The second UCLG Retreat and Campus took place in Barcelona from 15-19 February. The 2016 edition focused on the different parts of the World Organization and gathered 80 participants from around the world. All Committees, Sections and continents were represented. In addition to many of the key participants from 2015, the 2016 Retreat saw the participation of 45 new participants; staff of Sections and Committees, and political representatives.

The agenda of the gathering paid special attention to the UCLG Congress and to defining the strategic priorities for 2016-2019. It further aimed to create opportunities for exchange and foster synergies between the actions of different parts of the network.

This report provides a gist of the discussions, main conclusions and areas of collaboration identified.

THE WEEK AT A GLANCE:

1. The Summit of Local and Regional Leaders: 5th UCLG World Congress, Bogotá 2016
   A- What opportunities does the UCLG Congress need to create?
   B- Which key overarching themes would you like the UCLG Congress to address?

2. Committees and Working Groups
   A- How has the work of Committees impacted the overall work of UCLG?
   B- What do Committees need from the Organization to strengthen their work?

3. Sections
   A- Strengthening the relations between Sections and Committees
   B- Enhancing the mobilization of the membership
   C- Promoting a new start for the Forum of Regions

4. The UCLG We Want
   A- If UCLG wasn’t there, what would you miss?
   B- What are the top three opportunities for making UCLG a successful and resilient network?

5. Actions and key priorities for 2016
   A- Institutional relations and advocacy
   B- Intelligence
   C- Strengthening the network, leadership and governance Cooperation and learning
THE SUMMIT OF LOCAL AND REGIONAL LEADERS: 5TH UCLG WORLD CONGRESS, BOGOTA 2016
The 2016 Summit and UCLG Congress in Bogotá is a space of convergence where several important processes inherent to the life of the World Organization will take place. It is the moment where the leadership is renewed and the objectives of the Organization are set; it is the place where members come for inspiration and learn from the practices of others; it is also where identities and the unions between towns, cities, and metropolises are visualized.

In addition to the above, 2016 presents an unprecedented opportunity to link the UCLG Congress with the definition of the New Urban Agenda and the UN Habitat III Conference; an opportunity that only comes around once every 20 years, and that crystallizes the expectations of local and regional governments’ international action.

The Summit will be the moment to: (1) Highlight the need to continue developing decentralization, recalling the spirit of Habitat II; (2) Ensure links between the 2030 Agenda and the Urban Agenda; (3) Define a seat for local and regional governments at the global table.

Participants were also asked to focus on the following questions to help shape the Congress:

- What opportunities does the UCLG Congress need to create?
- Which key overarching themes would you like the UCLG Congress to address?

A) WHAT OPPORTUNITIES DOES THE UCLG CONGRESS NEED TO CREATE?

Participants identified five key opportunities and a wide and diverse range of activities for each of them:

- **PRACTICAL LEARNING**
  - Workshops; toolkits; technical visits; urban challenges labs; on-site sharing.

- **BUILD THE FAMILY**
  - Exchanges among UCLG communities; family-specific sessions; team-building games; strengthening social platforms (i.e. the UCLG Network); marketing the Congress to all sizes of councils and regions.

- **STRENGTHEN THE NETWORK**
  - Awards ceremony; media exposure; speed-dating between local governments; CEO and City Manager meetings; meetings for different types of members.

- **MAXIMIZE FUNDING**
  - Invite donors; manifesto on fiscal decentralization; speed dating with funding partners; crowdfunding with ambassadors.

- **INFLUENCE THE GLOBAL AGENDA (ADVOCACY)**
  - Statement shooting (short interviews); in-depth dialogue with civil society; engaging high-level national and international leaders; involvement of national governments through national associations.

