agree on a 2017-2018 Global Partnership

work programme and on specific actions to ensure the implementation of strategic priorities for 2017, to discuss working arrangements to ensure the effective delivery of the work programme, to provide guidance and endorse the approach and roadmap for refinement of the monitoring framework and define practical next steps to mobilize resources.





ECOSOC

A delegation of our network, in partnership with other members of the Global Taskforce, conveyed the local and regional governments' perspective on a Ministerial round table on **"Steps taken towards implementation of commitments contained in the Addis Agenda and other Financing for Development (FfD) outcomes"** at the 2017 ECOSOC Forum on Financing for Development. It also made a case for local financing in a round table on **"Domestic and international public resources"**.

In accordance with the **Addis Ababa Action Agenda (AAAA)**, the 2nd FfD Forum reviewed the FfD assessment on progress and challenges for the implementation of the FfD outcomes and the achievement of the Sustainable Development Goals. Our presence in New York aimed to foster the **inclusion of local and regional governments in the decision-making process of the FfD Forum**.

EU PARTNERSHIP FORUM

UCLG actively participated in the **2017 EU Partnership Forum** held in Brussels in July. The forum, organized by the European Commission Directorate-General for International Cooperation and Development, aims to strengthen and deepen the partnerships established with local authorities and civil society organizations, so that they can play their full role as actors of governance, advocates and implementers.

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



LOCAL AND REGIONAL GOVERNMENTS AT THE GLOBAL TABLE



Over the course of 2017, UCLG has continued its work on one of its top priorities: securing a seat at the global table for local and regional governments within the UN System. In April of 2017, the Secretary-General of the United Nations, António Guterres, appointed President of UCLG, Parks Tau, and Mayor of Paris and UCLG Co-President, Anne Hidalgo, to the Independent Panel to Assess, Enhance Effectiveness of UN-Habitat after the Adoption of the New Urban Agenda. This report drew on the challenges that the UN (as well as UN-Habitat) face in order to respond to the objectives laid out in the New Urban Agenda and the 2030 Agenda.

In August 2017, the Panel presented its final report to the UN Secretary-General. In its report, the Panel acknowledged that the UN system **has failed to recognize the “fundamental role” played by local governments in urban development.** The report recommended a governance system in which all spheres of government, including local and regional governments, play a strong

role in policy development, in close partnership with civil society and other actors. More specifically, it called for **a formal role for a Local Government Committee in a renewed UN-Habitat governance structure.**

In line with long-standing Global Taskforce recommendations, the report also called for urbanization to be mainstreamed across the work of the UN through a new body, UN Urban, and for an integrated, territorial approach to urbanization that breaks down the artificial urban-rural dichotomy. A delegation of local and regional leaders and representatives of the networks of the Global Taskforce participated in the **high-level meeting in New York** convened by the President of the UN General Assembly on the New Urban Agenda and UN-Habitat. The meeting discussed the report of the Independent Panel and next steps to ensure the achievement of the agenda over the coming decades. The Global Taskforce of Local and Regional Governments adopted a joint statement on the Report of the Independent Panel, which included the proposals listed above, and reiterated the Global Taskforce’s long-standing call for the governmental status of local and regional governments to be recognized through an enhanced status in the UN system. Finally, it called on the 2nd Committee of the UN General Assembly to set out a clear, transparent roadmap to complete the third phase of



the follow-up and review process as defined in paragraph 173 of the New Urban Agenda.

President Tau presented the Interactive Panel's report in the High- Level Meeting, as its Co-Chair.

In his intervention, Tau highlighted the timely nature of the exercise and the importance of taking the involvement of local governments and civil society in global governance to the next level, learning from existing

experiences such as United Nations Advisory Committee of Local Authorities (UNACLA). Local leaders participated in interactive panels on the implementation of the New Urban Agenda and the SDGs, with a focus on the role played by the UN and multi-stakeholder collaboration, respectively. That same day, local and regional leaders attended a **lunch hosted by the President of the UN General Assembly, Peter Thomson**. The conversation during the luncheon

was facilitated by Assistant Secretary General, Thomas Gass, who stressed the need to ensure the link between the global agenda and local actions. Mayors had the opportunity to highlight priorities in relation to the New Urban Agenda and announced their commitment to work closely with the UN towards the High Level Political Forum.

The delegation closed with a **meeting with UN Secretary-General, António Guterres**, at which local leaders highlighted the contributions of local and regional governments to the overall UN sustainable development agenda and expressed their full support for the achievement of the global agendas. The Secretary-General expressed his appreciation of the support of local and regional governments and his will for the United Nations to explore new forms of collaboration with the constituency to achieve the successful implementation of the New Urban Agenda.



LOCAL ECONOMIC DEVELOPMENT

The 4th World Forum on Economic Development, hosted on the city of Praia (Cape Verde) represented an important milestone for addressing the contribution of local economic development to the implementation of the 2030 Agenda. The 2017 edition focused on highlighting in particular the potential of local economic development models in SDG8 and SDG 17. Around 2000 participants from 120 countries gathered to take part in the discussions of this biennial forum.

UCLG participated as an organizing partner, along with other partner organizations such as the United Nations Development Programme (UNDP), United Regions Organization (ORU-FOGAR), International Labour Organization (ILO) and the Andalusian Fund of Municipalities for International Solidarity (FAMSI), and coordinated axis 6 of the Forum programme on “**Inclusive and sustainable urbanization patterns**”, advocating the importance of local economic development as a foundation for sustainable and

inclusive economies.

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



MIGRATION GOVERNANCE



Migration and asylum competences rest with national governments but their impact is local. Local and regional governments are the closest administration in both departure and arrival countries, and thus are key players in migration and asylum, especially when it comes to making diversity a lever for social capital and economic development.

The UCLG Wave of Action on Migration strives to focus on changing the narrative on migration, from considering it a challenge to realizing that today's migrants are the citizens of tomorrow, by promoting and highlighting the inherent opportunities to develop sound policies on the inclusion of migrants.

The Global Conference on Cities and Migrants, held in Mechelen in November, also aimed to build a more positive narrative on migration. It was organized by UCLG, UN-Habitat and the

International Organization for Migration (IOM), and was hosted by the Ministry of Foreign Affairs, Foreign Trade and Development Cooperation of the Belgian Federal Government.

The conference was framed by the New York Declaration for Refugees and Migrants (adopted in September 2016), through which UN Member States committed to a process of intergovernmental negotiations leading to the drafting of a **Global Compact for Safe, Orderly and Regular Migration (GCM)**, to be adopted at an intergovernmental conference to be held in 2018. **The GCM is intended to present a framework for comprehensive international cooperation on migrants** and human mobility and set out a range of actionable commitments, means of implementation and a framework for follow-up and review. It also provides a significant opportunity to improve governance to address the challenges and opportunities associated with

migration and the contribution of migrant people to sustainable development.

The global conference in Mechelen acted as a preparatory event to facilitate local governments' contributions to the development of the GCM, as well as to review the state of implementation of the migration-related commitments of the New Urban Agenda. The discussion emphasized **how human mobility (including internal, international and forced displacements) is increasing and becoming more and more urban**. Local authorities, and cities in particular, are at the centre of the hosting, integration and inclusion of migrants at local level and should therefore be consulted and involved in the design and implementation of national and international policies linked to migration issues.

The main outcome of the conference was the **Mechelen Declaration**, capturing the voice of regional and local governments on cities and migration. The document will be submitted to the Special Representative of the Secretary General for International Migration (SRSG), **Louise Arbour**, and co-facilitators.

As part of the implementation process of the Mediterranean City-to-City Migration Project (MC2CM) project, **UCLG accompanied the implementation of pilot projects**, building the capacity of local authorities to deal with migration realities and the inclusion of migrants, and will continue to promote the action of its members in relation to the implementation of the SDGs and the inclusion of migrants to contribute to the achievement of the sustainable development goals.

