

# 3<sup>rd</sup> EDITION UCLG RETREAT AND CAMPUS 2017

The third edition of the **UCLG Retreat and Campus** was held in **Barcelona** from **20 to 24 February 2017**.

The annual Retreat provides an opportunity for political leaders and the technical staff from all parts of the network to come together to reflect on their priorities and define and coordinate their work plans for the rest of the year. The Retreat provides an opportunity to foster a sense of ownership and cohesion in the network, boosting the connections among the different parts of the complex UCLG ecosystem.

This year, the agenda focused on developing UCLG's strategic priorities as the major global development agendas, particularly the SDGs and the New Urban Agenda, move into the implementation and monitoring phases.

The 2017 Retreat was the largest to date, bringing together **188 participants from every continent**, including the Presidency of the world organization, technical staff of UCLG Sections and Committees, and **45 representatives of UCLG's partners**.

## THE RETREAT AT A GLANCE

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# 01. UCLG PRESIDENCY



The meeting of the UCLG Presidency in the framework of the Retreat was the first opportunity for the new enlarged Presidential team, including representatives of the Vice-Presidency, to meet since its election at the UCLG World Congress in Bogotá in October 2016.

The first part of the meeting was attended by UCLG Vice-Presidents,

representing each UCLG Section, as well as representatives from international partner organizations, including the OECD, the European Commission and the Executive Office of the UN Secretary General.

In the second, closed, part of the meeting the Presidency focused on UCLG's **strategic priorities (2016-2022)** as well as on the renewal of the network's policy mechanisms.



## **STRATEGIC PRIORITIES: LOCAL ACTION FOR THE GLOBAL AGENDAS**

Every day, local governments demonstrate the potential of local action, close to citizens and communities, to contribute to solving major global challenges. UCLG believes that development and the improvement of people's living conditions should be undertaken primarily at the local level. For this reason, UCLG strives to promote and consolidate **decentralization** as a way to democratize and modernize public governance at all levels. This is also the reason behind UCLG's advocacy for **local self-government** as a requisite for the true participation of people in the management of their own affairs.

In order to pursue these goals, UCLG needs to be **flexible** and build on its strong **political leadership** to ensure that these values are largely shared among our members and build momentum in the debate on good governance. In this era of global networks, UCLG, as the global network of local and regional governments, needs to expand its contacts and allow for exchanges beyond its membership. It needs to build on local and global knowledge and intelligence to ensure access to diverse views.

**UCLG's strategic priorities** cover a six-year period and are renewed every three years. The definition of the strategic priorities is an **interactive exercise** among all parts of the network, including significant work at the UCLG Retreat and Campus. They were adopted at the Executive Bureau in Madrid in April 2017.

The **UCLG Strategic Priorities 2010-2016** called for UCLG to become more proactive in setting agendas. They aimed for local and regional governments to become a broadly respected stakeholder in the international arena, so that

their perspective could inspire and nurture the definition and implementation of global international agendas on issues influencing the lives of communities.

Internal consultations within UCLG have shown that the policy priorities in the **Bogotá Commitment** - the main political output of the Congress - which have been at the centre of UCLG's work since its founding, remain relevant but require deepened political debates and transformation into concrete actions.

At the same time, the proactive agenda of local and regional governments reflected in the Bogotá Commitment cannot be understood nor advanced without the international context provided by the international development agendas. Finally, there was a consensus that the facilitation of the amplified voice of local and regional governments, above and beyond particular organizations, should remain the main focus of UCLG.

UCLG's strategic priorities will need to **address some of the organizational and functional challenges that the implementation** of the global goals will raise over the next few years.

The Presidency agreed that the 2016-2022 strategy should be built around a continuous global dialogue with strong monitoring mechanisms, driven by the political leadership of UCLG.



The 2016-2022 strategy needs to enhance UCLG's capacity to continue facilitating the representation of local and regional governments internationally; to ensure that the perspective and experience of local and regional governments is included in the monitoring of the implementation of the global development agendas; to enhance the capacity of our members to dialogue with their national counterparts and to consolidate the learning network in all parts of the world; and to promote decentralized cooperation while increasing the capacity of the network to act in a synchronized manner, with renewed ownership and partnerships that will guarantee its sustainability.