During the Retreat, the cornerstones of local and regional governments’ legacy for Habitat III, which sessions will be built around, were agreed: (1) Building stronger and accountable local and regional governments; (2) The Right to the City at the heart of the urban agenda; (3) Territories to promote sustainable local economic and environmental policies; (4) Driving bottom-up national development; (5) Building the spirit of solidarity.
Our place, our agenda
Participants also highlighted the key differences between the UCLG Summit/Congress and the other numerous conferences taking place in preparation for the Habitat III Conference. They emphasized the importance of affirming this gathering as “our” platform and as a space where the interests of local and regional governments are represented. It should further be utilized as the place to bridge the gaps between the academic, technical and policy agendas.

A place to innovate

- Committees could contribute to:
  Getting key messages from “champions” and political figures; simulation games and field visits; transforming learning methodologies; showcasing best practices; mixing among Committees; speed dating between Committees and Sections.

- Sections could contribute to:
  Transversal meetings on specific themes; optimizing our capacities by having Sections specialize in specific issues; peer-to-peer events with Sections focused on SDGs and/or having each Section as a champion on a specific SDG; team-building games; etc.

- Cities could contribute to:
  Technical visits in Bogotá and field visits to gain better knowledge of urban complexities; mayors presenting concrete projects in 5 minutes; Assembly of young “mayors” to make proposals to the actual mayors.

- Ideas intersecting Committees, Sections and cities:
  Developing a strong networking space to stimulate discussions; fostering bilateral meetings; an exercise mapping stakeholders focused on civil society, national governments, parliamentarians and the private sector.

Bogotá is a city with different geographical realities, from very urbanized areas to almost rural areas; this might be a good opportunity to see the ‘different Bogotas’.

Djamel Sandid, International Relations and Cooperation, Nanterre, UCLG Committee on Peripheral Cities

The city of Bogotá wants to foster exchanges and a sense of citizens’ ownership.

Valentina Wieser, Director of International Relations, Bogotá
B) WHICH KEY OVERARCHING THEMES WOULD YOU LIKE THE UCLG CONGRESS TO ADDRESS?

Participants felt the need to call for a Congress that is equally attractive for and representative of small and big cities.

They identified several pertinent themes framed within, and at the same time bridging, the five cornerstones identified on page 3:

Solidarity; cooperation; crisis and governance; new global health problems; the quality of local democracy; enabling environments for cities; strategic urban planning; and public space and its impact on inequality.

The new trend in cooperation between cities does not include the notion of solidarity. We need to foster real political will to cooperate beyond economics.

Metropolitan cities are not only cities but also their environments, which include intermediary cities and peripheries.

Felip Roca, Secretary General of Metropolis

We need a greater understanding of what politicians need and what can make them come to our Congress.

Richard Kemp, Councillor, Liverpool
02. COMMITTEES AND WORKING GROUPS
The Annual Campus of Committees and Working Groups is a session organized every year in the framework of the UCLG Retreat, aiming to enable the UCLG Committees to network with each other and to inform other parts of the network about their work priorities.

This year, 16 Committees, Working Groups, Taskforces and Communities of Practice took part in an active session which saw not only interesting presentations, but also dynamic discussions around how to find synergies to strengthen the work done by the Committees with the human resources, capacity and commitment of UCLG as a whole.

The session was organized around two key questions:

- How has the work of Committees impacted the overall work of UCLG? (paying special attention to the four pillars of the UCLG Work Plan)
- What do Committees need from the Organization to strengthen their work?

### A) HOW HAS THE WORK OF COMMITTEES IMPACTED THE OVERALL WORK OF UCLG?

**Advocacy and intelligence**

The involvement of Committees and Working Groups in concerted global advocacy efforts has been drastically increased in 2016. Thematic inputs from Committees have been the cornerstones of the consultations organized to develop the Agenda of Local and Regional Governments for the 21st Century and shape the GOLD IV Report.

Committees have further ensured representation in international advocacy activities, such as the Addis Ababa Conference on Financing for Development, Regional and Thematic meetings for Habitat III, and promoting key issues like international seminars on the Right to the City.

