

**10 YEARS
LATER...**

**ANNUAL
REPORT 2014**

TABLE OF CONTENTS

MESSAGE FROM THE SECRETARY GENERAL

PAGE 4

UCLG AND SECTIONS: THE GLOBAL NETWORK OF CITIES, LOCAL AND REGIONAL GOVERNMENTS

PAGE 6

2004/2014: 100 YEARS OF ACTION, 10 YEARS OF UNITY

2014 HIGHLIGHTS

PAGE 8

01 REPRESENTATION

Institutional relations

INTELLIGENCE

The Global Agenda of Local
and Regional Governments:
Global Observatory on Local Democracy
and Decentralization

COOPERATION

City-to-city and association-to-association
programmes: action learning
Committees and working groups

PAGE 30

02 LEADERSHIP AND GOVERNANCE

Relations with statutory bodies

PAGE 34

03 ORGANIZATION

Knowledge and communication
Financial Management

MESSAGE FROM THE SECRETARY GENERAL

While 2013 marked the centenary of the municipal movement, **2014** saw the celebration of another landmark occasion, the 10th anniversary of the creation of United Cities and Local Governments (UCLG). This organization cannot be understood properly unless it is viewed in the light of the 100-year history of the municipal movement, and the legacy of the preceding organizations that inspired the birth of the UCLG that we know today.

Given the perspective of these past ten years, **UCLG wants to reaffirm that cities**, the drivers of innovation and development, must **exchange experiences and knowledge in order to address the significant global challenges** that may arise and that directly affect the lives of citizens. Hence the importance of an organization like ours: a global network that gives a voice to, and interconnects, the local world.

It cannot be national governments and the international community alone, so far from the reality of citizens, who decide on how to ensure that in the future slums will no longer exist, extreme poverty will be eliminated, and that all citizens have access to basic services like water, sanitation, health and education. We are convinced that **the basic needs of citizens must be met by the level of government that is closest to the people**, in order to make human, inclusive, sustainable and peaceful settlements possible.

We are conscious that it is our responsibility to show that cities can and must lead transformations that help to tackle global challenges. Our main challenge is to demonstrate that local and regional governments around the

world have the capacities to collaborate and innovate. For this reason, **2014** has also been an intense year in terms of advocacy activities at international level, particularly at the United Nations. In line with this goal, we have also encouraged the consolidation of the Global Taskforce as a referent for the representation of local and regional governments, as well as the intense activity of UCLG's Sections and thematic Committees.

This report aims to showcase some of the highlights from UCLG's activities in 2014. Although not exhaustive, it gives a good idea of the actions carried out by the network as whole. I believe that it is testament to the many successes achieved by and for local governments in the international arena.

At a key moment such as now: at the gates of the **Habitat III Conference in 2016** where the Urban Agenda will be defined; in the midst of the process of defining the new **Post-2015 Development Agenda**; and following the celebration of the **centenary of the international municipal movement** in Rabat in 2013; it is not easy to take stock of the work we have undertaken up to this point. Looking forward, we reaffirm our will **to continue working to promote the interests of local communities**.

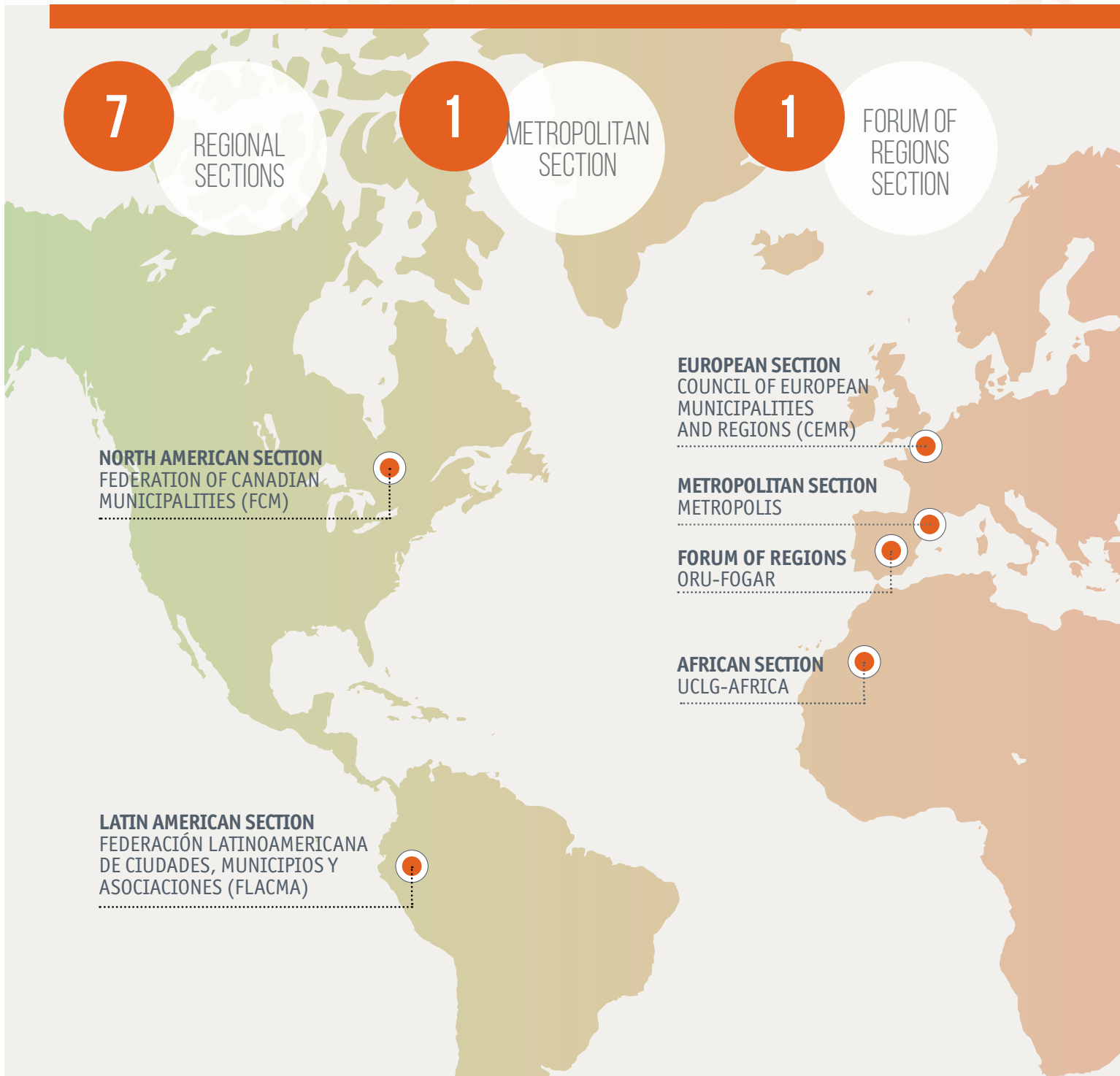
“
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AND INNOVATE
”



Josep Roig
SECRETARY GENERAL

UCLG AND SECTIONS

THE GLOBAL NETWORK OF CITIES, LOCAL AND REGIONAL



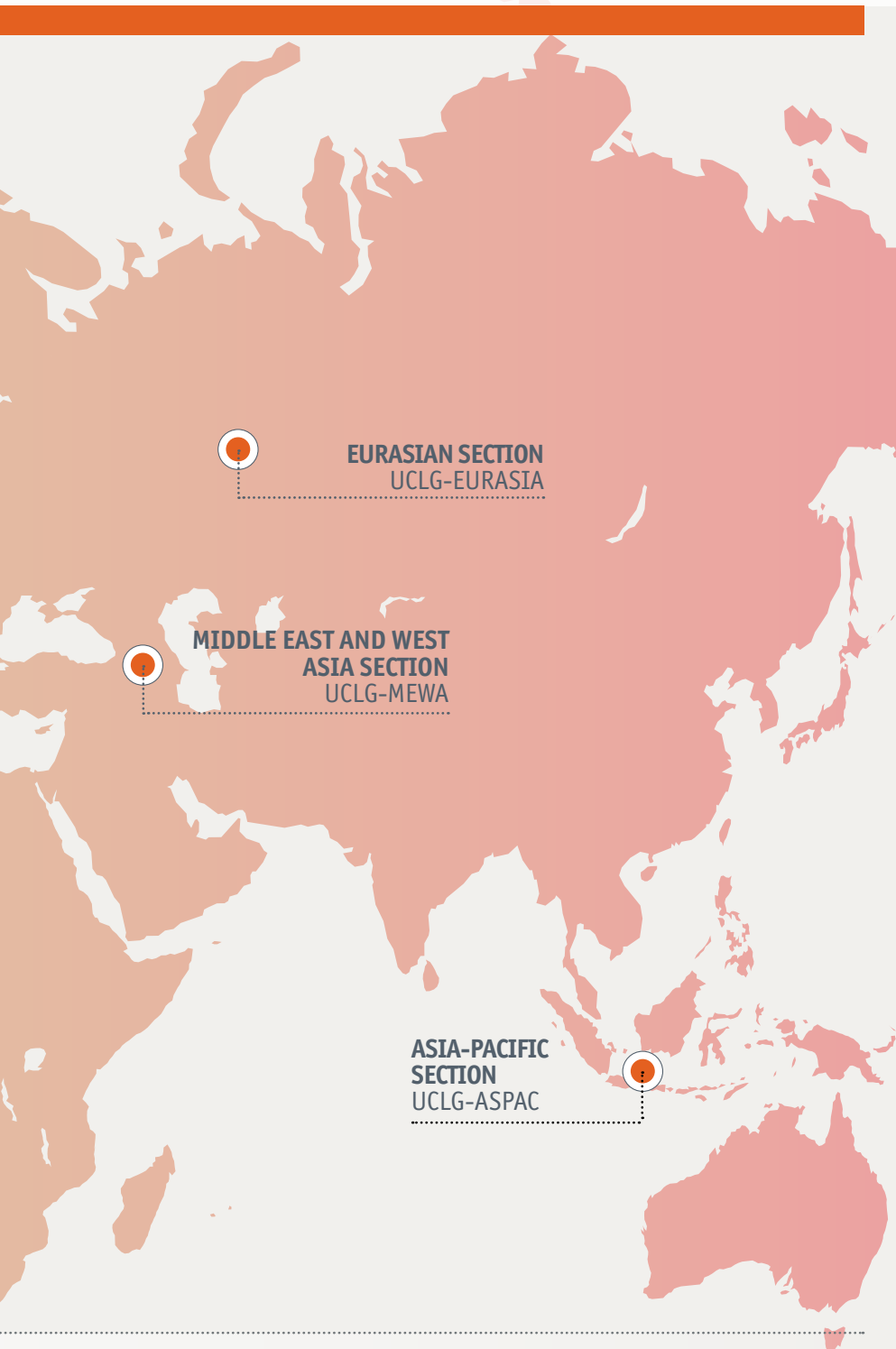
PRESENT IN:

140

OF THE 192 UNITED NATION MEMBER COUNTRIES

REPRESENTING TOWNS, REGIONS AND LOCAL AND REGIONAL GOVERNMENT ASSOCIATIONS

GOVERNMENTS



EURASIAN SECTION
UCLG-EURASIA

**MIDDLE EAST AND WEST
ASIA SECTION**
UCLG-MEWA

**ASIA-PACIFIC
SECTION**
UCLG-ASPAC

OVER

1,000

**CITIES AND REGIONS
AND 155 NATIONAL
ASSOCIATIONS**
ARE MEMBERS OF UCLG

DEFENDS THE INTERESTS OF LOCAL AND REGIONAL GOVERNMENTS ON THE WORLD STAGE

United Cities and Local Governments commits to promote, through the actions of its members, just and sustainable societies characterized by solidarity and based on local democracy, self-governance and decentralization, defending the general interests of citizens.