2

MONITORING AND REPORTING

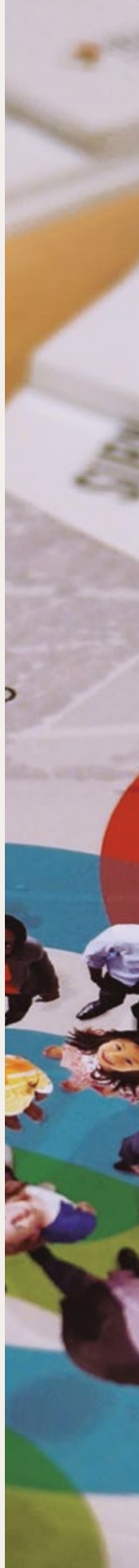
In 2017, we have developed a monitoring and reporting mechanism of the global agenda with a local government perspective, which is also informing the drafting process of our flagship publication, the GOLD Report.

UCLG's Global Observatory on Local Democracy and Decentralization (GOLD) and the World Observatory on Subnational Government Finance and Investment have taken on the task to develop the organization's framework for monitoring and reporting activities on the new global development agendas and the implementation of the SDGs and the global goals.

The Observatories build on the results of their main publications – the four **GOLD Reports** and the publication "**Subnational governments**

around the world – Structure and finance" – and count on long-standing partnerships with UN agencies, international institutions and partners from civil society, academia and the international community, such as UN-Habitat, the United Nations Development Programme (UNDP), the Organization for Economic Co-operation and Development (OECD) and Cities Alliance, among many others.

GOLD has set out a diverse research strategy that, on the one hand, **advocates for the centrality and visibility of local and regional governments in the monitoring process globally** and, on the other hand, **will also lead to the next GOLD report in 2019.**





The first “**Local and Regional Governments Report to the 2017 HLPF – National and subnational governments on the way towards the localization of the SDGs**” report was presented by UCLG as an input of the Global Taskforce at the UN High-Level Political Forum on Sustainable Development (HLPF). The report collects first-hand information and knowledge directly from local and regional governments in over 30 countries. It complements the UN-led reviews with a local perspective and a co-owned assessment led by local authorities.

In partnership with the OECD, UCLG has established a World Observatory on Subnational Government Finance and Investment. This collaboration is expected to provide significant insight to GOLD’s research on local finance. **The Observatory monitors the financial capacities of subnational governments and their role as development partners** (i.e., the implementation of paragraph 34 of Addis Ababa Action Agenda). UCLG will also inaugurate an institutional collaboration with the United Nations Capital Development Fund (UNCDF).

The research within the framework of the Global Observatory is further contributing to the policy development linked to the **Right to Housing**. An international Expert Group Meeting on the Right to Housing was organized in Barcelona, which established an 18-month research roadmap on housing that will contribute to both the 2018 report to the HLPF (which will assess SDG 11 on cities) and to GOLD V in 2019, as a cross-cutting key issue for local and regional governments around the world.

FINDINGS ON THE MONITORING OF THE SDGs



International monitoring and reporting of the SDGs is being undertaken directly by UN agencies and national governments through a system of Voluntary National Reviews to the High-level Political Forum on Sustainable Development (HLPF).

As a central UN platform for the follow-up and review of the 2030 Agenda, the HLPF is a vital space for local and regional governments to underline the role of strong local leadership and commitment in the achievement of the SDGs.

As part of our ongoing work on localizing the SDGs, UCLG is contributing to the HLPF's yearly assessment cycles with reports on implementation from the perspective of local and regional governments.

A delegation of local and regional governments representing the Global Taskforce of Local and Regional Governments attended the 5th HLPF in New York on July to present the findings of the report “National and sub-national governments on the way towards the localization of the SDGs”.

The report explores the role of local and regional governments in implementing and monitoring the SDGs and was a contribution of UCLG to the Global Taskforce of Local and Regional Governments.



The report was based on **first-hand information collected by UCLG** from our local and regional government members in over 30 countries, complemented by an analysis of the **63 official Voluntary National Reviews (VNRs)** and 'Main Messages' presented so far by national governments



The report shows that, in the majority of the countries that have reported to the HLPF, **local and regional governments are in charge of key policy areas** relating to the achievement of SDGs 1, 2, 3, 5, 9 and 14. It also showcases how subnational governments are taking action to localize the SDGs by means of multidimensional, territorialized and pro-poor policies.

The report provides evidence of successful localization practices at national level, and argues that **decentralization and financing reforms are necessary** in many countries to create an enabling environment for local and regional governments, and emphasizes the role that local government associations are playing in raising awareness of the SDGs among their members, and providing opportunities for peer learning on the SDGs.

The report argues that the **lack of space to report from a local perspective at the HLPF** risks missing an opportunity to harness the potential of local and regional governments to achieve the SDGs. It points out that local and regional governments have participated in 57% of VNRs in this HLPF cycle, and calls for stronger efforts to involve the constituency in the VNR process and in new institutional frameworks for SDG implementation and follow-up.

Following the positive reception of this report, UCLG is working on gathering inputs from members to



be presented at the next session of the High-Level Political Forum. The session will focus on the monitoring of SDGs 6, 7, 12, 15 and 17, as well as SDG 11 on Sustainable Cities and Human Settlements, which is of particular relevance to the local and regional government constituency. catalysts for change.

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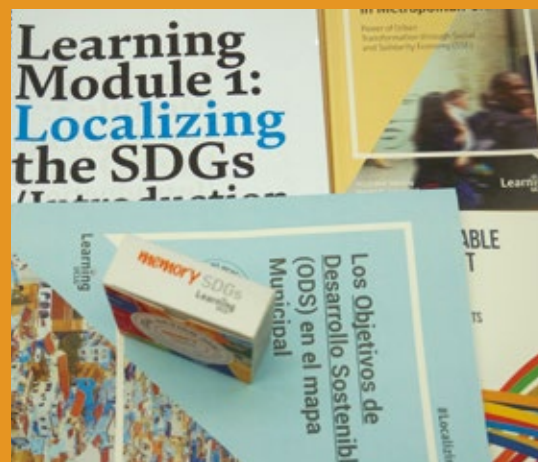
LEARNING

UCLG has increased its capacity to become a learning network, supporting the implementation of local and regional priorities within the network of the global development agenda.

Our strategic mandate is to support learning amongst members by promoting decentralized cooperation and peer-to-peer ties between regional and local governments and their associations. Providing local and regional governments with the tools to enhance their capacities and improve local management and development is one of the ways of doing so. As we move towards the implementation of the 2030 Agenda, the hands-on experience of UCLG's members will be instrumental to achieving the goals set by the international community.



THE LEARNING AGENDA



One of the most important parts of the Learning Agenda throughout the past year has been to “train the trainers” for localizing the Sustainable Development Goals (SDGs). By the end of 2017, more than 250 people took part in learning sessions and 90 new trainers will help the network expand its strategy with more people.

In the same vein as providing a hands-on experience to localizing the SDGs, the **Global Taskforce of Local and Regional Governments**, facilitated by UCLG, together with UNDP and UN-Habitat **have made a toolkit for localizing the SDGs with the purpose of providing information on the SDGs** to local and regional governments, and their organizations or networks, and equip them with a series of strategies, skills and knowledge to localize them. This toolkit has been essential in developing learning lessons, which encourage participatory group work, and promoting the exchange of ideas in local and regional governments, making progress towards the implementation of the global agendas in each territory.

Going beyond the successful campaign implemented so far, UCLG is currently exploring the possibility to engage the whole network in time-bound actions around specific themes. This new collaborative format, defined as a “UCLG Wave of Action”, aims to establish a global and influential conversation by synchronizing the activities undertaken by all the parts of the networks.

RESOURCES AND LEARNING

RESOURCES AND TOOLKITS

Among the publications released by UCLG during this year are a report on the peer learning event of the MC2CM project held in Lisbon on social cohesion and intercultural and inter-religious dialogue; a Guide for Localizing the SDGs for trainers; a Roadmap for Localizing the SDGs: implementation and monitoring at subnational level for local and regional governments, their associations and networks; and a SDG memory card game for all audiences.

The materials are available in English and will be released in Spanish shortly. In Brazil, the National Confederation of Municipalities (CNM) has made it possible to produce the Portuguese version of the Roadmap for Localizing the SDGs: implementation and monitoring at subnational level.