Committees have also developed their own activities to support advocacy work and the sharing of intelligence disseminated.

"The reason for setting up a Peace Prize is that the local level is the one that sees the biggest impacts of conflicts. Local authorities are the ones who provide services to citizens affected by conflicts.

---

Renske Steenbergen, VNG International, UCLG Capacity and Institution Building Working Group
Strengthening the network and learning

Strong communication is instrumental to strengthen the network. Since 2015, new tools have been developed to enhance daily contact and share work in new circles.

Special efforts have been made to revitalize websites, develop social media coverage and foster ownership by members through surveys and consultations.

The development of the learning agenda was highlighted as a key element to capitalize on policy documents and feed into advocacy work. Participants stressed the importance of sharing practical experience via seminars, workshops and learning programmes.

Particular emphasis was placed on the Awards promoted jointly by Committees and UCLG, which help provide greater visibility and reach to the Organization as a whole. As some participants stressed, it is sometimes a challenge to explain to elected officials what UCLG is and the added value that they can gain in participating in its activities.

Participants were requested to actively participate in the promotion of the UCLG Awards, namely the Peace Prize, the Guangzhou Award on Urban Innovation and the International Award UCLG – Mexico City – Culture 21.

B) WHAT DO COMMITTEES NEED FROM THE ORGANIZATION TO STRENGTHEN THEIR WORK?

Access to and facilitation of spaces like the Retreat were identified as important opportunities to stimulate collaboration and find potential projects to work on together.

Participants stressed the importance of enhancing links with Sections and integrating the content of Committees’ work into regional and sectoral policies.

While time, human and economic resources differ from one Committee to another; there was wide consensus on the idea that there is a need to avoid competition among Committees.

It should be further explored how some of the cornerstone agendas, like the Right to the City, could influence other policy recommendations made, such as on local finance.

Pilot projects set up through Committees such as the Committee on Culture, aiming to implement policies developed, were presented as tools that could be up-scaled to contribute to the different components of the global work programme.

“**It is important to ensure the link between abstract policy development and experiences on the ground. The pilot projects that are being put in place by the Committee on Culture can bridge this divide and be an important part of the learning agenda of UCLG.**”

Jordi Pascual, UCLG Committee on Culture.
The discussions concluded with the idea that the network needs to strengthen the role of its hubs, such as the World Secretariat, to ensure the right connections between the different parts of the Organization.

"Documenting experiences and knowledge but also gathering real data is becoming more and more relevant when influencing international policy. The development of our own observatories, in particular on local finance, will be a key instrument for the advocacy efforts in Habitat III and the implementation of the SDGs."

Nathalie Le Denmat, UCLG Committee on Local Finance and Development

Migration was identified as an issue of crucial importance for local authorities around the world. Participants called for a common approach to migration as a network, taking into account that different answers may be needed depending on the different situations local governments can be faced with.

"We, as UCLG, need to reinforce the concept that the role of local governments can be the solution or, at least, a key new actor coming to this international debate."

Simone Giovetti, Cités Unies France

"FCM has been working very closely with the Canadian Federal Government on the issue of reception of Syrian refugees; it shows the kind of cooperation that can happen between local and national governments on global issues in which we have to act together."

Berry Vrbanovic, Mayor of Kitchener and Treasurer of UCLG

The development of the observatories that UCLG and its members have put in place, such as the IOPD on participation, the social inclusion website and the observatory on local finance, were acknowledged as the type of initiatives efforts should be focused around, and where synergies should be found.

"Influence power to change diversity"
03. SECTIONS
All UCLG Section Secretariats were present at the UCLG Retreat, with the aim of identifying priorities on specific issues that need to be tackled in common, building on the four main lines of activity of the World Organization.

A) STRENGTHENING THE RELATIONS BETWEEN SECTIONS AND COMMITTEES

In the 2015 Retreat, Sections agreed on the need to reinforce the cooperation efforts among Sections as well as between Sections and Committees. One year on, several Sections have signed collaboration agreements and concrete joint initiatives have been set up between Sections and Committees.