OUR MISSION

The mission of UCLG is to be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community.

OUR GOALS

REINFORCING the role of local and regional authorities in the international decision making process; MOBILISING local action in favour of development; PROMOTING strong and effective local and regional authorities and representative national associations; PROMOTING innovation for the benefit of local governance.

2004/2014

The fifth of May 2014 marked the 10th anniversary of the creation of UCLG. Ten years ago, mayors, leaders and representatives from cities and regions around the world met in Paris to create a world organization that would unite local authorities. This moment saw the birth of UCLG, as a result of the union of IULA, UTO and METROPOLIS, which created, for the first time, an organization that would unite and link up local and regional voices from around the world. UCLG's headquarters were established set up in Barcelona.

RECALLING WHERE WE CAME FROM: 100 YEARS OF STILL-CURRENT PRINCIPLES AND RENEWED DREAMS AND VISION

The creation of United Cities and Local Governments in 2004 was the fruition of many years of exchanges among the local and regional leaders of the world, who were working internationally through different organizations, but for a common cause.

The ideals that united us all were based on the conviction that a "world advocate of democratic local self-government, promoting the values, objectives and interests of Local and Regional Governments of all shapes and sizes, through joint action" was possible and highly necessary.

A decade later, the Preamble of our Constitution is still relevant. Its messages on the importance of unity and the relevance of representing members of all types and sizes continue to form part of our daily activities. The Preamble also calls for diversity and is based on some of the most far-reaching and noble causes defended by mankind as part of the multilateral system of governments, such as human rights and democracy; causes for which UCLG works for every day.

From the very beginning, we have anticipated the need to address both rural and urban dimensions, as well as the role that the environment would need to play in our policies. Our Constitution also acknowledges the notion of partnerships and dialogue among different tiers of government. All of the above remain references for our work of today, and for the next decade.

LOOKING OUTWARDS: UCLG ADAPTING TO EXTERNAL CHANGES

The technological and information revolution, the global impact of climate change, rapid urbanization and the economic and financial crisis, are just some of the external factors that were not anticipated at the time that UCLG was created. However, these have all had widespread consequences, and have clearly marked international relations and the working logic of global organizations and our work.

The information and technological revolution has changed not only the way that we communicate, or the way that international policymaking processes and partnerships are organized, but also the type of services that our members require. It also has an impact on how we need to organize in the future.

10TH ANNIVERSARY OF UCLG

The UCLG World Secretariat launched an open competition and a social media campaign to design a poster illustrating the organization's 10th anniversary theme: 100 years of ACTION: 10 years of UNITY. This competition was well received and significantly increased the number of visits to the website, as well as UCLG's various social platforms, and the global visibility of the organization.

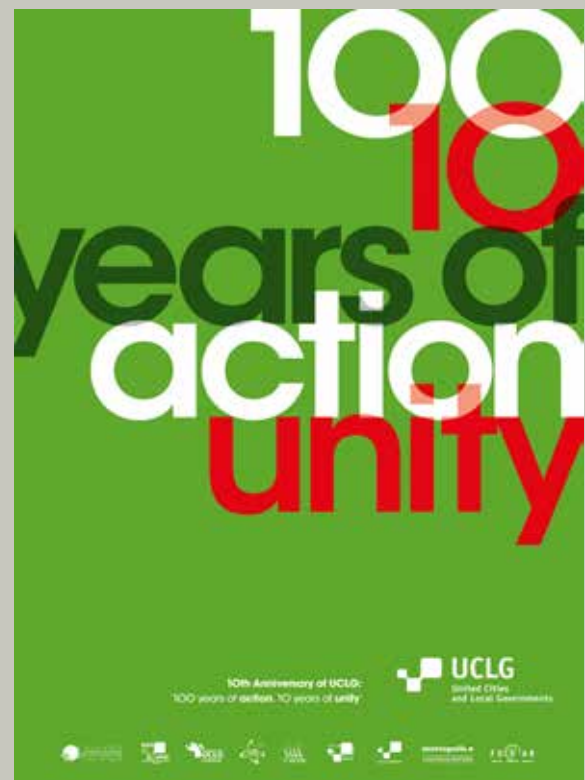
The poster was used in communication materials and documentation produced throughout 2014.

Other factors, such as climate change and urbanization, are at the top of the global agenda, and are challenging our capacity to defend and highlight the role of local and regional governments in the implementation of effective policies.

What is more our membership in many parts of the world has had to deal with significant democratic challenges in their own local realities. Increasing inequalities, considerable population shifts, and political and social tensions, which have seen various expressions in different parts of the world, have also affected the local realities of our members.

Equally, the severe cuts to public budgets and the consequent redefinition of tasks among different tiers of government have led to greater difficulties for our membership in justifying international action to their constituencies. These have also led to recentralization tendencies in many countries around the world, as well as a rethink on the role of governments and the public sector.

At the same time the unprecedented demands of a well-informed population with the capacity to organize themselves at their fingertips have challenged local governments, who have had to deal with new expectations and take responsibility for services beyond the resources and capacities available to them.





01

REPRESENTATION
INTELLIGENCE
COOPERATION

INSTITUTIONAL RELATIONS AND REPRESENTATION

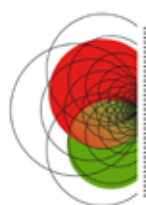
PARTNERSHIP WITH THE INTERNATIONAL COMMUNITY: REPRESENTATION AND ADVOCACY

THE GLOBAL TASKFORCE AS THE MAIN CONVENER OF LOCAL AND REGIONAL AUTHORITIES AND THEIR NETWORKS BEFORE THE INTERNATIONAL COMMUNITY

Facilitated by UCLG, in 2014, the Global Taskforce carried out policy debates, representation and advocacy activities related to the role of local governments and urbanization in the sustainable development agenda, including promoting the **inclusion of an urban Sustainable Development Goal** in the post-2015 agenda that will follow the Millennium Development Goals. Regular advocacy activities were held during the discussions of the Open Working Group (OWG) towards the Post 2015 Development Agenda, the ECOSOC Integration Segment, the High-level Political Forum and the first PrepCom of Habitat III.

The consolidation of the Global Taskforce is not only demonstrated by the increasing recognition of local and regional governments as key actors of development, but particularly, and most significantly, by the increasing commitment of local and regional government networks to participate in international advocacy activities. ○

The Global Taskforce of Local and Regional Governments for Post-2015 Development Agenda towards Habitat III (GTF) has grown to become the main interlocutor of local and regional authorities, their associations, networks and sister organizations before the international community, and in particular at the United Nations.



GLOBAL TASKFORCE
OF LOCAL AND REGIONAL GOVERNMENTS
FOR POST-2015 DEVELOPMENT AGENDA
TOWARDS HABITAT III



THE
CONSOLIDATION
OF THE GTF IS
DEMONSTRATED
BY THE
INCREASING
COMMITMENT
OF LOCAL AND
REGIONAL
GOVERNMENT
NETWORKS TO
PARTICIPATE IN
INTERNATIONAL
ADVOCACY
ACTIVITIES





UCLG CHAMPIONED FOR SDG 11 TO BE A STAND ALONE GOAL WITHIN THE POST-2015 AGENDA, IN RESPONSE TO SUGGESTIONS TO THE EUROPEAN COMMISSION'S PROPOSAL TO "MAINSTREAM" THE URBAN ISSUE IN ITS COMMUNICATION ON THE POST-2015 AGENDA

EUROPEAN COMMISSION POLICY FORUM ON DEVELOPMENT



The second European Commission Policy Forum on Development (PFD) met in October 2014 in Brussels. The meeting focused on the Post-2015 Development Agenda, the Global Partnership for Effective Development Cooperation (GPEDC), the "enabling environment" for local and regional authorities (LRA), civil society organizations (CSO) in partner countries, and EU programmes.

Building on the Structured Dialogue (2009-2011), the PFD was launched by the European Commission in 2013 as a space for dialogue on European development policies between EU institutions, LRAs and CSOs. The PFD takes place once a year in Brussels, and is attended by about eighty representatives from across the world. Local and regional authorities have 15 seats: three for each region (Africa, Asia, Latin America and neighbouring countries), two for PLATFORMA, as the representative of European networks, and one for global

networks (UCLG, AIMF and CLGF), for which Jacqueline Moustache-Belle, Mayor of Victoria and Co President of UCLG, is the representative. Meetings may also take place at regional level, such as the meetings held in June 2014 in Latin America, and in December 2014 in Africa. Regional meetings for 2015 are planned to take place in Asia and Africa.

During the second PFD, **UCLG, organized a session on urbanization to defend focus area 11, "Make cities and human settlements inclusive, safe, resilient and sustainable"**. In this session, UCLG championed for Sustainable Development Goal (SDG) 11 to be a stand alone goal within the Post-2015 Agenda, in response to suggestions to the European Commission's proposal to "mainstream" the urban issue in its Communication on the Post-2015 Agenda.

In the session, the Governor of Kinshasa stressed that urbanization, particularly in Africa, should be one of the key dimensions of the development agenda; while the Mayor of Oisterwijk, The Netherlands, and VNG member, who spoke on behalf of PLATFORMA and the Committee of Regions, defended the urban and local dimensions in the SDGs. The session was moderated by Josep Roig, UCLG Secretary General. 

Comunicación sobre la Agenda Post-2015.
www.uclg.org



CAMPAIGN FOR A STAND-ALONE GOAL ON SUSTAINABLE URBANIZATION



From October 2013 to November 2014, the broad constituency of local and regional governments collaborated with the Global Taskforce in the development and advocacy of joint positions for the campaign in favour of a goal on sustainable urbanization (the #UrbanSDG campaign). This work was conducted during key moments of the consultations led by the United Nations.

Worth highlighting are the Cities Days organized in New York from 13 to 16 December 2013, in cooperation with UN-Habitat and the Friends of Sustainable Cities, as well as

the campaign promoted jointly with UNSDSN and UN-Habitat for a stand-alone goal on sustainable urbanization, or #UrbanSDG.