LEARNING ON MIGRATION & TERRITORIAL COHESION

Internal and international migration flows in the Greater Mediterranean region have a direct and lasting impact in cities, since they are frequently the destination of the migrant population. In order to face the challenges and opportunities that migration provides, **local governments need capacities in the field of migration governance, particularly in terms of providing access to rights and services.**

The Mediterranean City-to-City Migration Project (MC2CM) seeks to contribute to improving the governance of migration and promoting the integration of migrants at local level in cities in Europe and the Southern Mediterranean, with a special emphasis on a human-rights based approach. 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 European Commission and the Swiss Agency for Development Cooperation (SDC). The cities participating are: Amman, Beirut, Lisbon, Lyon, Madrid, Tangier, Tunis, Turin and Vienna.

Through its learning events in 2017, the project has allowed to address the social and economic potential of migrants, stressing at the same time the capacities that local governments need in the field of migration governance, particularly in terms of providing access to rights and services.

In order to capitalize on the inputs of the full cycle of learning events held in the framework of the MC2CM project (seven in total), a high-level conference took place in Beirut. The event convened cities, national governments, donors, relevant international organizations and stakeholders, **to share experiences and learning, present key political recommendations and explore possible follow-up at Mediterranean level. The conference kick-started the second phase of the MC2CM project.**

THE TRAINING OF TRAINERS ON THE LOCALIZATION OF THE SDGs

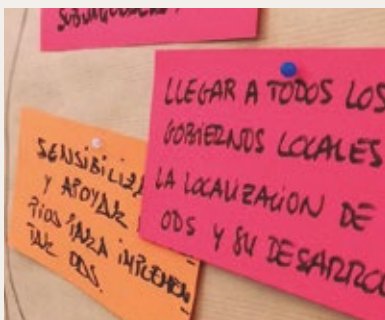


contributing to the localization of SDGs, ensuring that trainers learn mechanisms of facilitation and moderation, as well as other key tools for the production of collective knowledge. The collaborative workshop environment allows for learning proposals that are adapted to each context and that strengthen the capacities of members.

These proposals can further become levers of the dynamization of the network and knowledge production. This type of learning session also allows a better understanding and the identification of synergies between local and regional governments, other stakeholders, the global and local agendas. In addition to sharing knowledge, these sessions empower and allow participants to share concerns and answers with peers within the UCLG network.

By training trainers, the scope of members involved in the localization process is expanded, allowing more members of UCLG to gain experience and communicate key messages related to this important political process.

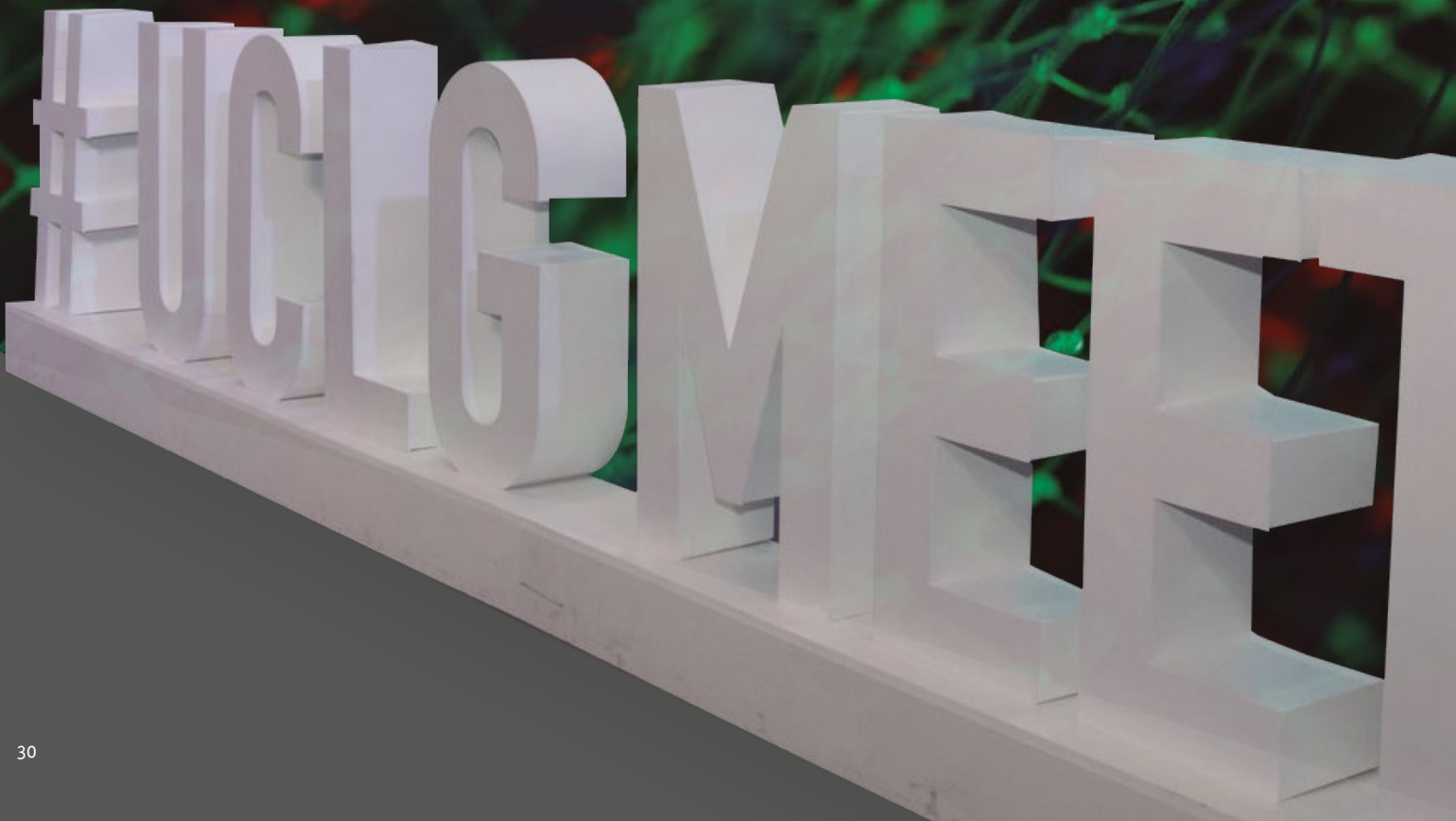
For UCLG, localization is not the parachuting of global goals into local contexts. Localizing is about implementing local agendas in cities and territories to achieve local and global goals. More than a technical process, localizing is a political process based on harnessing local opportunities, priorities and ideas.




In the spirit of providing enhancing the capacities and autonomy of local and regional governments, and as part of the learning initiatives related to the localization of the SDGs, UCLG, along with different partners, has developed several training of trainers sessions on localizing the SDGs. These sessions focus on the preparation and use of learning methodologies and explore local practices to highlight how local and regional governments are already

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STRENGTHENING THE NETWORK





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

THE 2017 UCLG ANNUAL RETREAT FOCUSED ON DEVELOPING UCLG'S STRATEGIC PRIORITIES, AND INCLUDED A SPECIAL SESSION ON NEW FORMS OF COLLABORATION

In the spirit of focusing on the implementation of the global agendas and of amplifying the work of the network, UCLG will organize actions in the form of the Waves of Action.

The UCLG Presidency met for the first time since its election at the UCLG World Congress in Bogotá in October 2016. During the Executive Bureau in Madrid, the creation of the UCLG Policy Development and Consultation Mechanisms and further approved by the World Council in Hangzhou, within the framework of UCLG's priorities with the goal of enhancing policy ownership and political participation within the network, as well as the sharing of knowledge among UCLG members.

KNOWLEDGE AND COMMUNICATION

COMMUNICATION TOOLS & AWARENESS CAMPAIGN STRATEGIES

Throughout the year 2017, several campaigns have been launched with the goal of promoting and strengthening the role of local and regional governments in the international arena. Social networks were a key component in complementing and enhancing the visibility of said campaigns.