The agreements of collaboration strengthen our cooperation and make our old friendships official. They help to establish contact with the Regional Sections to find out best practices and to find our identity at a global level.

Rasikh Sagitov, Secretary General of UCLG Eurasia

We have started to work with Committees as a strategy to raise awareness among the members about the work done but also to attract new members and to enhance service delivery.

Adrien Licha, UCLG-MEWA

B) ENHANCING THE MOBILIZATION OF THE MEMBERSHIP

Special attention was paid to the efforts made in Latin America to enhance the representation of types of members. Representatives of FLACMA and the Permanent Open Working Group for Latin America (GATP) presented the progress made in the region towards closer collaboration.

Starting in the Executive Bureau of Porto Alegre, FLACMA, currently facilitated by the Brazilian National Confederation of Municipalities (CNM), and the Permanent Open Working Group, represented by Canoas, Mercociudades, have met regularly in order to present a consolidated approach to representation in the region.

Representatives of FLACMA and the GATP expressed their intention to achieve concrete proposals for a way forward by the Summit in Bogotá.

We are looking for unity in diversity; a unity of representation and links between cities and associations, while recognizing the great diversity existing in Latin America.

Deise Martins, representative of the Permanent Open Working Group

FLACMA is currently renewing its structure and will put its efforts into developing a representative mechanism for its members and open up to collaboration with all Latin American networks. The next meeting in the Dominican Republic will be an important occasion to renew the political leadership.

Tatiane de Jesus, representative of CNM for FLACMA

The political leadership in Latin America gave a clear signal in Paris on the importance of unity and its firm commitment to reach the Congress in Bogotá with a proposal that can satisfy all members. Significant efforts are being made towards this.

Cristian Espinosa, representative of Quito
The Forum of Regions, which was approved and created in 2012 and included in the Constitution of UCLG, facilitated by the World Secretariat, is the platform for regional governments to move forwards together in the definition and implementation of policies.

After the decision of ORU-FOGAR to step down from their role last year, the need to promote and obtain political support as well as spaces to structure the diversity and mobilization of regional actors – from federal states to provinces – will be essential in the development of the Section and of the network.

“Promoting a new start for the Forum of Regions”

Josep Roig, Secretary General of UCLG

“...In Paris we took the decision to reinforce the presence of regional authorities in our activities and agreed that initially the role of promoting and organizing activities for the regional authorities would be played by the World Secretariat.”
In the Post-2015 and Post-Habitat III era, with urbanization and city-driven solutions deserving increased attention internationally, a global network such as UCLG will need to renew its strategic priorities. The development of strategic priorities is a triennial exercise that takes place in the lead-up to UCLG Congresses and culminates during the early period of the new UCLG leadership, spring 2017 in this case.

The aim of the session on the UCLG We Want was to help identify the priority areas and issues to be addressed by the new strategic document to be published in 2017, as well as to define the questions to be addressed to the broad membership.

Liverpool Councillor Richard Kemp kicked off the meeting presenting his report of the listening exercise that he had been commissioned to carry out on behalf of the Committee on Statutory Affairs. This exercise included missions to different parts of the Organization, in particular Latin America, MEWA, NORAM and Eurasia.

His presentation included recommendations for cultural and structural changes, as well as possible new services to be offered by the Organization. He also shared his vision for the future of UCLG to move beyond a global organization of local governments and emphasize its nature as global movement of local governments, enabling UCLG to deliver real change to cities and communities.

A round table with representatives of the UCLG Presidency followed the presentation by Cllr Kemp.

Representatives highlighted the importance of preserving the comprehensive nature of UCLG, representing all local and regional governments regardless of their specific conditions and political colours. The need to preserve the voice of UCLG as a legitimate representation of the local voices of citizens was stressed.