The delegation representing the support for a stand-alone goal on sustainable urbanization was welcomed by the Secretary-General of the United Nations and Deputy Secretary General Eliasson, as well as Under-Secretary-General Joan Clos. Over 200 cities and associations were present.



PREMISES OF THE CAMPAIGN

Rapid urbanization is an important transformative phenomenon that will reshape the world as we know it, having **impacts on the lives of city dwellers.**

An urban goal should not only be geared towards cities, but should entail a **territorial approach, with due consideration to regional and rural-urban linkages.**

Many of the consequences of urbanization will have a global impact. At the same time, however, **cities have the potential to offer solutions to global challenges.**

Eye support
#UrbanSDG

THE #URBANSDG CAMPAIGN

www.urbansdg.uclg.org

Following its successful campaign, the Global Taskforce participated in the various meetings of the Open Working Group (OWG), the official mechanism set up by the UN to prepare the ground for the definition of the Sustainable Development Goals. The OWG held sessions every month from December 2013 to June 2014.

The January 2014 Session (OWG7) was of particular importance, as it had one full day dedicated to Sustainable Cities and Human Settlements. On that occasion, the local and regional government delegation emphasized the importance of bringing together all issues related to local governance and service delivery under a single goal that would allow for the mobilization of all local actors, aligning them in support of common objectives.

Throughout the consultations, many UN Member States were supportive of the notion that local and sub-national authorities need to be deeply involved in the development agenda if we are to address the concerns and priorities of our communities. They further agreed that urbanization is a transformative phenomenon that needs to be managed positively and fully included in the future SDGs. Other Major Groups representing constituencies such as the private sector, women and youth, have also expressed support for the focus area on sustainable urbanization.



URBANIZATION IS A TRANSFORMATIVE PHENOMENON THAT NEEDS TO BE MANAGED POSITIVELY AND FULLY INCLUDED IN THE FUTURE SDGs

The Urban Goal makes it to the first draft (July 2014)

The Open Working Group process came to an end in July and decided to adopt the first draft of a set of goals, including **Goal 11**, dedicated to cities: **Make Cities and Human Settlements inclusive, safe, resilient and sustainable**. The Global Taskforce celebrated this achievement, which represents an important step forward in terms of a collective milestone for local and regional leaders worldwide. The Global Taskforce is now ensuring that this momentum is maintained until the UN Heads of State Summit on the Post-2015 Agenda, taking place in September 2015.

Contribution to developing consultations on the localization of the Post-2015 Agenda, and of suitable targets and indicators for an urban Sustainable Development Goal

Although the urban goal is currently among the OWG's proposed goals and has influential supporters, the GTF and its partners face a great challenge in maintaining the stand-alone goal. To contribute to the future debate, UCLG, with the support of DeLoG and in collaboration with several partners (UNSDSN and UN-Habitat), has developed a set of indicators with the aim of contributing to the localization of the goals and targets proposed by the OWG. ○

LOCALIZATION OF THE POST-2015 DEVELOPMENT AGENDA

Under the co-leadership of UNDP, UN-Habitat and the Global Taskforce, a consultation process on **“localizing the Post-2015 Development Agenda”** was launched at the end of April and carried out until October 2014.

While the first phase of the dialogue, held during 2013, was focused on the potential issues and areas to be included in the Post-2015 Development Agenda (the “what” of the agenda), the second phase, launched in April 2014, was dedicated to **means of implementation** (the “how” and “who” of the agenda). The dialogues on implementation cover six main areas for discussion:

- 1) **localizing the Post-2015 Development Agenda;**
- 2) **helping to strengthen capacities and institutions;**
- 3) **participatory monitoring, and existing and new forms of accountability;**
- 4) **partnerships with civil society and other actors;**
- 5) **partnerships with the private sector; and**
- 6) **culture and development.**



National and territorial dialogues on localization took place in thirteen partner countries from May to September 2014: Armenia, Cameroon, Ecuador, El Salvador, Ghana, Italy, Jamaica, Malaysia, Malawi, the Philippines, Tajikistan, Tanzania and Vanuatu. Regional and global meetings were organized between July and October 2014, including one during the UCLG Executive Bureau in Liverpool in June 2014.

A preliminary global synthesis report was presented in New York in September, and the final report was delivered during a High-level event in Turin (Italy) on 14 and 15 October. This final report was presented to Ban Ki-moon, with the aim of being included in his report to the UN General Assembly on the Post-2015 Agenda in November 2014.

The final report stresses the importance of enabling environments that unlock the development potential of local and regional governments, and underlines the importance of sustainable financing mechanisms and capacity-building programmes to support the localization of the agenda. ○

Further, e-discussions were held on a dedicated page on the World We Want platform www.worldwewant2015.org/localising2015



THE FINAL REPORT STRESSES THE IMPORTANCE OF SUSTAINABLE FINANCING MECHANISMS AND CAPACITY-BUILDING PROGRAMMES TO SUPPORT THE LOCALIZATION OF THE AGENDA

ECOSOC INTEGRATION SEGMENT ON SUSTAINABLE URBANIZATION: RECOMMENDATIONS OF LOCAL AND REGIONAL GOVERNMENTS TO BUILD AN ENHANCED AGENDA BEFORE THE UN SYSTEM

As an outcome of Rio+20 and the UN Economic and Social Council (ECOSOC) reform, a new segment has been created within the ECOSOC, with the aim of including policy feedback from different actors in UN deliberations, and to present transversal topics of relevance to the sustainability agenda. The first session of this kind was devoted to **Sustainable Urbanization**, and took place from 27 to 29 May 2014 in New York.

UCLG, CLGF, ICLEI, ORU-FOGAR, nrg4SD, FCM, CEMR, PLATFORMA, the Capacity and Institution Building Working Group (CIB Platform), the Culture Committee and UCLG Africa formed part of the local and regional governments delegation participating in the event. UCLG representatives were given prominent roles in the segment’s plenary sessions, allowing them to share the messages agreed within the **Global Taskforce Communiqué of 26 May**.

Further, these partners participated in and co-organized four side events covering different aspects of our work. Other key partners such as Cities Alliance, UN Habitat, UNDP, UN Women, the Huairou Commission, HIC and SDI also collaborated in joint activities.

The Secretary-General of the United Nations showed strong support for local governments. Opening the Segment, he recalled that **urban areas are at the heart of many**

great challenges, opportunities and promise, and that the capacity of local governments should be strengthened to plan, construct and manage urban areas.

There was clear support for the role of local and regional governments both from Member States’ urban strategic decision-making groups and UN partners attending the meeting. The meeting stressed that a clear division of responsibilities among local authorities as well as between local and national authorities is needed. Further, it was highlighted that decentralization processes in all countries should be strengthened to ensure that local governments are engaged at all levels; from the creation of policies to their implementation. Sustainable cities will be built on joint ownership and based on good and transparent governance, with a participatory decision-making system that includes consulting citizens as the most accurate way to identify the most pressing needs at local level.

This session was an important signal to the negotiators of the Open Working Group, reaffirming the constituency’s position on the transformative role that a well-managed urbanization process and the availability of necessary resources can have in territorial development.

The session also clearly acknowledged UCLG as an umbrella organization and the facilitator of the general constituency of local and regional governments. Once again, the formalization of UCLG’s role as a facilitator contributes to strengthening its role as the voice of voices and the convener of the political representation of the constituency. We will continue in our efforts to achieve observer status at the UN General Assembly. ○



THE SESSION CLEARLY ACKNOWLEDGED UCLG AS AN UMBRELLA ORGANIZATION AND THE FACILITATOR OF THE GENERAL CONSTITUENCY OF LOCAL AND REGIONAL GOVERNMENTS

UN Photo/Paulo Filgueiras





UN Photo/Mark Garten

GETTING READY FOR THE HABITAT III CONFERENCE: DEVELOPING OUR OWN AGENDA

The Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in 2016 will be a key moment for the Global Agenda of Local and Regional Governments, as it will be charged with the definition of a shared vision of the “New Urban Agenda”, and will most probably define many of the implementation mechanisms of the 2015 Summit Resolutions and the Sustainable Development Goals.

Having been born at the First Assembly of Local Authorities which took place in Istanbul in 1996 during Habitat II, UCLG sees the representation of local and regional authorities at the Conference a natural mandate, and will therefore facilitate the contributions that will define the constituency’s key recommendations.

During the preparatory meetings leading up to the Conference in Quito in 2016, local and regional governments, through the Global Taskforce, will need to feed the debates of national governments and provide the views of local authorities on some of the key issues.

Further, in order to be able to properly reflect the huge changes that have taken place in our world, and that are affecting the work of our membership, UCLG will need to work on the development of its own agenda: the Global Agenda of Local and Regional Governments; an agenda that is based on the priorities, expectations and concerns of our members.

The development of the agenda will also require a process for its implementation. Through various stages, UCLG will harness the power of the network, enabling us to build an agenda of local and regional governments based on collaboration and our achievements. It should challenge some of the existing assumptions concerning the limitations of local and regional governments as transformative actors and provide a voice for innovative initiatives that can contribute to addressing global challenges through local action.

Based on our shared values and lessons learnt over the past century, the Global Agenda of Local and Regional Governments should be built on the knowledge generated by our members and should avoid merely reflecting and responding to the agendas developed by Member States and the international community. ○



UCLG SEES THE REPRESENTATION OF LOCAL AND REGIONAL AUTHORITIES AT THE HABITAT III CONFERENCE A NATURAL MANDATE



A DELEGATION OF THE GTF CALLED FOR THE EFFECTIVE INVOLVEMENT OF LOCAL AND REGIONAL GOVERNMENTS IN BOTH THE DEFINITION AND THE IMPLEMENTATION OF THE FUTURE URBAN AGENDA HABITAT III

LOCAL AND REGIONAL GOVERNMENTS AS A DRIVING FORCE OF THE HABITAT III AGENDA

Partnership with UN-Habitat

With the central theme “Urban Equity in Development”, the World Urban Forum saw the participation of numerous local and regional leaders, as well as UCLG Sections and Committees, in Medellín, Colombia, from 6 to 9 April 2014.

A number of sessions and side events were co-organized by UCLG membership on topics such as Local Economic Development, Sustainable Cities and Social Inclusion, Participatory Budgeting, Metropolitan Governance, Decentralized Cooperation, Planning for Intermediary Cities, Inclusive Growth for Territories, Partnerships with Civil Society and Grassroots Organizations in Africa, Guidelines on Strategic Planning, and a special session on the GOLD III Report. A UNACLA meeting and mayoral round table also took place.