The UCLG network, from the global organization to our Regional Sections, Committees and Working Groups, national local government associations and individual local and regional governments, is already playing a vital role in **the localization of the major world sustainability agendas.**

The Presidency and representatives of key international partners discussed the international political context in which, after intense years of negotiations on the Sustainable Development Goals (SDGs), climate change and Habitat III, all the major global agendas are now moving to the implementation and monitoring stage. Many opportunities lie ahead of UCLG as the international community focuses on renewed partnerships for implementation.

Large cities face different challenges to small towns and rural areas, and the Global North has different responsibilities to the Global South. That is why **the "localization" of global goals must be a bottom-up, political process**, and the achievement of the global goals must be based on local priorities and cultural, economic and environmental opportunities and resources. During the meeting, UCLG President, Parks Tau, emphasized that **local democracy and local leadership are crucial for localization.**



**The strategic priorities of UCLG for the period to 2022 should emphasize the 'who' and 'how' of implementation, paying special attention to enhanced partnerships both within the network and with other partners.**

**Following the great recognition that UCLG has managed to achieve on the world stage, it is now up to us all to showcase the work that local and regional governments are already doing for global sustainability, and to prove our ability to play a role in global follow-up and monitoring processes.**

**Mpho Parks Tau**

UCLG President, President of SALGA



**Social and territorial cohesion between large cities and their surrounding territories, including small and intermediary cities, is essential to the localization of the SDGs.**

**Carlos Martínez Mínguez**

Mayor of Soria,  
Vice-President  
of UCLG for Europe



## Four action areas for localization

UCLG has harmonized its existing activities into four areas to maximize the impact of the network on the localization and achievement of the global agendas.



### IMPLEMENTATION

- Local and regional government members of the UCLG network are on the **front line of the implementation** of the global agendas. They are identifying local priorities, testing new policies, learning from them and improving them, and thereby contributing to the achievement of global goals. National associations of local governments can play an important role in highlighting this work and in identifying links between local action and global goals.

### ADVOCACY

- At global and regional level, UCLG, along with the Global Taskforce, works to provide **inputs and recommendations** to international fora on issues relating to the SDGs and New Urban Agenda.
- UCLG uses its communication channels to **raise awareness** about the global agendas in every continent of the world (web, social media, events, publications).
- UCLG Champions are representatives of local governments that act as **living examples** of the potential of cities/regions to take action to achieve global goals.

### LEARNING

- Local and regional governments across the world are already undertaking pioneering initiatives that are related to many of the SDGs and the New Urban Agenda. One of the greatest challenges and opportunities is to share this vast reservoir of local knowledge globally. UCLG's Learning Agenda seeks to use **peer-to-peer learning** to allow cities to exchange successful and unsuccessful practices to build capacities and replicate policies.

### MONITORING AND FOLLOW-UP

- Most global targets and indicators are focused on the country level, meaning that gaps and inequalities within countries are left out of the equation. UCLG and its networks play a vital role in **identifying and highlighting subnational variations in the achievement of global goals** (e.g. between regions, between urban and rural areas, or within cities themselves).
- UCLG **observatories** like the Global Observatory on Local Finance and the Global Observatory on Local Democracy and Decentralization work to gather knowledge and data on the achievement of global agendas at local level.
- UCLG and its Committees and Working Groups are also working on **thematic clusters**, gathering local experiences on specific goals and targets (e.g. access to water, public space).
- Political **dialogue** facilitated by UCLG is another vital tool to share and track local progress towards the goals.

## **RENEWAL OF POLICY MECHANISMS**

The policy work of Committees and Working Groups significantly contributes to the work of the UCLG network as a whole. However, there is a clear need to rethink the relationship of policy debates with UCLG's overall work plan with the goal of promoting the involvement of a broader group of political leaders in the active life of the organization.

Renewing commitments and synergies between the different parts of the organization in the shape of coordinated activities and actions will be instrumental for the sustainability and visibility of the organization, as well as for its continuity as facilitator of the global voice of local governments through the Global Taskforce and World Assembly.

Over the past year, options have been explored to expand work and enhance relations between the World Secretariat and specific strategic Committees. As a result, at its meeting in Bogotá in October 2016, the UCLG World Council agreed to set up **Policy Councils** as spaces for political debate between elected leaders on key issues.

**The Presidency approved the proposal for the following initial Policy Councils:**

**1.**

### **Right to the City and Inclusive Territories**

This policy council will bring to the debate views on how to support inclusive housing policies and ensure the full and progressive realization of the right to adequate housing for all, work with communities to upgrade slums and regenerate poor neighborhoods, and support the social production of habitat.

