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.

**EVOLUTION SINCE LAST YEAR:**

<table>
<thead>
<tr>
<th>REPRESENTATIVES GATHERED BY THE RETREAT:</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representatives of UCLG members</td>
<td>65</td>
<td>80</td>
</tr>
<tr>
<td>45% attended last year</td>
<td></td>
<td>55%</td>
</tr>
<tr>
<td>All the UCLG Sections were represented.</td>
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</table>

**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
<table>
<thead>
<tr>
<th>Time</th>
<th>MORE TIME NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>More time for in depth discussions on joint initiatives</td>
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<tr>
<td></td>
<td>More time to present difficulties met by Committees and Working Groups and possible solutions</td>
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<tr>
<td></td>
<td>More time for strategic discussion</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Structure &amp; information</th>
<th>ENSURE MORE SPECIALIZED MEETINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Streaming of some sessions</td>
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<tr>
<td></td>
<td>Smaller issue-based meetings</td>
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<tr>
<td></td>
<td>Repetition in general, need for more structure</td>
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<td></td>
<td>A little more information about programmes and activities during plenaries.</td>
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<td></td>
<td>Access to working documents via an online platform</td>
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<td></td>
<td>Develop opportunities for more informal communication like activities similar to team-building games, songs, talk shows, etc.</td>
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<table>
<thead>
<tr>
<th>Participation</th>
<th>ADDITIONAL POLITICAL SESSION NEEDED</th>
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<tbody>
<tr>
<td></td>
<td>More political presence needed</td>
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<tr>
<td></td>
<td>New people in the network</td>
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<tr>
<td></td>
<td>See how political visions are integrated in the different regions</td>
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<td></td>
<td>Politically discuss orientation of UCLG</td>
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<table>
<thead>
<tr>
<th>Concrete outcomes</th>
<th>MORE SPECIFIC PROPOSALS NEEDED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Concrete roadmap for all parts of the network</td>
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<tr>
<td></td>
<td>More reflection on synergies between Committees and Sections</td>
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<tr>
<td></td>
<td>More consideration and analysis of other competing networks (C40, ICLEI, Bloomberg)</td>
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<td></td>
<td>Discussion and agreement on who will do what in the upcoming months prior to Habitat III</td>
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<td></td>
<td>Stronger acknowledgement of Committees’ work as essential part of UCLG’s activity</td>
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<tr>
<td></td>
<td>Learning and sharing not fully implemented</td>
</tr>
</tbody>
</table>

### MOST VALUABLE CONCRETE OUTCOMES FOR THE NETWORK

#### Communication
**PERSONAL CONTACTS**
- Improved communication among members
- Face-to-face meetings and opportunity to socialize
- Network hub
- Connectivity in person

**Advocacy**
**COMMON POSITIONS**
- Better presence and louder voice internationally
- Construction of common positions
- Achieve and follow cooperation for projects and advocacy
- Strengthened network

**Congress**
**SENSE OF THINGS TO DO**
- Clear vision and ideas on type of Congress for Bogotá (x3)
- Understanding of what needs to be done for effective preparation for Bogotá
- Learning

#### Sense of belonging
**ACKNOWLEDGEMENT AND VALUE**
- 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