A partnership between UCLG and UN-Habitat was also finalized at the event. It aims to support the full participation of local governments and their associations in the Post-2015 Agenda and towards Habitat III. The results of the partnership should reaffirm the increased recognition of local governments as essential actors in sustainable development, as well as assign resources and capacities to enable them to

fulfil their role in the delivery of and equity of access to basic urban services. ○

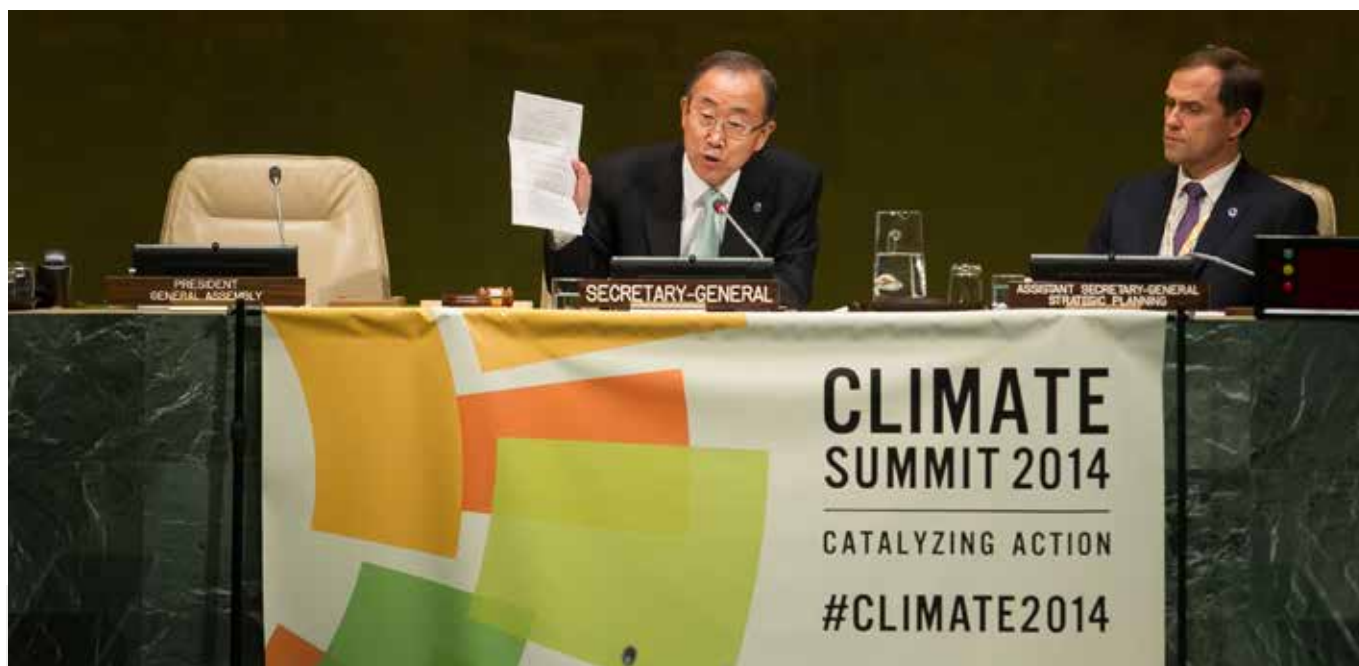
First PrepCom of Habitat III

A delegation of local and regional leaders of the Global Taskforce, facilitated by UCLG, which included over 40 elected representatives, met in New York on 15-18 September 2014 on the occasion of the first Preparatory Committee meeting of the Habitat III Conference (PrepCom I). A High-level Policy Dialogue and side events were organized together with UN partners to facilitate local and regional participation.

The delegation produced initial recommendations for Habitat III, and called for the effective involvement of local and regional governments in both the definition and the implementation of the future agenda. They also reiterated their willingness to work with the international community towards a sustainable, fair and equitable future for all.

The Global Taskforce also highlighted the following key areas to be developed during the Habitat III preparation process, towards the Conference in 2016: territorial governments as key partners for the Habitat and the Post 2015 Agendas; the strong transformative potential of urbanization; and Habitat III as being fundamental to the implementation of the sustainability agenda. ○





UN Photo/Yubi Hoffmann

CLIMATE AGENDA: THE COMPACT OF MAYORS MOBILIZING THE EFFORTS OF LOCAL AUTHORITIES

UN projections suggest that almost all the growth in the world's population over the next two decades will be in urban areas in today's low- and middle-income countries. The doubling of the urban population will be accompanied by a tripling of built-up areas in cities. The fast-paced urbanization that further concentrates populations, economic activity, disaster risk and greenhouse gas emissions in cities will only make urban environmental policies more important.

UCLG is constantly involved in negotiations on climate change and raising awareness of the impact it has on cities and their inhabitants. We defend the notion that cities represent both the greatest challenge and the greatest hope for a sustainable future.

UN Climate Summit

As part of a global effort to mobilize action and ambition on climate change towards the 2015 COP 21 in Paris, where local authorities will be highly mobilized,

the UN Secretary-General Ban Ki-moon invited heads of state and government along with civil society, local leaders, business and finance stakeholders to a Climate Summit on 23 September 2014 in New York. This Summit catalyzed action by all stakeholders in the areas of new commitments and substantial, scalable and replicable contributions that should help the world shift towards a low-carbon economy.

Responding to this call, UCLG, ICLEI, C40, and local and regional authorities and their organizations have gathered in a **Compact of Mayors**, the largest initiative by cities to combat climate change, as well as a Compact of States and Regions.

The Climate Summit in New York was attended by many city leaders, including those of Paris, New York, Johannesburg, Seoul, Berlin and Bogota, who made a public commitment to the Compact. Through this effort, cities will be choosing to meet the same requirements proposed for the international climate negotiations that will lead to a global climate treaty in 2015. 



UCLG, ICLEI, C40, AND LOCAL AND REGIONAL AUTHORITIES AND THEIR ORGANIZATIONS HAVE GATHERED IN A COMPACT OF MAYORS, THE LARGEST INITIATIVE BY CITIES TO COMBAT CLIMATE CHANGE



UN Photo/ Zach Krahme

THE INTENTIONS OF THE CLIMATE COMPACT OF MAYORS

The Compact involves cities committing to: significant greenhouse gas (GHG) emission reductions; making existing targets and plans public, and reporting on their progress annually; and using a newly-standardized measurement system that is compatible with international practices. The Compact of Mayors provides new visibility to the existing actions currently put in place by local authorities, such as the carbonn Cities Climate Registry and the European Covenant of Mayors, among others.

The networks participating in the Compact agreed to create a new regime to mirror the process for countries, in order to establish nationally determined commitments, which may be called City Determined Contributions, and are to include the following:

In announcing the Compact, the city networks will jointly establish the reporting standards, which will be based on the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC) and administered by ICLEI – the UN’s focal point for local government associations via the carbonn Cities Climate Registry (cCCR).

In announcing the Compact, city networks, along with supporting partners, will identify and catalogue existing city climate commitments and targets – which will be known as the City Determined Commitments (CDCs). 



THE COMPACT INVOLVES CITIES COMMITTING TO: SIGNIFICANT GREENHOUSE GAS (GHG) EMISSION REDUCTIONS

BUILD UPON AND ADVANCE EXISTING CITY COMMITMENTS, GHG emission and risk reduction targets and consistent GHG and climate risk reporting;

CATALOGUE AND TRACK PROGRESS TOWARDS MEETING CITY-LEVEL commitments on an annual basis;

INCLUDE A LEVEL OF REPORTING DETAIL AND TRANSPARENCY THAT IS, AT MINIMUM, consistent with that required under the United Nations Framework Convention on Climate Change (UNFCCC) for national governments.

RISK AND RESILIENCE AGENDA: PREPARING FOR THE THIRD CONFERENCE ON DISASTER RISK REDUCTION

The long-standing relationship between UCLG and the United Nations Office for Disaster Risk Reduction (UNISDR) led the latter to appoint our organization as Organizing Partners, alongside ICLEI, entrusting UCLG with the coordination of the participation of local and regional governments for the Third Conference on Disaster Risk Reduction in Sendai, Japan, in March 2015.

This Conference adopted a new framework for disaster risk reduction for the next 10 years, building on the Hyogo Framework for Action. UCLG participated in preparatory sessions, as well as regional platforms, which took place from November 2014 to March 2015

Local Government Disaster Preparedness and Response Initiative

When disasters strike, local governments are the first line of response. They often have wide ranging responsibilities but insufficient capacities to deal with them.


In order to improve the position of local governments when faced with disasters, as well as those dealing with the consequences of a disaster, it was proposed that a **Taskforce on Local Government**



UN Photo/ UNISDR

Disaster Response be created under the Development Cooperation and City Diplomacy Committee, as UCLG's "constituency" on local government disaster management affairs.

This Taskforce will provide a platform for local governments to exchange knowledge and experiences on disaster management within the UCLG governance structure. It will improve and increase local governments' access to expertise through the experiences of disaster-affected municipalities, as well as highlight and develop the role of local governments in the international disaster management agenda.

The Taskforce, which is to expand its membership over time, is to serve as a resource group, as a sounding board for joint programmes, and as a think tank and lobby group. Initially made up of representatives from VNG, FCM, CUF, UMT, the city of Istanbul and UCLG MEWA, this body will help to stimulate debate and legitimize joint initiatives, and engage new actors. 



THE TASKFORCE ON LOCAL GOVERNMENT DISASTER RESPONSE PROVIDES A PLATFORM FOR LOCAL GOVERNMENTS TO EXCHANGE KNOWLEDGE AND EXPERIENCES ON DISASTER MANAGEMENT WITHIN THE UCLG GOVERNANCE STRUCTURE





DEVELOPMENT COOPERATION

Global Partnership for Effective Development Cooperation (GPEDC)

In the framework of the follow-up to the post-Busan process, UCLG and ORU FOGAR participated as observers in the GPEDC Steering Committee, which met on 10-11 October 2013 in Washington, USA, as well as on 13-14 February 2014 in Abuja, Nigeria, during the 1st High level meeting of GPEDC in Mexico, and in the Steering Committee in New York on 9 July 2014.

At the high-level meeting in Mexico, local and regional governments presented a road map to promote a more enabling environment for local and regional governments, and advocated for fiscal decentralization and more inclusive urban development across the different sessions. The road map will contribute to localizing development cooperation and supporting decentralized cooperation in the implementation of the Busan agreements.

Further, as recognition of the role of local and regional authorities, it was decided that a permanent representative of local and regional governments would be incorporated within the GPEDC Steering Committee during the meeting in Mexico. ○

UN Development Cooperation Forum

Held every two years at the UN Headquarters, the Development Cooperation Forum (DCF) gathered cooperation partners and governments to discuss **“the future of development cooperation in a Post-2015 era”**.

Local and regional leaders took part in the preparatory meetings held in Berlin from 19-21 March, which featured 170 experts and stakeholders. The local and regional government delegation was led by UCLG Champions, who advocated for the promotion of decentralized cooperation in development cooperation policies and highlighted the need for a full recognition of local governments as development partners, with equal status, in international development cooperation.

Later, during the UN DCF held in New York on 10-11 July, UCLG Champions showcased the importance of building capacity from the bottom up, and of participation in the design, implementation and follow up of national development plans.