**2.**

### **Opportunities for All, Culture and City Diplomacy: Key to Development and Peace**

This policy council will debate how to protect the core values of culture, foster city diplomacy and

cooperation through capacity development, and promote solidarity and peace as the bases for sustainable development.

**3.**

### **Territorial and Multilevel Governance, and Sustainable Financing**

This policy council will debate how to boost effective territorial and multilevel governance, and re-think and strengthen subnational and public financing systems to reconcile financing with sustainability. The discussion will further feed the work of GOLD, geared towards the establishment of follow-up and reporting on the implementation of the global agendas by local and regional governments. It will also contribute to the recent call by UCLG to establish an International Panel on Sustainable Financing for Cities.

**4.**

### **Safer, Resilient and Sustainable Cities, Capable of Facing Crises**

This policy council will debate how to implement local actions that can help to protect the climate, reduce the risk of disasters, enable social and economic vibrancy in urbanization and renewal, and build resilience. This exchange will further refer to the contributions of the local and regional governments constituency to the relevant ongoing discussions and mechanisms, in support of the implementation of the key global agendas.

**Other mechanisms to complement the Policy Councils include:**

**Committees:** Culture; Social Inclusion, Participatory Democracy and Human Rights; Urban Strategic Planning; Local Economic and Social Development

**Communities of Practice:** Urban Innovation; Mobility; Social Economy; Food Security

**Working Groups:** Capacity and Institution Building; Territorial Prevention and Management of Crises

**UCLG Fora:** Intermediary Cities; Mediterranean; Peripheral Cities; CEOs of Local Government Associations



**Cities want to collaborate, to be part of the solutions implemented with states. Cities are places of hope.**

**Ada Colau**

Mayor of Barcelona and Co-President of UCLG



**We are currently seeing inward-looking trends [across the globe]. Peaceful coexistence cannot be developed if what is going on elsewhere, in this interconnected world, is not taken into account. New voices are being sought, and it is up to us to make them heard.**

**Roland Ries**

Mayor of Strasbourg, President of Cités Unies France and Co-President of UCLG



**Our unified voice has never been this important; cities are more important than ever. Through UCLG, we have the opportunity to unite to address global challenges.**

**Berry Vrbanovic**

Mayor of Kitchener and Treasurer of UCLG





**We represent citizens who are suffering great inequalities and the dramatic repercussions of climate change; the voice of citizens must be more included.**

**Mónica Fein**

Mayor of Rosario and Vice-President of UCLG for Latin America



**Migration remains a crucial issue, especially for cities in the Mediterranean. This issue has become an electoral competition matter when what we need are common goals. We see new walls being erected when we would need bridges.**

**Stefano Bonaccini**

President of the Emilia-Romagna region and President of CEMR



**As representatives of Latin America, we're united and committed to present a different dynamic to make the SDGs work so that they reach those who are most in need.**

**Iván Arciénega**

Mayor of Sucre and Vice-President of UCLG for Latin America

## 02. GLOBAL TASKFORCE

On the second day of the Retreat, the networks of the Global Taskforce of Local and Regional Governments came together to discuss priorities for 2017 and the future of the World Assembly of Local and Regional Governments post-Habitat III. The meeting also saw strong representation from UN partners and international organizations, a sign of the strong convening capacity of the Global Taskforce vis-à-vis the international community and the far-reaching partnerships established during its four years of existence.

In 2017, the Global Taskforce's focus has turned to **localizing the SDGs**, pursuing the **Local Government Climate Roadmap**, and following up on the New Urban Agenda through the World Assembly of Local and Regional Governments, which was recognized in the outcome text of the Quito Declaration.

Parks Tau, newly elected President of UCLG and President of the South African Local Governments Association, opened the meeting by recalling the successful

work carried out by the Global Taskforce in the different international agendas. He particularly emphasized the recognition of the role that local governments need to play in the achievement of the SDGs and the importance of SDG 11. He recalled the success of the World Assembly in Quito for the adoption of the New Urban Agenda - an unprecedented event that gathered hundreds of elected and local representatives, all the networks of the Global Taskforce, its partners and the highest representatives of the UN, for what has been described as the most emblematic moment of the Habitat III Conference. President Tau underlined the need to start a new work phase, towards implementation, following the adoption of the climate, sustainable development and New Urban Agendas, as well as the financing for development agreements, saying that "the Global Taskforce will have a crucial role to play in the implementation phase, accompanying local and regional governments around the world and mobilizing the World Assembly as its political arm".