We need to reach the point where our name will be meaningful in itself, like Greenpeace, who just from their name already get attention and impact.

Jacqueline Moustache-Belle, Mayor of Victoria and Co-President of UCLG

We must look inside the Organization and define clearer messages; our members need to identify.

Ilsur Metshin, Mayor of Kazan and Co-President of UCLG

Regardless of where you are in the world, you always face problems of inequality. This is why we need a people-centred agenda of development; we need to embrace diversity.

Trevor Fowler, City Manager of Johannesburg

UCLG must be the main interlocutor of local voices, and each of us, especially local elected officials, has the responsibility to promote the work of UCLG in our countries and continents.

Mohamed Sefiani, Mayor of Chefchaouen, Chair of the UCLG Working Group on Intermediary Cities

Participants called for the acknowledgement of the many successes achieved and the changes that had been brought about in the last decade. They celebrated the international recognition of the network but called for greater efforts to make the Organization known among the membership.
A) IF UCLG WASN'T THERE, WHAT WOULD YOU MISS?

The discussion among participants confirmed the need to build on the essence of what led to the creation of the founding organizations of UCLG in 1913 and what inspired the renewal of the movement in 2004.

The need to build solidarity among members and ensure learning and exchange as cornerstones of the representation of local governments before the international community also came up strongly.

- History and inspiration of the movement.
- A consistent reference point.
- International lobbying with a human face: Legitimacy; a unified voice before the international community; influence on messages; bridging the gap between citizens and national governments.
- Fills an important and unique space that, if empty, would leave more room for private interests.
- The capacity to position global issues from a local perspective: Unity and a collective voice; building an agenda for and by cities.
- The visibility of cities, local and regional governments within society and the international community: Empowerment of local governments and national associations; a means to share and value work done; helps capacity building.
- Diversity: Geographical, cultural, thematic, in terms different types of cities, and of opinions.
- A truly global network: Possibility for coordination, cooperation and exchange with other members; sense of a community; access to information; learning and the sharing of good practices.

The second part of the session took the form of a participatory discussion structured around two main questions:

- If UCLG wasn’t there, what would you miss?
- What are the top three opportunities for making UCLG a successful and resilient network?

We have made a lot of progress; we must continue to work on the usefulness of UCLG at a global level, and not only for its members. We could become an agora of local authorities of different levels, precisely because our strength and value is being the network of networks for local authorities. We are a unique organization and we mustn’t lose this. The world needs our voice.

Antonio Aniesa, Plaine Commune

Special emphasis was placed on ensuring that UCLG brought the voice of local realities to the table in the implementation of the 2030 Agenda.

"Putting voices of local government to int’l society"

"Understanding of global issues from LG perspectives"
B) WHAT ARE THE TOP THREE OPPORTUNITIES FOR MAKING UCLG A SUCCESSFUL AND RESILIENT NETWORK?

Participants stressed the need to maintain UCLG as a membership-based association and constituency. They highlighted the unique generalist nature of the Organization and its great potential as a network of networks. They further underlined the need to nurture the independence of the movement and to ensure financial and social resilience. This would necessitate putting additional effort into work on the four axes outlined below.

ADAPTING TO A CHANGING CONTEXT
- Taking other networks into consideration. The network needs to open up to other cultures and attract new members.
- The Global Agenda should be seen as an opportunity to strengthen the Organization and bring forward clearer messages.
- Partnerships with philanthropic associations that could benefit UCLG.
- Preparing for transitions and successions.

REAFFIRMING THE ROLE OF THE POLITICAL LEADERSHIP
- Political guidance and involvement in the Organization is key.
- Multi-layer leadership needs to maximize ownership. Developing the Champions initiative.
- Stronger branding needed as the United Nations of local governments.
- More visible joint actions.