Participants of the Forum supported the call for concrete cases and the gathering of data at the local level in order to seek practical solutions locally that could be applied at national and international levels. ○



UCLG CHAMPIONS
ADVOCATED
FOR THE
PROMOTION OF
DECENTRALIZED
COOPERATION IN
DEVELOPMENT
COOPERATION
POLICIES AND
HIGHLIGHTED THE
NEED FOR A FULL
RECOGNITION
OF LOCAL
GOVERNMENTS
AS
DEVELOPMENT
PARTNERS

INTELLIGENCE

GLOBAL AGENDA OF LOCAL AND REGIONAL GOVERNMENTS: GLOBAL OBSERVATORY ON LOCAL DEMOCRACY AND DECENTRALIZATION

BUILDING A GLOBAL AGENDA OF LOCAL AND REGIONAL GOVERNMENTS

As mentioned earlier, UCLG, with the support of the Global Taskforce, has taken the first steps in its work on the development of its own agenda: the Global Agenda of Local and Regional Governments, based on the priorities, expectations and concerns of its members.

UCLG's Global Agenda is being built on the knowledge generated by its membership and is based on practice and proximity. It aims to provide a new narrative for the future of local and regional authorities, based on the shared values and lessons learnt over the past century, since the birth of our movement.

WHY DO WE NEED A GLOBAL AGENDA OF LOCAL AND REGIONAL GOVERNMENTS?


The UCLG Executive Bureau in Lyon in June 2013 mandated the UCLG Secretariat to draw up a Global Agenda of Local and Regional Governments to provide inputs to international discussions and reflect the main interests and visions of our members. At the same time, this initiative takes advantage of the space that we have managed to gain and consolidate within the UN processes, thanks to the

Global Taskforce of Local and Regional Governments on the Post-2015 Agenda towards Habitat III (GTF).

In this context, UCLG is developing the Global Agenda of Local and Regional Governments for the 21st Century, through which we will present our vision on the main challenges of the global development agendas (SDGs, Habitat III) and voice priorities that are not currently included in the global negotiations.

UCLG aims to construct this Global Agenda through a broad process of debates and consultations with local and regional authorities at all levels, including the Global Taskforce. 2014 saw some of the first phases of this process.

The Agenda should be finalized for Habitat III and be presented at the second World Assembly of Cities and Local Authorities, as well as the UCLG World Congress in Bogotá in 2016.

To support this process, UCLG will also produce the **4th Global Report on Local Democracy and Decentralization (GOLD IV)**. The report will provide analyses, examples of local government innovation, and case studies to support the Global Agenda of Local and Regional Governments. 



GOVERNANCE



FINANCE



PLANNING



INCLUSIVE CITIES



ENVIRONMENT



ECONOMIC DEVELOPMENT



CULTURE

HOW IS THE CONTENT OF THIS AGENDA BEING DEVELOPED? A BRIEF SUMMARY

1. **In October 2013**, the debate on the Global Agenda for Local and Regional Governments for the 21st Century was launched during the Executive Bureau in Rabat.
2. **Between January and March 2014**, ‘think pieces’ on six topics were developed in collaboration with UCLG Committees.
3. **On 28 and 29 April 2014**, representatives from UCLG Regions and Committees met with experts to discuss the think pieces. During this session, a consensus was reached that the Global Agenda should consist of a strong and convincing narrative that includes:
 - Our values, ambitions and dreams
 - Policy recommendations to turn these dreams into reality
 - Examples of how these policies can be implemented on the ground

There was also a call to identify the main narratives of other stakeholders in the global debates that were not aligned with those of local governments, in order to develop “**counter-narratives**” to challenge them.
4. Based on these conclusions, a ‘**Strategic Toolkit**’ was developed, which serves as a tool to guide UCLG members and partners in their reflections on these elements of their political narratives.
5. In September 2014, the UCLG World Secretariat produced a first draft of the Global Agenda that includes insights from all of the documents, consultations and discussions of that year, as well as from previous UCLG policy documents.
6. Due to the importance of the roles awarded to local governments in the implementation of the Post-2015 Agenda, it was decided to use the Toolkit to perform a series of consultations with **different types of local and regional governments on the Global Agenda**:
 - Intermediary cities
 - Metropolitan cities
 - Peripheral cities
 - Territories (regions, rural areas and small towns)
7. It was also decided that these consultations must go beyond our network of members so that UCLG can begin to identify **priorities and shared messages** and **establish strategic partnerships** with other stakeholders, particularly civil society, to increase the impact of the Agenda.



THE DRAFT AGENDA AIMS TO PRESENT THE RESPONSE OF LOCAL AND REGIONAL GOVERNMENTS TO THE MAJOR CHALLENGES OF THE GLOBAL DEVELOPMENT AGENDA



COOPERATION

CITY-TO-CITY AND ASSOCIATION-TO-ASSOCIATION PROGRAMMES: ACTION LEARNING

PUBLIC SPACES KEY FOCUS OF LEARNING EXCHANGES IN DURBAN AND PORTO ALEGRE¹

The learning exchanges held from 4 to 6 June 2014 in Durban focused on the topic “Reimagining public spaces”. The event was jointly hosted by eThekweni/Durban, COGTA (the provincial body of the Ministry of Corporate Governance and Traditional Affairs), UCLG, UCLG Africa and UN-Habitat.

The three-day event, which attracted over 200 participants ranging from practitioners to NGOs and consultants, reaffirmed the current UCLG agenda that was launched in Rabat during the UCLG Congress, which acknowledges the key role that public spaces play in enhancing the quality of life in cities.

As well as providing the opportunity to hear inspiring inputs from cities and partners, the event dedicated one day to a participatory review of perceptions and ideas about public spaces, thanks to the NGO Project for Public Spaces (PPS), which encourages the development of public spaces around the world for communities, by communities.

Public space is a powerful and cross-cutting topic among several UCLG Committees. Public space is not merely a land use application, but requires practical policies to be shaped around social and digital inclusion, local economic development, culture, and new financing and management practices.

A second event was hosted by the city of Porto Alegre from 27 to 29 October 2014, with the aim of disseminating this theme among Latin American networks and cities. UN Habitat is also contributing mobilizing members and partners with the objective of uniting Latin American actors and networks in order to establish a joint road map for the public space agenda vis à vis Habitat III. ◉



BRAZIL-MOZAMBIQUE²

Following 2013, a year of great dynamism that saw the drawing up of work plans and the start of activities between partner cities, 2014 focused on follow up, supporting technical visits between counterpart cities and the exchange of knowledge through the online platforms generated by the project in order to build the capacities of local authorities in Brazil and Mozambique.

The project was presented at the 7th World Urban Forum in Medellin in April through a networking event that gathered political leaders and technicians, who shared experiences with international actors.

An international academic seminar was hosted by the UniLurio University in Nampula, which revealed the great relevance planning instruments have in the realities and contexts of Mozambican cities.

This project contributed to the establishment of a platform for decentralized cooperation between cities,



PUBLIC SPACE IS A POWERFUL AND CROSS-CUTTING TOPIC AMONG SEVERAL UCLG COMMITTEES



1. Searching for the promised land of public space
2. City peer learning urban planning and management instruments relevant brazilian experience for Mozambique

Technical exchange between peers decentralized cooperation Brazil and Mozambique

as well as to the strengthening of the role and capacity of national associations. Further, the project has attracted the interest of development partners and academic institutions to contribute to and analyze the processes and results of the arising partnerships. ●



DURBAN/ETHEKWINI-SÃO PAULO PARTNERSHIP

The purpose of this programme is to share the city of São Paulo’s experience in the management and enhancement of their “favelas”. Both the city of São Paulo and eThekweni Municipality have achieved important milestones with regard to the provision of housing. However, eThekweni’s emphasis has been on providing housing units, whilst the provision of social, recreational, cultural and economic facilities and public transport has not been fully prioritized. eThekweni’s efforts to upgrade informal settlements and transform them into viable places to reside have been enhanced by learning about São Paulo’s experience. ●



SWAKOPMUND-KWADUKUZA PARTNERSHIP³

The partnership between Swakopmund and Kwadukuza was initiated in a Committee meeting on “Intermediary Cities in Southern Africa” in Kwadukuza in March 2013. Thanks to the support of the German Agency for International Cooperation (GIZ), Cities Alliance and the Norwegian Government, the cities gathered again in Swakopmund in February 2014, and were methodologically supported by UCLG, ALAN and eThekweni’s learning initiative, MILE. This experience was particularly relevant for the Kwadukuza municipality, which faces challenges in service delivery. During this meeting, specific employment policies from the city of Swakopmund were identified as a way forward to overcome the gap between performance and response. ●

DURBAN/ETHEKWINI AND MILE-MALAWIAN MUNICIPALITIES

A three-day strategic planning workshop was held in Nkhata Bay in 2014. Facilitated by MILE, the workshop allowed the newly-elected political leadership of Mzuzu City Council to: give direction to their strategic planning process, review the progress made since the last strategic planning workshop in September 2011, identify the strategic challenges and underlying causes of these challenges that the City Council faces, devise an action plan (with monitoring mechanisms) to address these challenges, and identify key areas of collaboration between Mzuzu City Council, eThekweni Municipality and UCLG. ●



3. *Strategic Planning and Management of Public Services*

4. *Building the New Urban Agenda for Intermediary Cities*



FOLLOWING 2013, A YEAR OF GREAT DYNAMISM THAT SAW THE DRAWING UP OF WORK PLANS AND THE START OF ACTIVITIES BETWEEN PARTNER CITIES, 2014 FOCUSED ON FOLLOW UP

DURBAN/ETHEKWINI- MAPUTO

The follow up between Durban and Maputo focused on informal street vending and food markets. The exchange was supported by the International Labour Organization (ILO).

Following the last round table on food market partnerships during the World Forum of Local Economic Development in Foz do Iguaçu in November 2013, the topic of markets has seen increasing interest. The city of Barcelona and Projects for Public Space invited UCLG to partner with them in the International Conference on Public Markets in Barcelona in March 2015. 



INTERMEDIARY CITIES: PEER LEARNING FOCUS ON LOCAL ECONOMIC DEVELOPMENT ⁴


Economic development and employment strategies for rural-urban relations were the topics of the learning exchange held in Chefchaouen, Morocco, between 25 and 28 September 2014. **The event was jointly hosted by the local authorities and provincial government of Chefchaouen, the ILO, UCLG Africa and two UCLG**



Working Groups on Local Economic Development and Intermediary Cities.

The event, which attracted 40 participants from three regions – Spain, West Africa and the Maghreb – reaffirmed the importance of and opportunities available through the UCLG agenda on Intermediary Cities, as well as the inclusive construction of knowledge and the positioning of local governments in local economic development processes.

It inspired and engaged activities for more South-South cooperation, and saw FAMSI, the ILO and UCLG Africa to commit to following up on expanding South-South and triangular cooperation between cities (from the Maghreb: the cities of Chefchaouen and Sousse; and from West Africa: in Senegal, Mauritania and the Ivory Coast), in order to share and promote the application of experiences like that of Chefchaouen's Local Development Agency, as well as data management through Ecolog tools.