# PRIORITIES FOR 2017

## New Urban Agenda follow-up and implementation

**Facilitated by Yunus Arikan**, ICLEI, with **Rosario Bento Pais**, European Commission; **Tobias Kettner**, Habitat III Secretariat; **Günter Meinert**, GIZ; **William Cobbett**, Cities Alliance and **Christine Musisi**, UN-Habitat.

The New Urban Agenda was adopted in October 2016 at the Habitat III Conference in Quito. The Global Taskforce sees the New Urban Agenda as a vital mechanism through which the SDGs, climate change and resilience agendas must be localized and implemented on the ground.

Participants agreed that the implementation of the New Urban Agenda needs to focus on what is happening at local, regional and national level. Rosario Bento Pais from the European Commission mentioned that **effective national implementation of the 2030 Agenda will be impossible if this process does not include contributions from local authorities**. She explained that the European Commission has adopted an initiative, pending approval, which clearly defines the role of local authorities in terms of SDG implementation.

Tobias Kettner from the Habitat III Secretariat explained that UN-Habitat and other UN agencies are currently developing guidelines for Member States to provide them with a **framework for implementation**. He acknowledged that results tend to be better the more decentralized the country.

Günter Meinert from GIZ stressed that local governments can best get involved by **monitoring** local change and relaying it to global partners in order to ensure that no one is left behind. Meinert

highlighted the importance of **culture** in giving a sense of identity to people and motivating them to engage in sustainable development.

Many participants emphasized the importance of **strong civil society engagement for implementation**. According to the Director of Cities Alliance, William Cobbett, most citizens across the world are largely unaware of the commitments that their governments have made and that the commitment of national governments to the global goals is unclear. Thus, the two major questions are how to hold governments accountable for these commitments, and how to mobilize and educate “ordinary people” with regard to these commitments and empower them to become the agencies of change that can enable implementation of the SDGs. Coordinating the efforts of local authorities and civil society is one way to facilitate more effective implementation, argued Cobbett. He also made the case for putting gender equality at the heart of sustainable development.







## Initiatives / Opportunities

- It is important to follow the implementation framework for the New Urban Agenda developed by UN-Habitat.
- **The Governing Council of UN-Habitat** took place in Nairobi from 8 to 12 May. This was the first and most important event to discuss the future steps of the implementation of the New Urban Agenda, but it was also a critical moment for the future of UN-Habitat itself, as the organization reviews its mandate and positioning. The theme of this year's Governing Council was "Opportunities for the Effective Implementation of the New Urban Agenda. A Global Taskforce side event took place on 8 May with the title "The Role of Local and Regional Governments in the Implementation of the New Urban Agenda in Connection with the Global 2030 Agenda."
- The OECD and UN-Habitat, in conjunction with Cities Alliance, organized an international conference in Paris from 15 to 18 May. **"National Urban Policies: Implementing the SDGs and the New Urban Agenda"** on to what extent progress is being made on developing and implementing National Urban Policies to support the implementation of the New Urban Agenda, the Sustainable Development Goals and the Paris Agreement.
- The European Commission has adopted an initiative, pending approval, which clearly defines the role of local authorities within the confines of implementation of the SDGs, in

order to facilitate action.

- UN-Habitat and other UN agencies are currently developing guidelines to implement the pillars of the NUA to provide States with a framework for implementation.
- Habitat III Secretariat would like to explore with the Global Taskforce how to inform local authorities about the existing outreach tools to further facilitate implementation. Reference was made to the existing possibility to make voluntary commitments that are open to and include contributions from from everyone ranging from civil society to States.
- European Union investments in local government programmes have increased. Local governments are encouraged, but not bound, to work in collaboration with civil society.
- The Association of European Municipalities and Regions requests support from global networks to support subnational governments' access to development cooperation funds.
- The Adoption of language from the Cotonou Agreements is just a starting point and is now under the discussion of the partners from the African, Caribbean and Pacific Group of States (ACP) and Secretariat. This is not where work ends and each organization should maintain their current agendas to advance the work further.

### Follow-up actions for the Global Taskforce and networks

- **Develop follow-up and review process for the local and regional levels**
- **Ensure that national urban policies are developed and implemented together with local and regional governments**
- **Enhance partnerships with civil society organizations**
- **Identify capacity gaps and members' needs to provide capacity building through peer learning and other tools to facilitate follow up and evaluation**

## Localizing the 2030 Agenda

**Facilitated by Lucy Slack**, CLGF, with **Kerry Constabile**, Office of the UN Secretary General; **Pierre Martinot-Lagarde**, ILO; **Gemma Aguado**, UNDP and special guest **Fernando Casado**, GlobalCad who presented his “Urban Stories” documentary.