Building on the #Listen2Cities initiative, a campaign launched by the Global Taskforce and backed by UCLG, the #Local4Action and #Regions4Action campaigns were launched during 2017. These campaigns highlighted the role of local and regional governments in the localization of the SDGs and the New Urban Agenda.

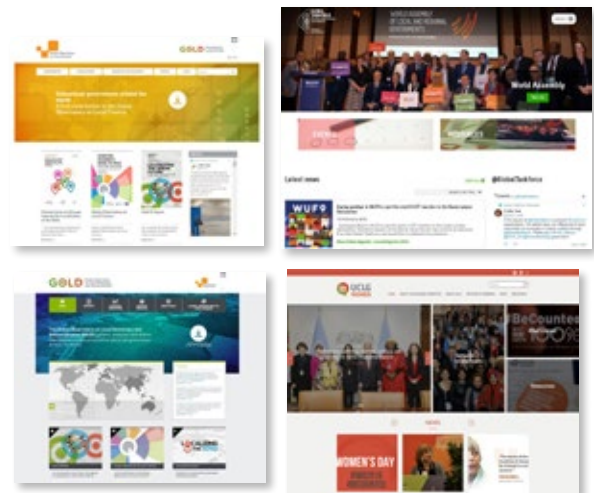




Data on the representation of women in local and regional governments is scarce, and UCLG estimates that around 20% of councillors and just 5% of mayors are women. For this reason, **#BeCounted** was launched by the constituency in New York during the 61st CSW calling the international community to improve data on gender equality in local government to drive the achievement of SDG 5. The campaign was a cross-platform event, with articles in written and digital media signed by elected women mayors from all over the world, and a strong presence on social networks (especially Twitter) in order to engage with and rally members.

The relevance of the above-mentioned campaigns led to UCLG increasing its presence on Facebook and Twitter with over 3500 new followers, legitimizing our focus on strategic issues such as the role of local and regional governments in localization and the provision of public services.

The organization restyled two existing websites: the UCLG home page and the new pages for the recently established consultation and synchronization mechanisms (i.e. Policy Councils and Waves of Action); and the GOLD website, and created three brand new websites, dedicated to: the Global Taskforce facilitated by UCLG; the UCLG Standing Committee on Gender Equality; and the Observatory on Subnational Government Finance and Investment.



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, over 10 mass sendings were sent to promote the **2nd UCLG Culture Summit, and inform about the UCLG Executive Bureau in Madrid and the UCLG World Council in Hangzhou.**

SOCIAL NETWORKS AND WEBSITES



Twitter

NUMBER OF FOLLOWERS



↑ INCREASE OF **5,054 followers**

BY COUNTRY

United States	15%	Canada	5%
Spain	11%	Colombia	4%
United Kingdom	8%	South Africa	4%
Mexico	6%	India	3%
France	5%	Belgium	3%



Facebook

NUMBER OF FANS



↑ INCREASE OF **1,011 fans**

BY COUNTRY

Mexico	338	Morocco	206
Spain	321	Argentina	195
Brazil	300	Italy	176
France	248	Colombia	172
United States	238	Canada	122



Youtube

NUMBER OF VIDEOS VIEWED



↑ INCREASE OF **11,360 views (+74.53%)**

NUMBER OF SHARED VIDEOS



↑ INCREASE OF **411 shares (+130.89%)**

VIEWS BY COUNTRY

Spain	3,469 (13.0%)	Mexico	1,050 (3.9%)
Colombia	1,474 (5.5%)	India	907 (3.4%)
United States	1,409 (5.3%)	Philippines	753 (2.8%)
Morocco	1,288 (4.8%)	United Kingdom	686 (2.6%)
France	1,218 (4.6%)	Indonesia	653 (2.5%)



www.uclg.org

NUMBER OF PAGE VISITS



↑ INCREASE OF **157,803 visits**

BY LANGUAGE



BY COUNTRY

Spain	9.95%	India	3.66%
United States	7.40%	Colombia	3.62%
France	6.25%	Peru	3.51%
Mexico	5.45%	United Kingdom	2.90%
Argentina	4.11%	South Korea	2.65%

PUBLICATIONS

1. Institutional



Annual Report 2016



Report of the 3rd UCLG Annual Retreat



2016-2022 UCLG Strategic Priorities

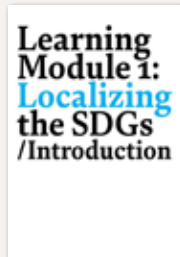
2. Global Agenda



Seek Sense Share



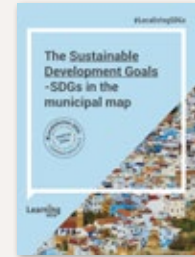
Subnational Governments Around the World – Structure and Finance



Learning Module 1: Localizing the SDGs



Vital Neighbourhoods in Metropolitan Cities



The Sustainable Development Goals – SDGs in the Municipal Map



Revitalizing Cultural Heritage



Base Plan. An inclusive planning tool for intermediary cities

3. Global Taskforce



National and Sub-national Governments on the Way Towards the Localization of the SDGs



Our Habitat III Achievements

3. Committees and Working Groups



Social Cohesion and Intercultural and Inter-Religious Dialogue



Smart Cities Study 2017



Monitoring, Evaluation and Learning Practices

GENERATING SYNERGIES IN THE NETWORK



CONTRIBUTION TO MEDIA

UCLG has also contributed to a range of **digital newspapers and blogs**. It published nine news items signed by different mayors and staff members, and contributed to the collaboration and/or dissemination of five news items published in written media.

UCLG published four articles in the **Ciudad Sostenible** magazine and **Andalucía Solidaria** newsletter on public space, local actions for global challenges and a seat at the global table for local governments. In the framework of the **#BeCounted** campaign, three op-eds were published to give visibility to the campaign on women's participation in local governments. Additional articles were published in **Citiscoppe, EuropaPress and EFE** within this campaign thanks to dissemination and press releases by UCLG. An article was also published in Citiscoppe by UCLG and its **CIB Working Group** on the SDG review process. A guest article was published on IISD's knowledge hub on the report to the **2017 HLPF**, and DeLOG published an article on the UCLG President, Parks Tau. An article was also published by the learning team at the UCLG World Secretariat on cities and technology.

UCLG RETREAT AND CAMPUS

The consolidation of the UCLG Retreat as a yearly consultation mechanism has proven instrumental to foster the sense of ownership and cohesion across the network. The third edition of the Retreat was the largest to date, bringing together 188 participants from every continent, including the Presidency of the World Organization, technical staff of UCLG Sections and Committees, and 45 representatives of UCLG's partners, including the Global Taskforce.

The agenda of the 2017 edition focused on **developing UCLG's strategic priorities, as the major global development agendas, particularly the SDGs and the NUA, move into the implementation and monitoring phases**. It further addressed the link among the work on learning and the overall work plan of the organization, the contribution of UCLG Observatories to the monitoring and follow-up of the global agendas, and synergies and common actions on communication and awareness-raising campaigns. A specific sub-section provides detailed information on the enhanced collaborations with Sections and multi-stakeholder partnerships.



NEW FORMS OF COLLABORATION



The 2017 UCLG Annual Retreat included a special session on new forms of collaboration. Taking advantage of the presence of active members and partners in Barcelona, the session enabled the exchange of key information and provided each participant with the opportunity to gain a wider and more comprehensive picture of the ongoing activities within the broad network of UCLG.

As a key output of the session, a timeline with the most important events for the network as a whole was built jointly with Sections, Committees and key members in order to help coordination in communication work.

In the spirit of focusing on the implementation of the global agendas and of amplifying the work of the network, UCLG will organize actions **in the form of the Waves of Action**, which were introduced in the 2017 Retreat and Campus in Barcelona.

The Waves of Action are made up of a series of coordinated actions within a period of approximately six to 18 months, involving different parts of the network. Each wave will focus on a policy priority and involve action in at least three of UCLG's four strategic priorities, namely: advocacy, learning, monitoring and implementation. The Waves should be coordinated using existing communication tools, such as email lists.

GOVERNANCE OF THE ORGANIZATION

THE UCLG WAVES OF ACTION FOR 2017-2019

WAVE OF ACTION ON THE RIGHT TO 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 diversity 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, 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.