The next event, also supported by the ILO, took place in Pasto, Colombia, in January 2015, and dealt with rural-urban policies for inclusion and employment. It had a special focus on markets, wholesale and the connectivity of intermediary cities aiming to become functional service hubs for rural production. 



REAFFIRMED THE IMPORTANCE OF AND OPPORTUNITIES AVAILABLE THROUGH THE UCLG AGENDA ON INTERMEDIARY CITIES, AS WELL AS THE INCLUSIVE CONSTRUCTION OF KNOWLEDGE AND THE POSITIONING OF LOCAL GOVERNMENTS IN LOCAL ECONOMIC DEVELOPMENT PROCESSES

COMMITTEES: KEY ACHIEVEMENTS



STANDING COMMITTEE ON GENDER EQUALITY **GENDER RESPONSIVE LOCAL GOVERNANCE**

As part of the Open Working Group meeting held in New York in March 2014, the UCLG Standing Committee on Gender Equality expressed the need to include gender equality in the Post-2015 Development Agenda.

Building on its long-standing work on the topic, the Committee drew up a statement acknowledging the importance of increasing the participation of women in local decision making, in order to guarantee equal representation and to construct a successful Post-2015 Development Agenda. The aim is to ensure that equality between women and men is at the top of the agenda of local public policymaking, as well as ensuring a safe world, in particular for women, who have traditionally been the most vulnerable to all types of violence.

The meetings also provided the opportunity to launch the Global Partnership for gender responsive local governance among UCLG, the Huairou Commission, UN Women and UN Habitat, which aims to **“Bring together grassroots women’s organizations, elected women and local governments to achieve transformative changes for women and girls”**. ●



DECENTRALIZATION AND LOCAL SELF-GOVERNMENT **SURVEY ON URBAN GOVERNANCE**

Under the coordination of the London School of Economics (LSE Cities), and with the collaboration of UN-Habitat, the Committee launched a survey on Urban Governance. The initial results of this survey were presented at the 2014 Urban Age Conference in Delhi, India, on 14-15 November 2014. The Conference brought together a wide range of policymakers, academics and city experts to discuss the role of urban governance in shaping the future development of cities.



*Land value capture.
A method to finance urban investments in Africa*

The survey addressed the urban governance data challenge, establishing a platform for individual cities to identify international urban governance cases that were of particular relevance to their specific situations. It also explored new and innovative ways to communicate and map urban governance to promote research, compare policies and improve their public dissemination.

The impact of the survey is crucial at a time when the priorities for the Post-2015 Agenda are being determined. As the world becomes increasingly urbanized, the urban agenda and urban governance are becoming central issues in these discussions. ●

LOCAL FINANCES AND DEVELOPMENT **LAND VALUE CAPTURE TO FINANCE URBAN INVESTMENT IN AFRICA**

In partnership with the Global Fund for Cities Development, and with contributions from UCLG Africa, the UCLG Local Finance and Development Committee published a study on capturing land value, presenting the advantages, risks and legal and institutional bases related to the implementation of this method of funding. One of its key recommendations was to finance urbanization through capturing land value, considering the amount of investment required in contrast with the restrictions of traditional development financing. ●



International Award UCLG - Mexico City - Culture21

CULTURE **WINNERS OF THE INTERNATIONAL AWARD UCLG – MEXICO CITY – CULTURE 21**

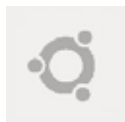
An International Award “UCLG – MEXICO City – Culture 21” was launched by the UCLG Committee on Culture, with calls opened from 22 January 2014 to 31 March 2014. The objective of the award is to contribute to the dissemination and implementation of the Agenda 21 for Culture. The award has two categories: a city/local or government category; and an individual category.

The Committee announced the winners during the Executive Bureau in Liverpool: the city of Belo Horizonte and its “Arena de Cultura – Artistic and Cultural Training Programme” won the Award. The cities of Hannover and Ouagadougou also received a special mention. The Jury decided that the Individual Award should be shared ex aequo by Manuel Castells and Farida Shaheed. ○

BILBAO, HOST CITY OF THE FIRST UCLG CULTURE SUMMIT IN 2015

The Committee on Culture initiated the process to develop a new Agenda 21 for Culture in 2013, which continued in 2014 with meetings, seminars, articles, questionnaires and visits to pilot cities. The process concluded with a major event: the UCLG Culture Summit in 2015. The hosting of this Summit would provide remarkable international visibility.

A call for candidatures was launched early in 2014 and resulted in many proposals and expressions of interest. Of these, the city of Bilbao, Spain, was chosen to host the first UCLG Culture Summit on 18-20 March 2015. ○



DEVELOPMENT COOPERATION AND CITY DIPLOMACY PEACE PRIZE AND DISASTER RESPONSE AND PREPAREDNESS FACILITY

During 2014, the Committee on Development Cooperation and City Diplomacy moved forward with the work plan presented in Rabat in October 2013. The Peace Prize, which will be awarded for the first time, is aimed at local governments with the most innovative approach towards peace-building. The criteria for the prize were approved by the Committee, and later by the Executive Bureau, in 2014. In the coming months, the jury and evaluation committee will be set up, and a website will be created to launch the call for nominations.

The setting up of a Disaster Response and Preparedness Facility aims to enable the exchange of information and ensure a coordinated response that supports local governments in times of natural or man-made disasters. Currently, financing possibilities are being explored with international organizations. The



Social Inclusion and Participatory Democracy. From the conceptual discussion to the local action

SOCIAL INCLUSION, PARTICIPATORY DEMOCRACY AND HUMAN RIGHTS

INCLUSIVE CITIES OBSERVATORY PROVIDING CASE STUDIES OF LOCAL PRACTICES WORLDWIDE

The Inclusive Cities Observatory, managed by the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights (CISDP), is a space for analysis and reflection on local social inclusion policies. Among various case studies, the Committee presented a study based on the rehabilitation of Al-Darb al-Ahmar, Cairo, Egypt, which targeted 285 families. ○

THE COMMITTEE ON SOCIAL INCLUSION AT THE 4TH WORLD HUMAN RIGHTS CITIES SUMMIT

As a supporting organization of the Summit hosted by the city of Gwangju, South Korea, on 15-18 May 2014, the Committee presented the experiences of various cities. The Summit also enabled the discussion and approval of the work plan of the Committee, its new governance structure, and issues related to the organization of the 2nd World Summit of Local Governments for the Right to the City. ○



MEDITERRANEAN INTERREGIONAL COMMITTEE DEMOCRATIC GOVERNANCE IN THE MEDITERRANEAN

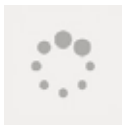
In 2013, a Political Council was set up within the Mediterranean Interregional Committee, bringing together elected representatives from across the Mediterranean region. Since October 2013, this Council has adopted and defended the Charter in favour of democratic governance in the Mediterranean, which illustrates the values that local leaders share and defend in terms of local democracy in the region. ○



URBAN HEALTH

The Committee on Urban Health met during the UCLG Executive Bureau in Rabat in 2013, and allowed its members to share experiences on the management of public health and the implementation of public health policies. Participants discussed the recent changes in approaches to public health and future city health strategies.

Members also discussed the possibility of grouping municipal health services into three topics: preventive, supportive and curative health services; and gave examples of preventive and supportive services that are provided to disadvantaged groups. ●



PERIPHERAL CITIES STRENGTHENING THE NETWORK

In 2014, the Committee took part in various international meetings, such as the World Education Forum in Canoas; the World Urban Forum in Medellín, which included the co-organization of a networking event for metropolitan areas; and the Metropolis Congress in Hyderabad, with participation in a session.

Further, the Committee's close collaboration with the Mercociudades network has been extremely fruitful. In fact, synergies have been established with the thematic Strategic Planning unit of this network of Latin American cities. ●



KNOWLEDGE-BASED CITIES PEER LEARNING AND SUPPORT FOR THE DEVELOPMENT OF THE UN GUIDELINES ON URBAN AND TERRITORIAL PLANNING

A joint meeting of both Committees was held in Rabat in October 2013, with the main objective of consolidating the Cities Learning Programme, as well as to define the role and actions that the Committees and UCLG must pursue to develop the learning agenda. It was agreed that both Committees should focus their work on:

- Intermediary Cities (supporting communication between stakeholders, finalizing the frame document and enriching this with case studies, supporting peer learning and lobbying in European bodies and platforms);
- The UN Guidelines on Urban and Territorial Planning (supporting UN processes with expertise, based on the recommendation of UCLG Policy Paper on Strategic Planning, and promoting local leadership in all planning processes); and
- City to-city learning (monitoring and supporting partnerships to promote and guide existing groups to position the demand-driven agenda of local governments). ●

WORKING GROUPS: KEY ACHIEVEMENTS



CAPACITY AND INSTITUTION BUILDING (CIB) IMPROVING DEVELOPMENT COOPERATION PROGRAMMES

The annual meeting of the Capacity and Institution Building Committee (CIB), hosted by the German Cities Association in September 2014, focused on three main items: municipal international cooperation, trade and development, and sharing information and knowledge.

Various associations are reflecting on the development of municipal international cooperation, at the request of member municipalities and donors. Discussions focused on how to disseminate international experiences at domestic level. In many countries there is increasing attention on the role of local governments in trade and investment. The Agency of Cooperation and Investment in Medellín is one of the model cities in Latin America for how to organize international relations and cooperation. In other countries, there is increasing attention on the role that local governments play in attracting investment and promoting the country internationally.

The meeting also discussed possible joint initiatives in disaster response and preparedness in countries like the Ukraine. ●



INTERMEDIARY CITIES - LOCAL ECONOMIC DEVELOPMENT

RURAL-URBAN POLICIES FUNDAMENTAL FOR LOCAL ECONOMIC DEVELOPMENT

The first joint event of the two Working Groups, organized by the city of Chefchaouen, Morocco, with the support of the International Labour Organization and the Andalusian Fund of Municipalities for International Solidarity (FAMSI), was held in Chefchaouen from 24 to 27 September 2014, and focused on "Local Economic Development and Decent Work in Intermediary Cities".

Forty local leaders and representatives from civil society and the business sector exchanged their views on the implementation of a local development strategy to address the particular situation of intermediary cities; notably the synergy between rural and urban spaces and their intermediary position with regard to cities, in particular their social and economic environments.

Local elected officials recognized that strategic urban and territorial planning within the framework of intermediary cities requires taking into account relationships between rural and urban spaces, as well as bringing together all development actors, in particular private businesses, social partners, citizens and civil society. It also enables the creation of better short-, medium- and long-term strategies. Further, South-South and triangular cooperation serve to support the implementation of policies based on strategic and urban planning. ●



LOCAL ECONOMIC DEVELOPMENT

PROGRAMAS PARA LA MEJORA DE LA COOPERACIÓN AL DESARROLLO

Participation in the definition of the process for the Third World Forum on Local

Economic Development to be held in Turin from 13 to 16 October 2015, as a member of the Executive Committee, composed of the city of Turin, the Province of Turin, UNDP, ORU FOGAR, SEBRAE Brazil, the ILO and the UCLG World Secretariat.