STRENGTHENING THE LINKS BETWEEN OUR OWN AGENDA AND THE GLOBAL AGENDA:
- Putting democratic development and governance at the core of international policy.
- Specific treatment of global themes such as climate change, environment, resilience, innovation and technology.
- A specific action agenda for local governments building on concrete work on the ground.

ENHANCING RESOURCES FOR COLLABORATION:
- Designing systems of exchange and communication with different parts of the network (Sections, Committees etc.).
- Development of practical learning.
- Investing in the development of toolkits.
- Building on the membership’s expertise and resources.

UCLG Secretary General Josep Roig summarized, “UCLG is a social movement that needs a clear voice and a peer-to-peer learning ambition at the heart of the Organization. We must work on strengthening these for the coming generations.”
05.

ACTIONS AND KEY PRIORITIES FOR 2016
Following a general presentation on the implementation of the 2015 Work Plan, presentations of the four components of the Work Plan were made by the different teams from the World Secretariat.

The advocacy achievements around the Habitat III process, the preliminary results of the consultations and research developed for the production of the triennial GOLD report, as well as the strategy around the learning agenda as a point of convergence for the work of Committees and Sections, laid the groundwork for the activities to be developed jointly in 2016.

“We need to make sure that clear political messages are included in the Agenda in order to make GOLD a reference document, as it has been until now. After three editions, this publication has improved, gathering international experts.”

Arnau Gutiérrez, Directorate of International Relations, Barcelona Provincial Council, UCLG Committee on Decentralization and Local Self-Government

“It is important to highlight the capacity to anticipate: we must anticipate the issues of the future and shape our own agenda. 2015 was a particularly dynamic year and we have been working towards landmarks like COP21 and Habitat III. But what is the objective after Habitat III? What is the mechanism to show our commitment in our territories?”

Rahmatouca Sow Dieye, Chief Deputy of the Cabinet of the Mayor of Dakar, Regional Secretary of Metropolis

“It would be good to have a toolkit to develop a coherent approach and guide members in the implementation of the SDGs.”

Xolile George, CEO, South African Local Government Association (SALGA)
Contributions to the Global Alliance for Urban Crises to be launched at the World Humanitarian Summit in Istanbul in May.

- Participants were asked to mobilize three local elected officials to attend the World Humanitarian Summit.

**Sendai Framework**
- Development of a toolkit on what Sendai means for Local Governments
- Development of training sessions
- Promotional campaigns

**Second World Assembly of Local and Regional Governments**

The World Secretariat recalled the need to define messages for these hearings and asked for inputs from the constituency.

Participants were also asked to nominate local elected officials to attend the Habitat III Local Government Hearings in May in order to share the voice of local governments in the global agenda.

**Localization of the 2030 Agenda for Sustainable Development**

Members have already provided feedback to UN agencies on the implementation and localization of the Agenda. The World Secretariat asked participants to further contribute to a paper making a case for localization during the High-level Political Forum (HLPF) taking place in July. Participants should send information on their actions regarding implementation to the World Secretariat.

The next steps for the World Secretariat regarding the 2030 Agenda will be to mobilize to develop the toolkit with UNDP with the aim of presenting it to the HLPF.

**The need to promote the Compact of Mayors**, an advocacy tool we use in climate negotiations such as the COP, was also stressed.

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**A) INSTITUTIONAL RELATIONS AND ADVOCACY**

Four proposals for focused collaborations were made, linked to the components of the Work Plan:

1. Contributions to the second World Assembly of Local and Regional Governments; a key instrument to organize the constituency’s inputs to the Habitat III process.
2. Collaboration on the implementation of the 2030 Agenda (SDGs) through the localization of the goals and monitoring mechanisms.
3. Promotion of the implementation of the Sendai Framework through global, regional and national actions.
4. Further development of the UCLG Network, the online space for the UCLG community to exchange and collaborate.