Localizing the 2030 Agenda is one of the priorities of both UCLG and the Global Taskforce, and is increasingly acknowledged as a strategic work area by the Office of the UN Secretary General and a number of UN agencies. This growing recognition of the importance of localization by the international community is reflected in the new **Local 2030 Action Hub**, a multi-stakeholder platform that brings together all UN agencies and programmes involved in SDG implementation to increase their awareness of the local dimensions of development.

Kerry Constabile, from the Office of the UN Secretary General, kicked off the debate by presenting the Local 2030 Action Hub and highlighting the need for **renewed partnerships** to achieve the SDGs. She agreed on the need to include **all types of subnational government** in the implementation process, from rural to urban, from metropolises to small and intermediary cities.

The representative from the ILO, Pierre Martinot-Lagarde, stressed that addressing global challenges will require three elements: bridging the gap between local governments and civil **society partners, awareness-raising** and capacity building, and a **multilevel governance** approach.

Gemma Aguado of UNDP highlighted the increasing understanding and awareness of the need to localize the SDGs. At the same time, she warned that there is still a **lack of ownership** of the 2030 Agenda on the ground, which can often seem overwhelming to local administrations.

The Director of GlobalCad, Fernando Casado, shared his experience documenting the views of citizens around the world on sustainable development. He explained that there is a sense of scepticism and **distrust of public institutions** and government agencies, particularly among young people, and that improving this relationship will be essential to facilitate the changes the SDGs require.

Emphasis was placed on civil society **participation and engagement**. A new element brought to the conversation was the idea of mapping to scale up and replicate the many initiatives that are successful on the ground at local level.





**The 2030 Hub for Sustainable Solutions is important for the decentralization of the UN entity and for increasing advocacy of the local level to the Secretary General.**

**Kerry Constabile**

First Officer for the 2030 Agenda for Sustainable Development, Executive Office of the UN Secretary General

**We have to think together to create a strategy, everybody must bring something to the table, bearing in mind that there cannot be sustainable peace without social justice.**

**Pierre Martinot Lagarde**

Advisor on Strategic Partnerships and Socio-Religious Affairs, International Labour Organization (ILO)

**Localizing the SDGs has become a more widespread concept and important progress has been made in this regard, but we are still seeing from many of our partners that ownership can be improved. There is an overall sentiment of feeling overwhelmed.**

**Gemma Aguado**

Programme Analyst, ART Initiative, United Nations Development Programme (UNDP)

**Creativity booms everywhere, we have seen so many interested young people who want to transform their cities from China to slums in Africa to dense areas in Latin America. But the most typical questions we would hear are 'what is the urban agenda' and 'what are the SDGs?'**

**Fernando Casado**

Co-Director of the Project "Towards the Human City", Director of GlobalCad



## Initiatives / Partnerships

- UCLG is working on a Global Observatory on Local Finance to identify all existing financing mechanisms available for local and regional governments, assess their impacts and ensure information sharing between local and regional governments.
- Up to now, the French Development Agency (AFD) is one of the few funders to directly fund local authorities, based on its decentralization policy. The AFD has moved from a project approach to an actor-based approach. It promotes direct intervention and provides direct loans to be disbursed via the local government. In parallel, it provides grants to reinforce capacities of local governments in both financial management and human resources. It also supports local governments to gain a better understanding of their systems and how they plan to use assumed funding.
- To promote decentralization, the AFD also takes part in roles involving the distribution of fiscal resources, the creation or training of regional civil servants and legal frameworks for a counting system that facilitates the functionality of local governments.
- The Mayor of Santa Fe presented the concrete example of his city, where implementation is financed by establishing an axis between the public and private sectors and using credit management's.
- As part of alternative approaches, the use of local currencies was raised as an interesting option to be further addressed by the networks.



### Follow-up actions for the Global Taskforce and networks

- **Continue advocating to obtain finance decentralization and the capacity for local and regional governments to raise their own taxes**
- **Collaborate with regional and global institutions to ensure the development of specific funds that are accessible to local and regional governments**
- **Contribute to the different mechanisms promoted by the Global Taskforce networks on local finance such as FMDV and C40**
- **Foster new thinking on the financing of sustainable infrastructure and services**
- **Contribute to the UCLG Global Observatory on Local Finance**



## The Climate Agenda towards COP 23 and beyond

**Facilitated by** UCLG Deputy Secretary General **Emilia Sáiz**, with **Yunus Arikan**, ICLEI, **Emmanuelle Pinault** C40 and **Rodrigo Messias**, nrg4SD.