Developing a first draft of the policy paper on Local Economic Development: "The vision of cities". ●



LOCAL GOVERNMENTS AND COOPERATION IN THE MIDDLE EAST

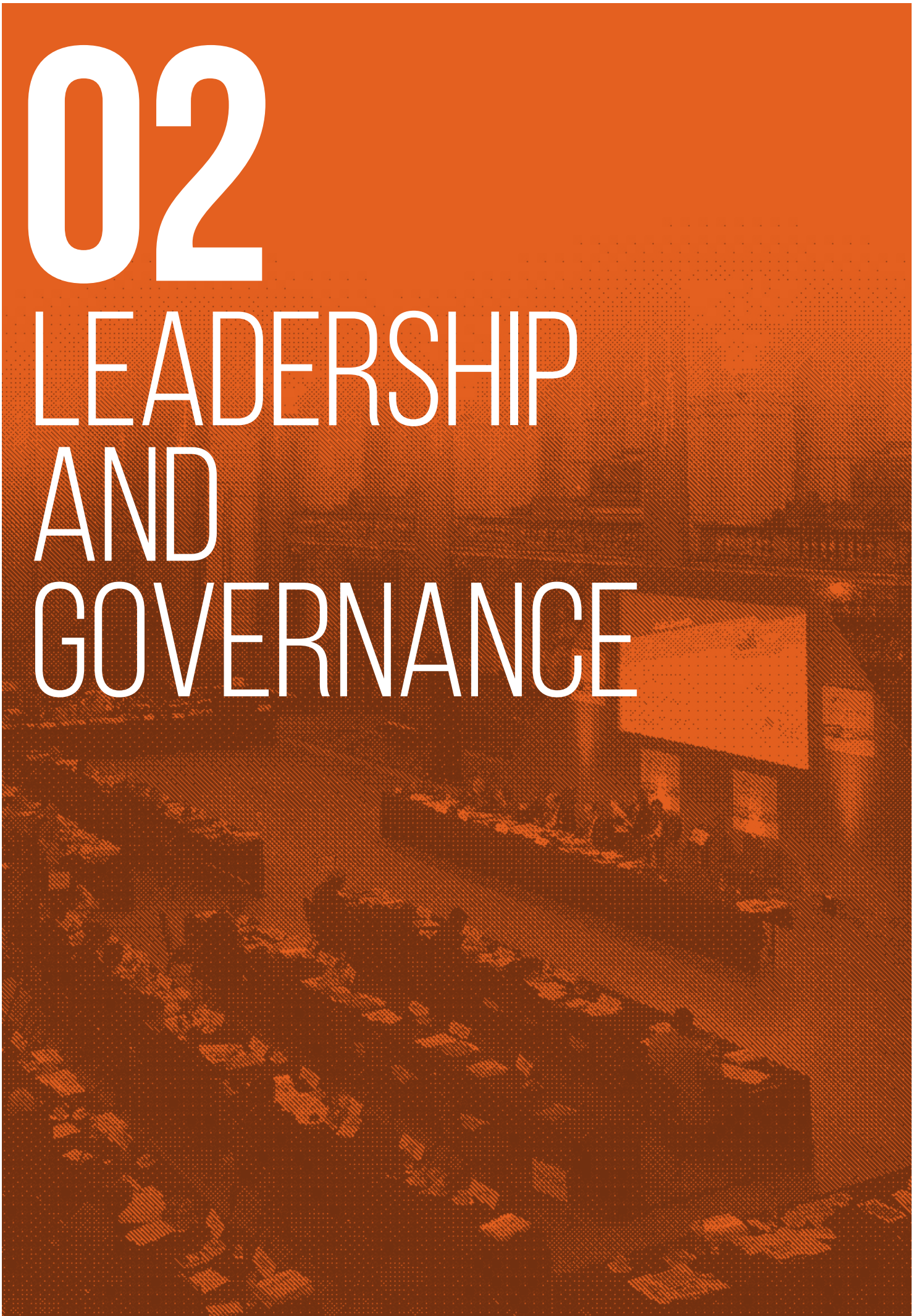
Participation in and the co-organization of two events within the framework of the International Year of Solidarity with the Palestinian People: 1) The International Conference of Local Authorities in Solidarity with the Palestinian People: "Local Authorities at the heart of the State of Palestine" (Ramallah, November 2014); 2) The International Conference of Local Governments and Civil Society Organizations in Support of Palestinian Rights (Seville, December 2014).

The launch of a call and initiatives to support local authorities and the people of Gaza during the recent conflict between Israel and Hamas (July 2014).

The launch of a call to support regional authorities bordering Syria, which are facing a huge influx of refugees, as well as support for aid initiatives launched by various networks that are members of the Working Group. ●

02

LEADERSHIP AND GOVERNANCE



STRENGTHENING THE NETWORK, LEADERSHIP AND GOVERNANCE

RELATIONS WITH STATUTORY BODIES

RENEWAL OF LOCAL LEADERS

Following local elections held in many countries throughout 2014, UCLG's Governing Bodies have congratulated newly elected local officials and leaders that were re-elected. They took the opportunity to congratulate President Kadir Topbaş and Co-Presidents Alain Juppé and Anne Hidalgo for their re-elections and elections respectively.

Following the resignation of the former Mayor of Quito as UCLG Co-President, a call for candidatures was opened in June 2014, encouraging candidatures from Latin America. This role was filled by Mauricio Rodas, the current Mayor of Quito (Ecuador). ☉

... The new UCLG Presidency poster 2013/2016

PRESIDENT
Kadir Topbaş
Mayor of Istanbul (Turkey), President of the Union of Municipalities of Turkey

CO-PRESIDENTS
Anne Hidalgo
Mayor of Paris (France), President of the Standing Committee of Section Equality
Chen Zhenhua
Mayor of Guangzhou (China)
Alain Juppé
Mayor of Bordeaux (France), President of the French Republic and of the Council of European Municipalities and Regions (CJCEE)
Eduar Mejías
Mayor of Jaén (Spain) (Resignation)
Jacqueline Meunier-Sellier
Mayor of Strasbourg (France), President of the Association of Strathairn (AUSA)
Mauricio Rodas
Mayor of Quito (Ecuador)

TREASURER
Fathallah Oualalou
Mayor of Rabat (Morocco)

DEPUTY-TREASURER
Berry Urbanovic
Mayor of Belgrade (Serbia), President Emeritus of the Association of Localities of Central and Eastern Europe (ALCEE)

SECRETARY GENERAL
Josep Riba
Mayor of Barcelona (Spain) and President of the Association of Localities of Central and Eastern Europe (ALCEE)

PRESIDENCY OF UCLG 2013/2016

VICE-PRESIDENTS FOR UCLG SECTIONS
Ngila Phrasakom
President of the Association of Local Authorities of Cambodia (ALAC)
Wah Neo Rong
Secretary of the Standing Committee of the Association of Local Authorities of Cambodia (ALAC)
Alexandre Billaud
Mayor of Nantes (France) (Resignation)
Annamaria Zambrano-Labinski
Mayor of Warsaw, President of the Standing Committee of the Association of Local Authorities of Central and Eastern Europe (ALCEE)
Pavle Džikić
President of the Standing Committee of the Association of Localities of Central and Eastern Europe (ALCEE)
Mohammed Nagef Qadafi
Mayor of Tripoli (Libya), President of the Association of Localities of Central and Eastern Europe (ALCEE)
Boris Cukner
Mayor of Ljubljana (Slovenia)
Jean-Paul Wacziarg
President of the Association of Localities of Central and Eastern Europe (ALCEE)
Paulo Carrasco Cruz
Mayor of São Paulo (Brazil), President of the Association of Localities of Central and Eastern Europe (ALCEE)

GENERAL SECRETARIES OF THE UCLG SECTIONS
Jean-Pierre Dany Akoué
Secretary General of UCLG Africa
Bernadette Inouati
Secretary General of UCLG Africa - West Pacific
Rashid Saghai
Secretary General of UCLG Africa
Freddy Vulliamy
Secretary General of UCLG Africa
Guillermo Tapia Nolasca
Secretary General of UCLG Latin America
Mehmet Demirel
Secretary General of UCLG Middle East and North Africa
Brock Carlson
Secretary General of UCLG Europe
Alain Le Saux
Secretary General of UCLG Europe
Carlos Lorenzo
Secretary General of UCLG Europe

HOW TO GENERATE SUSTAINABLE ECONOMIC GROWTH IN AN AGE OF AUSTERITY: FOCUS OF THE UCLG EXECUTIVE BUREAU IN LIVERPOOL

Over 250 representatives from 48 countries gathered in Liverpool for the UCLG Executive Bureau at the invitation of the Mayor of Liverpool, Joe Anderson, and the Local Governments Association (LGA), on the occasion of the city's International Festival of Business.

The priorities for UCLG's Global Agenda were discussed during the Bureau sessions and two key open debates were organized. The importance of public spaces in contributing to inclusive and prosperous societies, the necessary link between growth and equality, and how to localize the Post-2015 Agenda were the main topics on the agenda. The Executive Bureau was also an opportunity for the Committees on Urban Health, Development Cooperation and City Diplomacy, and Urban Governance, as well as the Working Group on Local Governments and Cooperation in the Middle East, to meet.

The UCLG Executive Bureau was held in conjunction with the BT Global City Leaders Summit, which took place on 18 June in Liverpool. City leaders discussed how to generate sustainable economic growth in times of austerity, and recalled that cities are the arena where the battle for equality and growth will be won or lost.

They also reaffirmed the spirit of the municipal movement to promote learning and create the conditions to better serve citizens, as well as to bring the experience of local and regional leaders to international debates. The Global Summit also included panel discussions, including one on the "Role of Culture in a City Economy".



CITY LEADERS RECALLED THAT CITIES ARE THE ARENA WHERE THE BATTLE FOR EQUALITY AND GROWTH WILL BE WON OR LOST





CITIES AND REGIONS OF THE WORLD DEFINE THEIR ROAD MAPS FOR 2015 AT THE WORLD COUNCIL IN HAIKOU

UCLG's statutory bodies, the Executive Bureau and World Council, and some Committees and Working Groups, met from 23 to 26 November 2014 in Haikou, China.


Around 400 participants from 49 countries came together on this occasion, including representatives of international organizations. The World Council meetings were held in parallel with the Asian Mayors Forum and the Haikou Sister Cities Summit. A large delegation also attended the second edition of the Guangzhou Award, which took place on 27 and 28 November, together with the 2014 China International Friendship Cities Conference.

The work of the World Council has resulted in rich exchanges on various topics, including local economic and social development, the provision of local public services and the reduction of inequalities, among others. Policy debates organized prior to the World Council took the form of round tables, and addressed the issues of local public service provision and the keys towards bridging inequalities.