WAVE OF ACTION ON MIGRATION

On migration, the idea is to change the negative perspective on migration and the discourse of “invasion”, to demonstrate the positive aspects of migration through joint work among the World Secretariat, Sections and Committees. The motto of this Wave of Action is “all migrants, all citizens”.



UCLG PRESIDENCY MEETING IN BARCELONA

In the framework of the UCLG Retreat in Barcelona in February, the UCLG Presidency met for the first time since its election at the UCLG World Congress in Bogotá in October 2016.

The new enlarged Presidential team, including the Vice-Presidency in representation of the UCLG Sections, firstly met with representatives from international organizations, including the OECD, EC and Executive Office of the UN Secretary General. In the second, closed, part of the meeting, the Presidency focused on UCLG’s strategic priorities (2016-2022) as well as on the renewal of the network’s policy mechanisms.

UCLG EXECUTIVE BUREAU IN MADRID

The Executive Bureau is responsible for initiating proposals and carrying out the decisions of the World Council. It is in charge of the World Organisation's administrative and financial management. Composed of 115 members, it meets twice a year and usually gathers around 200 participants.

The UCLG Executive Bureau met in Madrid on 18-19 April 2017, by invitation of the city's Mayor, Manuela Carmena. During the meeting, cities and territories from across the world analyzed their strategic priorities for the implementation of the global agendas.

The gathering took place back-to-back with the **World Forum on Urban Violence and Education for Coexistence and Peace**, organized by the cities of Madrid, Paris and Barcelona, UCLG, UCCI, AIPAZ and UN agencies. The forum provided a meeting point for local leaders, organizations and international networks, academic figures, NGOs and civil society actors, aiming to open up a **joint process of discussion, reflection and the construction of solutions that promote urban environments capable of eliminating expressions of violence.**



The Executive Bureau also approved the establishment of the **Policy Councils** which, together with Committees, Working Groups, Communities of Practice and Fora, constitute the Policy Development and consultation mechanisms which will drive UCLG's 2016-2022 strategic priorities and work programme to develop policy recommendations, enhance policy ownership and renew the involvement of a broader group of political leaders in the active life of the organization, beyond the Presidency.

The UCLG Executive Bureau gathered in Madrid adopted a Policy Statement on Local Governments and Effective Development. This paper builds on the consultations and surveys carried out by the UCLG CIB Working Group on local government associations' involvement in the definition, implementation and monitoring of national development strategies. It will serve as an input to the work carried out for the GPEDC and will be used in advocacy activities by UCLG and its members in relation to the monitoring, follow-up and review of international agendas.



UCLG WORLD COUNCIL AND EXECUTIVE BUREAU IN HANGZHOU

The World Council is the principal policymaking body of the World Organization. It decides the World Organization's policies and ensures that general policies adopted by the General Assembly are implemented. The 2017 UCLG World Council gathered over 400 local officials and practitioners from 6 to 9 December 2017 in Hangzhou, China.

The Executive Bureau, chaired by **UCLG President Parks Tau** and UCLG Treasurer **Berry Urbanovic**, appointed **Emilia Saiz** as **Secretary General** of the World Organization, following an international recruitment process that began earlier during the year.

The World Council in Hangzhou ratified the strategic priorities for the 2018-2022 period, which had been laid out by the **UCLG Executive Bureau**. They aim to enhance UCLG's capacity to continue facilitating the representation of local and regional governments, consolidate the learning network and ensure that the perspective and experience of local and regional governments is included in the monitoring of the implementation of the global development agendas.

The **Work Plan for 2018**, which is built around UCLG's strategic priorities, and structured around six main areas, was approved during the World Council. Global Agendas cannot be implemented, and the global goals cannot be achieved, without local and regional governments. The objective, thus, is to become more proactive during this year, and help local and regional governments drive the implementation of the global agendas as well as enhance their presence in the global decision-making process. In line with strengthening said priorities and building upon the strategy of implementing partnerships, **UCLG submitted an action proposal for the next phase of the implementation of the Strategic Partnership with the European Union**, which seeks to adapt to the new global context by localizing the global agenda. With the localization of the SDGs being such a key issue to our constituency, a session entitled "UCLG localizing the SDGs" provided members with updates on the localization process, and an introduction to the Local4Action Hub.

The World Council further ratified the renewed structure of the consultation mechanisms and the strategic priorities laid out during the Executive Bureau in Madrid, and further agreed to establish the Waves of Action, with important decisions taking place in regard to housing and in shaping the global narrative on the issue of migration.

THE UCLG POLICY DEVELOPMENT AND CONSULTATION MECHANISMS

During the Executive Bureau in Madrid, the creation of the UCLG Policy Development and Consultation Mechanisms was approved. These mechanisms are mandated by the World Council, within the framework of UCLG’s priorities with the goal of enhancing policy ownership and political participation within the network, as well as facilitating networking and the sharing of knowledge among UCLG members on specific themes identified as priorities of the global Agenda at the World Organization.

The Policy Councils will operate within a renewed structure of consultation mechanisms – Committees, Working Groups, Fora and Communities of Practice - ratified by the UCLG World Council in December in Hangzhou. Sadi mechanisms, while ensuring enhanced policy debates, transversal discussions and ownership, aim to preserve all of the involvement of the active members that have provided key contributions to the network over the years.

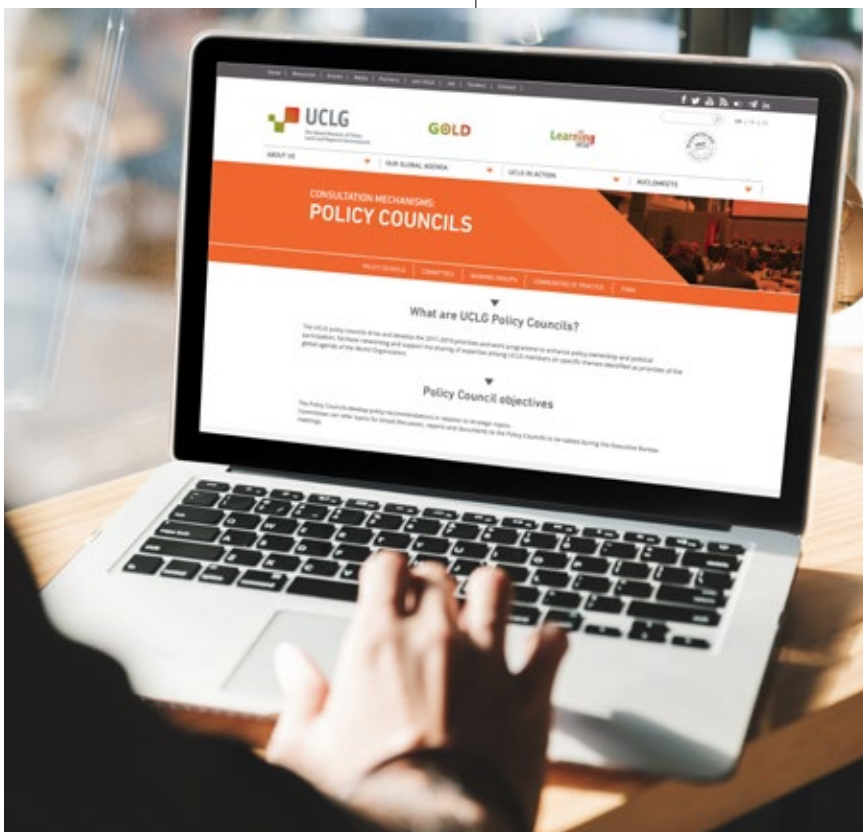
COMMITTEES

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. Currently, there are four committees:

- CULTURE
- SOCIAL INCLUSION, PARTICIPATORY DEMOCRACY AND HUMAN RIGHTS
- URBAN STRATEGIC PLANNING
- LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

The Committees develop background on specific policy areas that can serve as bases for formal policy positions to be adopted by the governing bodies of the World Organization. These policies must be embedded in the thematic areas defined by the Executive Bureau and the framework of the strategic priorities for the period in progress.