Climate change is one of the issues on which **local and regional governments have led the way** in both action and monitoring globally. The Paris Climate Agreement in 2015 represented a step forward by UN Member States but it remains to be seen whether the commitment of national governments will be reflected in significant action to reduce emissions over the coming years. There is agreement within the Global Taskforce that **the climate change agenda needs to be more closely linked to the 2030 Agenda** at local level.

Yunus Arikan, Head of Global Policy and Advocacy at ICLEI, explained plans for local and regional governments' participation in the **COP 23 in Bonn from 6-17 November 2017**. He underlined that progress on SDG 11 will be reviewed in 2018 and that work is being done to ensure the presence of local governments in all climate negotiations and on raising the profile of small island states in particular.

Emmanuelle Pinault explained C40's Deadline 2020 initiative, a roadmap for achieving the Paris Agreement, outlining the pace, scale and prioritization of action needed by cities over the next five years and beyond.

In the ensuing debate on the Climate Agenda, the importance of engaging local communities and civil society in climate-related issues was highlighted, as well as the need for better data on adaptation and mitigation at regional levels.

### Follow-up actions for the Global Taskforce and networks

- **Contribute to the Climate Chance Summit**
- **Ensure mobilization for the Local Leaders Summit on Sunday 12 November**
- **Follow the developments of the IPCC**



The climate agenda is still tentative with regard to its implementation process, but in preparation for 2018 and moving forward, establishing synergies and vertical integration will be the primary goal.

**Yunus Arikan**

Head of Global Policy and Advocacy, ICLEI

We are currently brainstorming on a coordinated local authorities and climate change related conference so that cities and climate change science can shape the global research agenda.

**Emmanuelle Pinault**

Head of City Diplomacy and Political Engagement, C40

One of the primary agendas needs to be engaging civil society and the city agenda in climate-related issues, and getting the scientific community to bring their peer-reviewed evidence to truly influence the global decision makers.

**William Cobbett**

Director, Cities Alliance

We have identified a major gap connecting climate-related initiatives and subsequent data collection and further usage at the regional level. This needs to be improved as the consequences of climate change are already being felt and mostly for the most vulnerable populations.

**Rodrigo Messias**

Policy Officer, nrg4SD



## THE FUTURE OF THE GLOBAL TASKFORCE

Representatives of local and regional government networks then went on to discuss the future of the Global Taskforce and the World Assembly of Local and Regional Governments. The Global Taskforce **exceeded expectations** in facilitating and amplifying the voice of the constituency in the 2030 Agenda and New Urban Agenda processes, achieving the inclusion of **SDG 11** and references to **local governance** in the 2030 Agenda, as well as consolidating the recognition of **local democracy and decentralization** in the New Urban Agenda and introducing the concept of the **Right to the City** into the Quito Declaration, among other priorities. The Global Taskforce's capacity to mobilize local leaders behind international processes was amply demonstrated by the Second World Assembly of Local and Regional Governments in Quito, which was attended by hundreds of mayors and governors from every continent and was recognized as a follow-up mechanism for the New Urban Agenda in the outcome document.

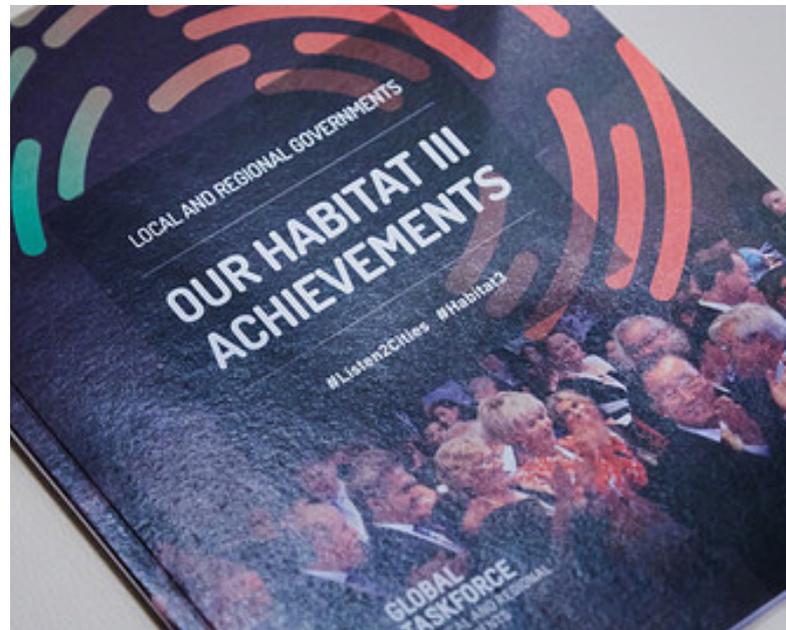
There is a general consensus that the Global Taskforce is a useful instrument that should continue its work. It should continue with a flexible structure. It should enhance its work in policy debates and discussions and it should enhance synergies in concrete actions among members. It should further enhance possibilities for members to lead on specific areas.