The members of the UCLG World Council also celebrated the establishment of a

strategic partnership with the European Union; a landmark agreement to be signed in 2015 that recognizes UCLG's role as an umbrella organization, and a global representative of local and regional governments before the international community.

The World Council adopted the 2015 Work Plan and the proposed preparations towards Habitat III, highlighting the great weight carried by UCLG as the inheritor of a century-old movement as well as the First World Assembly of Cities and Local Authorities. They stressed the need to build on the legacy of Habitat II and to request a special role for local and regional governments as a specific sphere of government.

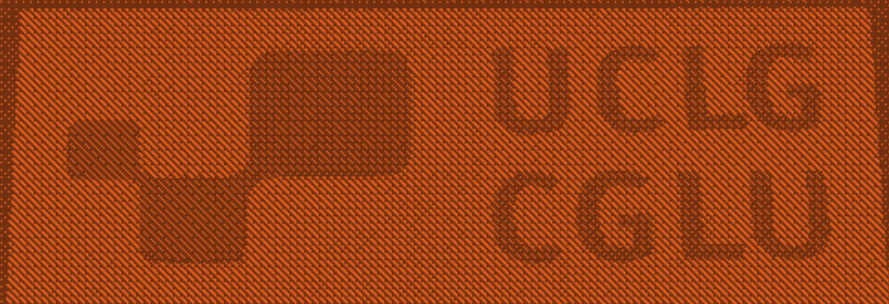
Within this framework, the World Council also agreed to convene the Second World Assembly of Cities and Local Authorities on the occasion of the UCLG World Congress and Habitat III Conference in 2016. 



THE WORLD COUNCIL ALSO AGREED TO CONVENE THE SECOND WORLD ASSEMBLY OF CITIES AND LOCAL AUTHORITIES ON THE OCCASION OF THE UCLG WORLD CONGRESS AND HABITAT III CONFERENCE IN 2016

03

ORGANIZATION



KNOWLEDGE AND COMMUNICATION

IMPROVING COLLABORATION IN UCLG'S GLOBAL NETWORK

The world of associations has changed significantly since the inception of the century-old worldwide municipal movement that led to the creation of UCLG in 2004. In particular, the last 10 years have seen changes in communication, information sharing and collaboration, and the development of new ways to manage networks.

These changes have provoked an emergence of new global action networks and other forms of agile organizations, working on similar activities to – or competing with – UCLG, which attract public and private funding as well as media attention. These new mechanisms have growing political relevance and are often attached to social networks, challenging some of the established structures with less capacity to respond to the rapidly changing environment.

The need to strengthen the membership base of UCLG in this new era and to consolidate its role as a network of networks, in order to comply with its original mandate – to represent all local and regional governments and their associations – has led the UCLG Governing Bodies to mandate the UCLG World Secretariat to initiate a participatory exercise to improve collaboration between active members and partners.

Consequently, a coaching process has been set up and several workshops have been organized to foster exchanges with different parts of the network, in particular Sections and Committees. ○

DEVELOPING UCLG'S KEY MESSAGES AND THINK PIECES

Following the first preparatory exercise on collaboration in the UCLG global network, a specific working session on the development of think pieces and key messages for the world organization took place in March 2014 at the UCLG headquarters in Barcelona.

In April 2014, specific sessions held with some Committees and Working Groups debated the premises of the Global Agenda of Local and Regional Governments. It took place as an open dialogue and aimed to prepare the advocacy messages of UCLG and the Global Taskforce for the upcoming milestones of 2014-2016.

In June 2014, UCLG staff analyzed the first content blocks of the Global Agenda for Local and Regional Governments, discussing key proposals relating to each thematic area, which gave rise to the aforementioned key areas. ○





SOCIAL MEDIA ENHANCEMENT

Building on the aforementioned networking exercise taking place within the organization, special efforts have been made to develop UCLG’s presence on social media, and all communication actions have been supported and enhanced by these tools.

Among these actions is the creation of a social networking group. This group comprises those people responsible for managing the social media accounts for the network’s Regional Sections, Committees and Working Groups. This initiative has stimulated knowledge sharing, strengthened connections and increased support for campaigns, initiatives and other actions undertaken by members using social media. In turn, this has facilitated support for, and the diffusion of, these actions through other members of the network, and has enabled UCLG to reach a wider target audience.

The number of followers of the institutional account of the organization grew from 2,200 followers to 4,362 followers between 30 December 2013 and 30 December 2014. This increase of 2,162 followers in a year is partly due to the following campaigns: the campaign launched in support of an urban Sustainable Development Goal, #UrbanSDG, in May 2014; the campaign in October 2014 to mark UN-Habitat’s Urban Month; the #CitiesWeWant

campaign to support the messages of local and regional governments in the first Preparatory Committee for the Habitat III Conference (PrepCom 1) in September 2014; and the launch of the #UCLGMeets hashtag, used to track all statutory meetings and other meetings of the network.

These social media campaigns would not have achieved the same level of success without the support of the UCLG membership. Further, the use of social media as a new platform to support the dissemination of key messages, activities and work of the organization, has made these networks a key part of UCLG’s work in the areas of communication, knowledge sharing, political advocacy and institutional relations.

Making the best use of these social media tools includes monitoring UCLG’s accounts on Facebook, Twitter, YouTube, LinkedIn and Flickr; work that now forms part of the day-to-day tasks of the World Secretariat. Thanks to the optimization of these networks, the organization’s membership has improved access to the activity of the network as a whole and UCLG’s key messages to the international community. ○



RENEWAL OF UCLG’S INSTITUTIONAL WEBSITE

Following a call for proposals, UCLG’s main website was updated at the end of 2013 and was released in early 2014. The new format includes a new design, clearer sections, and more dynamic content.


Among the new sections added to the website, UCLG has set up a blog through which members and partners can share knowledge and discuss topics of interest to the UCLG network.

All information related to the activities, meetings, reports and inputs of the organization, Sections, Committees, partners and other stakeholders is announced on the institutional website as well as on social media. In this sense, the World Secretariat

acts as a hub of information. Information is also disseminated to members through the monthly newsletter. Both the website and the newsletter have been reconsidered as a means of communication and sharing knowledge on members’ activities.

Apart from the institutional website, UCLG operates other websites that are devoted to specific activities: a page dedicated to the Global Taskforce which is managed from the World Secretariat (www.gtf2016.org) created in 2013, and the website dedicated to the campaign for an urban Sustainable Development Goal, #UrbanSDG, created in 2014. ○

RESULTS IN FIGURES

TWITTER 


FOLLOWERS

2014 **4,362**


2013 2,200

INCREASE **↑ 2,162**

Women 23.3% **Men 28.9%** **Organizations 47.8%**

COUNTRIES 

| | |
|--|---------------------------------|
| United States: 393 7.7% | Mexico: 157 3.1% |
| Spain: 345 6.8% | Canada: 155 3.0% |
| United Kingdom: 320 6.3% | Turkey: 142 2.8% |
| France: 262 5.1% | Belgium: 128 2.5% |

FACEBOOK 


FANS

2014 **1,775**


2013 1,074

INCREASE **↑ 701**

Women 46.0% **Men 54.0%**

COUNTRIES 

| | |
|-----------------------------------|--|
| Morocco: 184 17.41% | United States: 102 9.67% |
| Mexico: 143 3.57% | Argentina: 73 6.92% |
| France: 127 12.05% | Italy: 62 5.88% |
| Spain: 126 11.96% | Colombia: 57 5.40% |
| Brazil: 124 11.77% | India: 56 5.31% |

www.uclg.org 

TOTAL VISITS

2014 **270,065**

2013 236,427


USERS

2014 **62,276**

2013 52,372

LANGUAGES

EN 33.5% **SP 14.4%** **FR 13.8%**

PAÍSES 

| | |
|----------------------------|-----------------------------|
| Spain 16.3 % | United Kingdom 3.5 % |
| France 8.8 % | Turkey 3.4 % |
| United States 7.1 % | Brazil 3.3 % |
| Mexico 4.1 % | |

www.gtf2016.org

TOTAL VISITS

2014 **14,726**

USERS

2014 **3,781**

www.urbansdg.uclg.org

TOTAL VISITS

2014 **6,178**

USERS

2014 **1,566**

FINANCIAL MANAGEMENT

WORLD SECRETARIAT BUDGET

2,561,498 €

INCOME

Programmes

48%

Membership Fees

37%

Congress Organization

4%

Other

11%

EXPENSES

Programmes

1,229,730 €

Salaries and social charges

954,677 €

Fees

101,728 €

Overhead

110,112 €

Travel

110,012 €

Communication and publications

26,004 €

Depreciation

28,343 €

TOTAL: 2,560,646 €

OTHER CONTRIBUTIONS THAT ALLOW UCLG TO OPERATE WITH REDUCED COSTS

The city of Barcelona provides the office of the World Secretariat.

Organizations and local authorities finance the committees and working groups.

Host cities assume the cost of statutory meetings, equipment and social events.

MAIN CONTRIBUTIONS TO UCLG PROGRAMMES

EUROPEAN COMMISSION

PROVINCE OF BARCELONA

NORWEGIAN FOREIGN AFFAIRS MINISTRY

FRENCH FOREIGN AFFAIRS AND INTERNATIONAL DEVELOPMENT MINISTRY

FRENCH DEVELOPMENT AGENCY

UN-HABITAT

INTERNATIONAL LABOUR ORGANIZATION

HUMAN RESSOURCES

UCLG STAFF

Women

17

Men

10

Total

27

Nationalities

10

2 STAFF MEMBERS are on secondment from the French Ministry of Foreign Affairs and International Development, **5 WORK** for UCLG Committees and **2 ARE INTERNS**

10 nationalities from Europe, Latin America and Africa

9 LANGUAGES are spoken fluently in the World Secretariat.

PUBLICATIONS

1. INSTITUTIONAL



Annual Report 2013



UCLG Press kit 2014

2. GLOBAL AGENDA AND GLOBAL TASKFORCE (GTF)



A Local and Regional Agenda Post-2015



Contributions to the new Global Agenda Post2015 and Habitat III



Towards achieving sustainable cities and human settlements and localizing the post-2015 agenda

3. COMMITTEES, WORKING GROUPS AND OTHERS



Land value capture. A method to finance urban investments in Africa



International Award UCLG - Mexico City - Culture21



Technical exchange between peers decentralized cooperation Brazil and Mozambique



Peer learning en la provincia de Santa Fe, Argentina. Políticas regionales de planificación



Strategic planning and management of public services



Searching for the promised land of public space



City peer learning urban planning and management instruments relevant brazilian experience for Mozambique



Culture Heritage as a driver of sustainability



Social Inclusion and Participatory Democracy. From the conceptual discussion to the local action



Building the New Urban Agenda for Intermediary Cities



Community-Based Monitoring



100% recycled



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North America



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