Committees are further able to convene meetings among members and promote the implementation of programmes related to their policy area. The results of their work shall be presented to the UCLG Policy Councils for further recommendation to the UCLG Executive Bureau and/or World Council.



WORKING GROUPS

UCLG Working Groups aim to implement joint actions and support the implementation of specific parts of UCLG's core programme. Working Group activities and reporting are included in the general UCLG work plan and report to the World Council.

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). The activities of the Working Groups are monitored by political representatives of the various Policy Councils. The Permanent Working Groups are based around:

- **CAPACITY AND INSTITUTION BUILDING**
- **TERRITORIAL PREVENTION AND MANAGEMENT OF CRISES**

COMMUNITIES OF PRACTICE

A Community of Practice is a **group of local government members of UCLG** represented by technical staff and practitioners **convened at the initiative of a UCLG member around a specific topic**. Communities of Practice call learning meetings, suggest studies and programmes, informing on specific topics. Each of the Communities of Practice contributes to the different parts of the network –implementation, advocacy, monitoring and follow-up, learning and strengthening the UCLG network- and can develop ground work for Committees or Policy Councils in close collaboration with the World Secretariat.

The 6 UCLG Communities of Practice are centered on the topic:

- **URBAN INNOVATION**
- **MOBILITY**
- **SOCIAL ECONOMY**
- **FOOD SECURITY**
- **TRANSPARENCY**
- **DIGITAL CITIES**

Communities of Practice are one of the latest additions to the UCLG consultation mechanisms and, as such, presented their work plans at the World Council meeting in Hangzhou.

Both the **Community of Practice on Urban Innovation** and the **Community of Practice on Digital Cities** have also been active throughout the year 2017. The former, with a focus on sharing **the learning of experience in urban innovation** whilst the latter contributed to the development of new technologies as an instrument for achieving more sustainable and competitive cities.

The **Community of Practice on Urban Innovation** will center, during the year 2018, on working closely with the Secretariat of the Guangzhou International Award for Urban Innovation on the 4th edition of the award, including visiting candidate cities and advocating for the role of cities in linking innovation with the global agendas, and to identify the best practices of local governments throughout the world.

Transport plays a central role in the development of towns and cities. By strengthening decentralized cooperation around mobility. By actions such as developing a strategic partnership with the International Association of Public Transport

(UITP), the UCLG **Community of Practice on Mobility** will contribute to linking the main global agendas (New Urban Agenda, 2030 Agenda, the Paris Agreement...) by strengthening decentralized cooperation around mobility.

In 2018, the **Community of Practices on Social Economy** of UCLG will identify the members of UCLG who are implementing Social Economy public policies to build a linkage with the strategic priorities of UCLG. The goal is to provide adequate and localized solutions to the economic polarization and growing inequalities of most countries, as well as aid local governments in the monitoring and follow-up process of the 2030 Agenda. Most of its activities in 2018 will center on **organizing training sessions and mutual exchange programs to facilitate the sharing of experiences**, enhance visibility and the political participation of its members who are developing innovative public policies.

By fostering the development of policies of transparency, participation and effective citizen collaboration through actions such as participating in forums and specialized events, giving advice to members or training and developing training actions, the Community of Practice on **Transparency** aims to contribute to the strengthening of the global network so

that it can become a benchmark for the defense of open governance and public integrity and lead the evolution of traditional local citizen participation policies towards open government policies through the insertion of a new narrative in the organization.

At the UCLG World Assembly in Bogota in 2016, the “Territorial governance for food security” workshop was organized by the Forum of Regions and the French Regions. The **Community of Practice on Territorial Governance, food security and nutrition transition** is a successor to the conclusions reached during said workshop, and aims to transform the food system and lead it to an “agri-food” transition, with those involved in the production and consumption of food assuming more social and environmental responsibility. The first meetings of the Community of Practice took place during 2017, and aims to support the food transition through identifying and promoting “**Regional Responsible and Sustainable Food Initiatives**” in cities and regions, the policies that support them and ways to evaluate and monitor their implementation.

FORA

A UCLG Forum is a consultation and policy development process that culminates in an event every two years. It focuses on a specific constituency or topic that culminates in an event every two years, and aim to gather political representatives of a specific constituency from the membership. A Forum process is led by a member and supported by a reduced group of members from different regions. UCLG Fora-related activities will be included in the annual general UCLG work plan presented to the World Council.

UCLG Fora also aim to gather political representatives around a specific topic of critical importance for the agenda of the organization. The Fora produce policy guidance related to the constituency represented therein and should foster visibility for the issue concerned. There are currently three UCLG Fora:

- **INTERMEDIARY CITIES**
- **PERIPHERAL CITIES**
- **CHIEF EXECUTIVE OFFICERS OF LOCAL GOVERNMENTS ASSOCIATIONS**

THE UCLG POLICY COUNCILS

The Policy Councils drive and develop policy recommendations in relation to strategic topics (Right to the City; Opportunities for All; Multilevel Governance; and Resilient and Sustainable Cities) that are in line with the Bogota Commitment and reflect key issues in the global agendas.

Following consultations with the membership, the UCLG Executive Bureau approved their establishment in April and their inaugural sessions, which set out the frame of their work, took place during the 2017 World Council meetings in Hangzhou.

Since the Policy Councils are part of the decision-making process, they provide an opportunity for political representatives to partake in policymaking and to have their views raised before the organization's governing bodies. Policy Councils thus aim to enhance political participation in UCLG discussions. They should further improve the ownership of policy recommendations and foster members' engagement in the resulting activities.

The UCLG World Secretariat also functions as the Secretariat of the Policy Councils, which aim to improve the links among Committees and Communities of Practice, as well as between these groups and the governing bodies of the organization.

In the World Congress in 2016 in Bogota, UCLG committed to put the Right to the City – the collective right of all inhabitants of cities and territories “to use, occupy and produce fair, inclusive and sustainable cities” – at the heart of territorial governance.

The UCLG World Secretariat also functions as the Secretariat of the Policy Councils

The UCLG Policy Council on the Right to the City and Inclusive Territories brought to the debate views on how to support inclusive housing policy, and how to ensure adequate housing for all, as well as developing the concept of housing as a human right, which UCLG has been supporting in collaboration with the UN Special Rapporteur on Housing.

Acknowledging migration as a benefit and an opportunity for our cities was also an important outcome of the session. Changing the discourse on migration and creating a narrative which highlights the benefits and opportunities created by migrants at the local level is a goal of the Policy Council, and a joint effort is required in order to achieve this goal.

UCLG members have the strong belief that local democracy is the foundation of national development. Local and regional governments, as the sphere of government closest to the citizens, have demonstrated that we have a rich experience in developing dialogue among communities, and are able to engage marginalized groups in municipal decision-making and contribute to more inclusive public policies.





The UCLG Policy Council on Opportunities for All, Culture and City Diplomacy reaffirmed that education, culture and city diplomacy are at the core of building inclusive cities. The participants of the Policy Council session shared a set of public policies based on human rights, gender equality, transparency and social inclusion that have transformed the cities and increased the well-being of their inhabitants.

Deepening the roots of local democracy and involving inhabitants in the co-production of our cities and territories are key in our transition towards a sustainable future. To this end, we need to govern in partnership, build governance capabilities, implement effective partnerships with multiple stakeholders, and ensure accountable and transparent local governance.

The Policy Council on Territorial, Multilevel Governance and Sustainable Financing recalled that decentralization, the principle of subsidiarity and local autonomy are the core principles for renewed governance. Boosting multi-level governance calls for a pragmatic approach, and decentralization can hardly be implemented without the necessary resources to do so. In this regard, access to financing becomes a necessity in order to invest in local sustainable infrastructure and financing.

The roadmaps for climate change and resilience adopted recently (Sendai Framework, SDG 11 and Paris Agreement) require the involvement of all relevant stakeholders and local governments’ capacity to mobilize the human, financial and technical resources available to them.

It is also a fact that local authorities are on the front line when crises strike, as recalled by the World Humanitarian Summit.