In terms of monitoring and reporting, the review of progress on SDG 11 in 2018 and of the target on empowering civil society in 2019 will be an opportunity for the Global Taskforce to demonstrate its capacity to contribute to global reporting processes and complement inputs from national governments. Local and regional governments should also seek to contribute successful initiatives and challenges to national voluntary reports and thematic reports in the run up to 2019. The creation of the Local 2030 Hub in the UN is a positive sign and could be a next step in advocating for a seat at the global table for our constituency.



## Key comments from members

- The advocacy role of the Global Taskforce is not over, but might take new forms, in particular based on actions
- We need to deliver in the implementation of the agendas and define guidelines to move forward
- We need to think about strengthening the structure of the Global Taskforce without creating a new organization. We might think of creating working groups on specific issues to be led by one of the organizations (cf. financing)
- There is an increasing need to enhance the knowledge of our shared membership and better inform them
- We must ensure collaboration and coordination both in our message and our initiatives, to enable us to effectively communicate as a constituency
- We need to strengthen the voice of regional governments within the Global Taskforce
- We should open up to new members
- We must continue developing joint global campaigns – think about a new hashtag to represent the diverse identity of the networks of the Global Taskforce



## World Assembly of Local and Regional Governments – Next steps

Participants expressed agreement with the proposals made in the background document circulated before the meeting. It was confirmed that there is a general consensus that following the successful edition of the second World Assembly, both the political and the technical consultation mechanisms can continue to play an important role to enhance joint action.

Beyond the follow up of the political processes, the Global Taskforce could also serve as a policy exchange lab where local and regional government networks can exchange on priority areas identified by the members.

It would also be possible to organize political inputs into specific policy areas led by different members and to call special sessions of the World Assembly at relevant moments.

## Resolutions and Decisions

- The World Assembly shall constitute the follow-up mechanism, providing a dialogue platform between national governments and local and regional authorities and being a privileged interlocutor for the UN and other international partners.
- It shall meet once a year to follow the annual reporting mechanisms set up for Member States.
- UCLG, on behalf of the Global Taskforce, shall convene each ordinary session, at least three months in advance and with the agreement of all partners.
- The networks that form part the Global Taskforce will disseminate the information among their members and contribute to preparations.
- Participants will continue to register through their international associations of local governments that form part of the Global Taskforce.
- Additional sessions: members may convene extraordinary thematic sessions with the consensus of the Global Taskforce members.
- The aim of the Assembly is to contribute to the implementation debates of the New Urban Agenda with Member States and the international community.
- The Assembly will orchestrate the presentation of the key policy positions of the local and regional governments' constituency.
- The Assembly will agree upon key messages by consensus, which will originate from the Global Taskforce.

Networks emphasized the need to ensure building on our success in Quito and acknowledgement in the New Urban Agenda. Representatives of regional government networks called to strengthen the visibility of regional governments.

## Actions for the Global Taskforce

- **Maintain an overall flexible coordination mechanism**
- **Ensure that the Global Taskforce is seen as the constituency's instrument in different policy areas, under the leadership of different members as relevant**
- **Enhance the visibility of regional government members**
- **Strengthen the visibility and role of the World Assembly of Local and Regional Governments**
- **Advocate for a structural dialogue**
- **Build the capacity of our members on the understanding of the SDGs, implementation actions and subsequent reporting**
- **Seek synergies for joint monitoring**
- **Enhance roles in specific areas of Global Taskforce members**
- **Broaden membership**



Up until now, the Global Taskforce has strictly been following international policies while focusing on issues of advocacy and negotiation for its constituents. If we accept that the Global Taskforce needs to make the 2030 Agenda the heart of its message and focus moving forward, internal structures should probably be strengthened.