All of these proposals are linked to the different work areas of the Organization and will require the involvement of Committees, Sections and the World Secretariat. They will be linked with the findings of the GOLD report, serve as bases for activities around the learning agenda, and strengthen the ties among the membership and the network through concrete calls for action.

These proposals build on the Work Plan presented to the World Council in Paris but aim to enhance focused joint work. More detailed activities under each area are presented below.
B) INTELLIGENCE

Recommendations gathered through the consultations with the membership are being used as the bases for the academic research commissioned to develop the *Agenda of Local and Regional Governments for the 21st Century* defined in the context of the fourth GOLD report.

These inputs constitute the legacy of the movement, inspiring its recommendations for Habitat III and the actions beyond the conference. They are further inspiring the Global Taskforce’s inputs to the process, in particular on the drafting of the outcome document of the Habitat III Conference negotiated by member states.

**TIMELINE:**

- March/April: The World Secretariat will share the chapters and recommendations of GOLD IV.
- May/June: Workshops will be organized to validate recommendations.
- June/July: Consolidation of papers with comments and key messages.
- Presentation of GOLD IV at the Congress in Bogotá.

C) STRENGTHENING THE NETWORK, LEADERSHIP AND GOVERNANCE

Knowledge and communication

The UCLG Network, the space for online exchanges and collaboration among the UCLG community will be further enhanced and its use as collaboration platform developed. Inputs to the Congress programme will continue online through the network.

A full UCLG communication strategy will be produced to ensure further outreach.

Integrated branding and the merging of different websites will be considered in order to facilitate access through one single platform.

Active promotion of the UCLG Awards (Peace Prize, Guangzhou Award, International Award UCLG – MEXICO City – Culture 21) was requested.

A database organizing publications will be developed.

Fostering the production of video materials including interviews with our members to be developed.

Relations with statutory bodies and members

The exchanges among specific types of members are to be facilitated within the context of the UCLG statutory meetings and Congress. For example, meetings of CEOs of LGAs.

Sections were invited to encourage their member regional authorities to get in touch with the UCLG Regions Section to become integrated into this forum.
D) COOPERATION AND LEARNING

The Bogotá Summit should contain a strong learning component built around the UCLG Learning Forum and offering opportunities for practical exchanges.

The implementation of the 2030 Agenda and Sendai should be the building blocks of learning exchanges promoted by UCLG.

It was recalled that Santa Fe’s regional government is very innovative in policy support and the inclusion of intermediary cities. Building on the lessons learnt through the sharing of a Basic Mapping Plan promoted by the Working Group on Intermediary Cities, Santa Fe Regional Government and UCLG together with the International Labour Organization are now linking LED strategies such as decent work in intermediary cities and their connection to metropolitan regions, and will host a learning event gathering regional governments from Latin America in March 2016.

Following the invitation of the university association Columbus, the UCLG World Secretariat is partnering in a project to promote “problem-based learning” in Europe and Latin America. The project Citylabs LA: Cooperation for innovation and the exchange of good practices aims to bring the university, in particular urban planning departments, closer to cities’ complex realities. UCLG will build a group of city practitioners interested in participating in this project.

The project will run from February 2016.
The UCLG Retreat is an annual gathering that connects the different parts of the organization. It aims to harness the power of the UCLG network and enhance collaboration and synergies in order to achieve the objectives set out by the political leadership. The 2016 Retreat took place from 15-19 February in Barcelona.

THE RETREAT IN NUMBERS

TOTAL NUMBER OF PARTICIPANTS: 80
coming from a total of 23 countries from all the continents.

REPRESENTATIVES GATHERED BY THE RETREAT:

<table>
<thead>
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<th>2015</th>
<th>2016</th>
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<td>65</td>
<td>80</td>
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- Representatives of UCLG members
- Representatives of UCLG members and associated networks

- 45% attended last year
- 55% participated for the first time

All the UCLG Sections were represented.

16 of our Committees & Working Groups were represented.