The UCLG Policy Council “Safer, Resilient and Sustainable Cities, Capable of Facing Crises” gave support to the One Planet Summit, and recommendations to be taken on board by the World Council, regarding desertification and land degradation in particular.

The panel also addressed the pivotal importance of strengthening capacities of local governments in terms of planning and prevention, as well as creating an enabling financial environment in order for them to be able to plan for resilience.

Policy Councils provide an opportunity for political representatives to partake in policymaking and to have their views raised before the organization’s governing bodies



THE EU-UCLG STRATEGIC PARTNERSHIP



If there is a partnership that has marked the work of the organization in all dimensions, we can safely say that it is the Strategic Partnership with the European Union, signed in January 2015 for a five-year period and attached to a three-year support programme (2015-2017).

SUPPORT TO THE OVERALL WORK PLAN

As the third year comes to an end, the implementation of the partnership can be described as a resounding success. **It has allowed UCLG to expand its activities and to strengthen ties with the different parts of the network** that have actively participated in defining the work plan and, in some cases, benefited from specific financial support.

As mentioned above, the Strategic Partnership has allowed UCLG to increase support to Sections and Committees and allowed them to implement specific activities by using part of the funds received in the framework of the partnership. Concretely, the Strategic Partnership in 2017 has allowed the World Organization to support UCLG ASPAC, UCLG Eurasia, the UCLG Lebanon Office, and FLACMA and Mercociudades from Latin America.

Similarly, the World Organization also provided direct financial support to the UCLG Committee on Digital and Knowledge-Based Cities and the UCLG Mediterranean Committee.



ACTION PROPOSAL FOR 2018

Following a request by the European Commission and consequent exchanges, UCLG has recently submitted an action proposal for 2018 that will be followed by an action proposal for the next phase of implementation of the Strategic Partnership: 2019-2021. According to the Strategic Partnership originally signed in January 2015, this new approach proposed by the European Commission is an important sign of recognition of our work, as it grants one additional year of financial support to our organization.

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

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

In 2017, the Strategic Partnership has allowed the World Organization to support UCLG ASPAC, UCLG Eurasia, the UCLG Lebanon Office, and FLACMA and Mercociudades from Latin America



FINANCIAL TRAINING FOR UCLG SECTIONS

UCLG hosted a meeting in Barcelona on financing for the UCLG Sections **within the framework of the EU-UCLG Strategic Partnership**. The session trained financial and administrative officers of the UCLG network regarding the European Commission financial, contractual and administrative procedures.

Provided by EU consultants, the training included the participation of staff members from UCLG-ASPAC, UCLG Eurasia, the UCLG Lebanon Office, UCLG-MEWA, FLACMA, Mercociudades and Metropolis. In addition to building the capacities of our teams, the gathering allowed relations to be created between similar officers of different parts of the network.

5

THE SECTIONS' PERSPECTIVES

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

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





DEEPENING THE RELATIONSHIP BETWEEN EUROPE AND AFRICA



Together with CEMR and Platforma, UCLG Africa organized the first Africa-EU Forum of Local Authorities. This official meeting, which is the first of its kind, was held on in the framework of the 5th African-EU Summit. The Forum allowed to deepen Euro-African local government relations, and aimed to move the strategic partnership between the two continents forward in order to embrace the promotion of interaction between all levels of governance, articulating the local, national, sub-regional and continental tiers of government as the indispensable way to promote political dialogue and to ensure the necessary coherence and efficiency of cooperation policies.



COOPERATION FOR SUSTAINABLE URBAN DEVELOPMENT

UCLG ASPAC held its Council Meeting 2017 in Fuzhou (China). In the framework of this gathering, the Section further conducted a Symposium on Marine Economy and Urban Development. The Belt & Road (B&R) initiative aims to enhance the complementarity of and synergies among development strategies and promote common progress in participating countries in the Asia-Pacific region through closer international cooperation. In this framework, and mindful of the strategic importance that marine transport has for the world's economy and trade, the UCLG ASPAC Executive Bureau, endorsed the establishment of two Standing Committees of UCLG ASPAC focusing on the B&R initiative – "21st-Century Maritime Cooperation Committee" and "Belt and Road Local Cooperation Committee". The Symposium in Fuzhou gathered local government leaders, representatives and other stakeholders, aimed to feed discussions on enhancing marine cooperation and boosting sustainable urban development.



CULTURE AND HERITAGE AT THE CENTRE OF THE AGENDA



The Council of UCLG Eurasia took place in the framework of the 8th International Conference of Eurasia World Heritage Cities. The Conference, held under the theme “Children, heritage, tourism”, had as key organizers the Eurasia Section of the Organization of World Heritage Cities (OWHC) and the Municipality of Safranbolu, and was celebrated under the auspices of UNESCO and with the organizational support of UCLG Eurasia. The session included an agreement on establishment of twinning relations between the cities of Bolgar and Safranbolu, both of them UNESCO World Heritage Cities.



EURASIA



JOINING FORCES FOR LOCAL DEMOCRACY

Within the framework of the CEMR Executive Bureau, CEMR and the European Committee of the Regions (CoR) signed a Memorandum of Understanding, in which the CoR and CEMR committed to join forces for local democracy by promoting cooperation and participation in each other's activities and raising awareness of these activities. The agreement also included a reference to decentralized cooperation in candidate, neighbouring and partner countries. The agreement was signed during the debate on “Local and regional governments and the EU: partners to promote democracy and global development”. The CEMR Policy Committee also gathered in Chios. Among the topics discussed, a special place was given to the integration of migrants and refugees, especially when it comes to the difficulties that local and regional governments face in terms of financing and unequal information between different spheres of local government. The Policy Committee also discussed the local and regional vision on the future of Europe, on a declaration reaffirming the commitment to fight against climate change and reaching the common goal of decarbonizing societies by 2050, and the cohesion policy of CEMR, in which access to funding played a fundamental role.



EUROPE



COLLABORATION AND GOVERNANCE, KEY FOR LOCAL DEVELOPMENT



The 11th Hemispheric Summit of Mayors took place on 23-26 August 2017 in Pachuca (Mexico) and saw the participation of Parks Tau, President of UCLG, in the opening ceremony. The event gathered over 3000 participants from 28 countries and, in it, a High-Level Mayor dialogue in order to contribute to the construction of a municipalist agenda took place. The Summit hosted a specific session focused on the link with multilateral organizations that saw the participation of representatives from the Ibero-American General Secretariat, the Development Bank of Latin America (CAF), the United Nations Economic Commission for Latin America and the Caribbean (CEPAL), the OECD, the National Works and Public Services Bank of Mexico (BANOBRAS) and the Rockefeller Foundation. The event also included the ceremony of the first edition of the Latin American Award for Good Local Governance. The city of Córdoba has been elected to chair Mercociudades for the 2017-2018 mandate. Under the theme “Promoting governance and innovation to develop public regional policies”, the 22nd Mercociudades Summit highlighted the significant role of local and regional governments in global governance, as well as city-to city cooperation.

INCLUSION AS A MEANS TO ACHIEVE THE GLOBAL GOALS

With the aim to contribute to enhancing the united voice of its members on topics such as social inclusion, participatory democracy and human rights, UCLG-MEWA held its Executive Bureau and Council Joint Meeting on 18-19 October 2017 in Istanbul under the auspices of Sancaktepe Municipality, with approximately 300 participants from 14 countries. The need for inclusive policies to be at the centre of the agenda was discussed throughout the bureau, and is a key component of localizing the global agendas and the SDGs. The gathering further hosted the UCLG-MEWA Forum on Local Governments and Social Inclusion. This served as a platform to discuss social inclusion policies, and promote the cooperation and exchange of experiences between local governments and civil society organizations.



CULTURE AND HERITAGE AT THE CENTRE OF THE AGENDA

NORTH AMERICA

The Canadian Federation of Municipalities (FCM), which has been the voice of local governments in Canada for 80 years, is the facilitator of the North American Section of UCLG, held its Annual Conference and Trade Show on 1-4 June in Ottawa.

Under the theme "Shaping Canada's future", the gathering brought together almost 3500 participants and included a specific plenary with rural leaders to highlight how their communities have responded to emerging challenges and opportunities in rural Canada.