BILATERAL MEETINGS THAT WERE ORGANIZED IN THE FRAMEWORK OF THIS YEAR’S RETREAT:

- On Local Economic Development
- On Social Inclusion, Participatory Democracy and Human Rights
- On Intermediary Cities
- On Localization of the 2015 Agenda

GENERAL ASSESSMENT ON THE USEFULNESS OF THE RETREAT

0% SURVEYS COLLECTED

| 57% EXCELLENT | 39% GOOD | 4% LOW |
More time for in depth discussions on joint initiatives
More time to present difficulties met by Committees and Working Groups and possible solutions
More time for strategic discussion

Streaming of some sessions
Smaller issue-based meetings
Repetition in general, need for more structure
A little more information about programmes and activities during plenaries.
Access to working documents via an online platform
Develop opportunities for more informal communication like activities similar to team-building games, songs, talk shows, etc.

More political presence needed
New people in the network
See how political visions are integrated in the different regions
Politically discuss orientation of UCLG

Concrete roadmap for all parts of the network
More reflection on synergies between Committees and Sections
More consideration and analysis of other competing networks (C40, ICLEI, Bloomberg)
Discussion and agreement on who will do what in the upcoming months prior to Habitat III
Stronger acknowledgement of Committees’ work as essential part of UCLG’s activity
Learning and sharing not fully implemented

Improved communication among members
Face-to-face meetings and opportunity to socialize
Network hub
Connectivity in person

Better presence and louder voice internationally
Construction of common positions
Achieve and follow cooperation for projects and advocacy
Strengthened network

Clear vision and ideas on type of Congress for Bogotá (x3)
Understanding of what needs to be done for effective preparation for Bogotá
Learning

Strengthened unity of the network / relations and interactions among members
Increased understanding of what is at stake in the Network. Contribution to the new vision of the future and understanding of the whole network's activity
Value given to everyone’s work in UCLG
Interaction between Committees and Regional Sections
Better acknowledgement of the work done by the Committees
Coordination
Collaboration among networks
Positive energy and motivation
Real-time connection and more efficiency
Opportunity to present the different teams / Family feeling
Bringing professionals and practitioners together
Agreement on need for change and on key themes / on need for exchanges
Concrete synergies for the work plan
Rebranding UCLG
Continue the four main lines of work
Learning
STRENGTH OF THE EXCHANGES

- Learn about other perspectives and contexts
- Learn about urban policies
- Reinforcing peer to peer movement
- Common interest in city disease and solutions
- Best practices in urban innovation

MOST VALUABLE CONCRETE OUTCOMES FOR YOU AS INDIVIDUAL

- Contact with other Committees / members and possibility of detailing coordination and projects
- Review of Committees / Sections activities with direct information / build activities with Committees and Sections
- Shared initiatives and potential collaborations / partnerships.
- Meet new colleagues / people from other countries
- Share the Committees’ main messages and visions
- Foster unity and common purpose among members / Opportunity to see that everyone wants to move together
- Identifying opportunities for cooperation
- Information and knowledge sharing
- Participate to build the Congress
- Teambuilding

Networking among UCLG
UNITY AND COMMON PURPOSE

- Clearer picture of where UCLG stakeholders are and what they are doing
- Contacts with key partners
- Better knowledge / understanding of UCLG
- Sharing opinions about new approach to new UCLG
- Think differently about the future of UCLG
- Inspiration and new ideas
- A clear understanding of ongoing parallel processes
- Overview of the whole network’s activity
- Information repository for local governments family
- Mutual learning between participants
- Good values to take home

Networking beyond UCLG
A BROADER PICTURE
VALUES TO TAKE HOME

- An engaging exercise
- Ability to show personal commitment
- Agenda setting and personal contacts
- Putting faces to people’s names!
- City promotion and self-promotion
- Collaborative culture
- Personal involvement to host next UCLG ExBu in Kazan

Personal implication
FOSTERING ENGAGEMENT AND COLLABORATION