EXPANDING THE WORK OF REGIONAL GOVERNMENTS WITHIN THE NETWORK

2017 saw greater involvement of regional governments in the overall work of UCLG. By actively participating in international key gathering on diverse themes such as local economic development, migration and decentralized cooperation, regional governments stressed the importance of rural-urban linkages and the territorial dimension of policymaking, recalled their commitment towards the implementation of the SDGs and the New Urban Agenda, and advocated for the promotion of multilevel governance approaches.

Food security has also been a key theme. The Province of Santa Fe, who holds the Presidency of the Forum, with the support of the Association of Regions of France (ARF), developed a pilot project that collected and analyzed 31 best practices around responsible and sustainable food systems. The Consortium of Autonomous Provincial Governments of Ecuador (CONGOPE) is developing a similar initiative which is due to be published in 2018.

FORUM OF REGIONS

MAJOR CITIES COMING TOGETHER TO FACE GLOBAL CHALLENGES



METROPOLIS

Under the theme "Global challenges: major cities in action", members of Metropolis met in the framework of the 12th Metropolis World Congress in order to promote key political messages, especially sustainable development, mobility and urban planning, and to showcase good urban practices from across the world through innovative networking practices. Almost 60% of the world's population already lives in urban regions, and this proportion will increase in the following years. Cities are thus uniquely positioned to face the economic opportunities of transitioning to a model of resilience. The delegates proclaimed the Montréal Declaration, which sets out the commitment of cities to come together in taking on local and global challenges, particularly in implementing the Paris Climate Agreement.

6

THE ORGANIZATION

The UCLG World Secretariat in Barcelona is responsible for the day-to-day running of the world organization, including of its financial affairs.

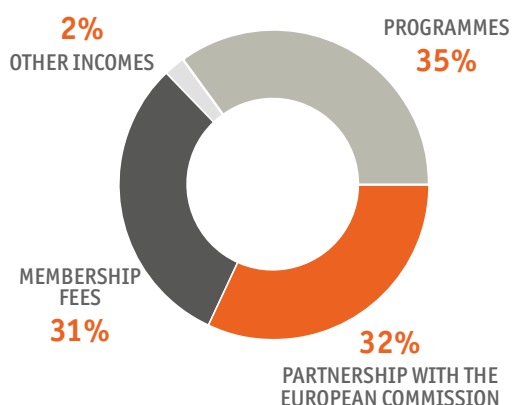
This work includes coordinating UCLG's global advocacy work at the United Nations and other fora, managing the organization's online presence and publications, and facilitating global peer-to-peer learning projects.

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



WORLD SECRETARIAT BUDGET

INCOME DISTRIBUTION



BUDGET IMPLEMENTATION

HUMAN RESOURCES € 1,276,015

PROGRAMMES € 1,178,521

REPRESENTATION € 380,223

FEES € 188,947

OVERHEADS € 153,372

COMMUNICATION AND PUBLICATIONS
€ 190,134

AMORTIZATION € 8,825

TOTAL € 3,376,038

MAIN CONTRIBUTORS TO UCLG PROGRAMMES

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

OTHER CONTRIBUTIONS THAT ALLOW UCLG TO OPERATE WITH REDUCED COSTS

- The city of Barcelona provides the offices of the World Secretariat
- Organizations and local authorities provide financing for Committees and Working Groups
- Host cities cover the costs of statutory meetings, equipment and social events

BUDGET REALIZATION FOR 2017

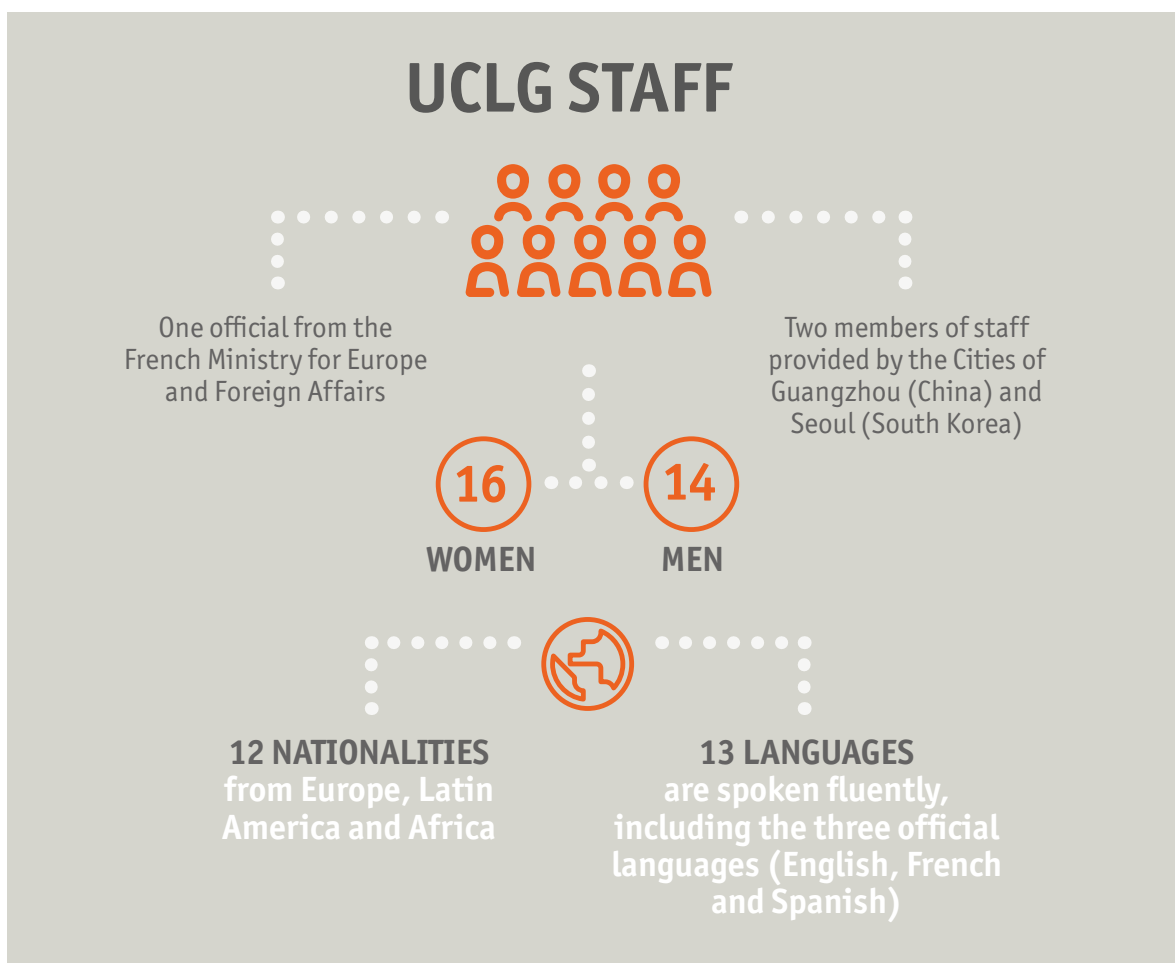
2017 has been characterized by the third year of implementation of the grant received from the European Commission within the framework of the Strategic Partnership agreement with UCLG.

The support of the European Commission, along with our members and other project partners, has enabled UCLG to reinforce its activities in all work areas identified by the governing bodies as well as increase the organization’s visibility on the international stage.

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

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

HUMAN RESOURCES



GREATER SYNERGIES BETWEEN DIFFERENT FIELDS OF WORK

The organizational changes initiated in 2015 continued during 2017, and progress has been made in terms of new ways of working and interaction among different work teams converging in the World Secretariat as well as the rest of the network.

The collaboration started with external consultants and the new technics of evaluation and monitoring has allow UCLG to improve the working mechanism and deliver more better services to our members.

The deliveries of our staffers have positioned UCLG as a key actor on the international arena increasing visibility in the day-to-day activities of the organization.

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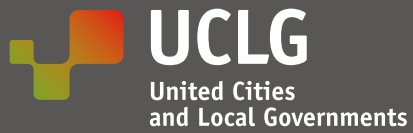
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