**Emilia Sáiz**

Deputy Secretary General, UCLG

As a local government sector, we need to be more visible and very progressive in terms of our advocacy work so that, as things happen and decisions are being made, we are at the forefront of thinking by the decision makers.

**Berry Vrbanovic**

Mayor of Kitchener and Treasurer of UCLG

The Global Taskforce has room to work on measuring progress by mainstreaming local initiatives related to the 2030 Agenda into national programmes and even at a global scale.

**Lucy Slack**

Deputy Secretary General, CLGF



Now the opportunity is that we finally have a tool. While being pragmatic about the opportunities and the means that we have, we also need a seat at the table and we need to reaffirm our voice.

**Josep Roig**

Secretary General of UCLG



#UCLGmeets

# 03. UCLG STRATEGY: LOCAL ACTION 2030 AND BEYOND HABITAT III

uclg.org



This session aimed to contribute the perspective of the different Sections, Committees and Working Groups to the consolidation and implementation of UCLG's strategic priorities (2016-2022). The priorities focus on the network's role in the implementation and monitoring of the global goals and on the complementary relationship between this process and the Bogotá Commitment.

## POLITICAL PRIORITIES

- Increase political participation
- Mainstream gender equality
- Exchange good practices
- Peace and reconciliation
- Partnership with civil society



**Politicians need to be recognized and participate more in the network. Locally elected leaders need to do what we say, and this must be reflected in the structure of the organization. The participation process is natural, we just need to organize it.**

**Francisco Toajas**

Mayor of Las Cabezas de San Juan and Chair of the UCLG Working Group on Local Economic Development

**UCLG's role in advocacy is to say to States that nothing should be done in territories without consulting the Mayor. We must set up a consultation platform with international partners to better integrate local actors.**

**Célestine Ketcha Courtès**

Mayor of Bangangté, President of REFELA and Vice-President of UCLG Standing Committee on Gender Equality

**As a member of UCLG and Metropolis, Guangzhou, through its International Award on Urban Innovation, hopes to replicate good practices in other cities of the world.**

**Liu Baochun**

Director General, Guangzhou Foreign Affairs Office

**We need to know what is happening in our cities, so that we can gather wisdom for our consultations and campaigns.**

**Jean Pierre Elong Mbassi**

Secretary General of UCLG Africa



**We still witness the devastating consequences of conflicts worldwide. We made an important step in Bogotá with the formal Peace Prize. But in our strategic priorities, the word 'peace' is not yet clearly mentioned.**

**Peter Knip**

Director, VNG International, Chair of UCLG Working Group on Capacity and Institution Building





## REGIONAL PRIORITIES

The richness of UCLG and our network in general, despite our shared goals and visions, is our diversity. Each Regional Section has its own specificities and priorities, and contributes to UCLG’s strategic priorities in different ways.

### UCLG ASIA PACIFIC UCLG-ASPAC

The **Asia-Pacific Section** shared its manifesto with all participants, focusing on promoting **strong and effective local self-government**, as well as economic, social, cultural and environmental development; fighting discrimination and enhancing services to citizens. The theme of resilience is of particular importance for ASPAC cities; the region itself gathers 55% of the world’s population, with a large majority living in cities. Local governments aim to “build urban safety”. Among the priorities of the region, the renewal of the partnership with ASEAN stands out, as it allows for the building of strong regional cooperation.



**The partnership with ASEAN, on top of capacitating LGAs to do advocacy in promoting good governance at the national and regional level, allows us to build one vision, one identity, one community.**

**Bernadia Irawati Tjandradewi**  
Secretary General of UCLG-ASPAC

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## COUNCIL OF EUROPEAN MUNICIPALITIES AND REGIONS

### CEMR

The **European Section** informed of the renewal of its leadership in December and emphasized the **strict application of the gender rule** to reach parity both in the CEMR Presidency and the Policy Committee. A consultation process was launched last year with surveys to LGAs and individual mayors and partners on “What we want for the future”. Among the work priorities, the **strategic partnership with the European Commission** remains important, as well as the Global Covenant of Mayors project, a merger between the Covenant of Mayors and the Compact of Mayors.



**One of the main issues we have in Europe is a lack of confidence in the future, a certain lack of optimism among European members, fed by recent trends like Brexit. CEMR is working with UK colleagues to make sure that the voices of local governments are heard.**

**Frédéric Vallier**

Secretary General of CEMR

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## UCLG MIDDLE EAST AND WEST ASIA

### UCLG-MEWA

The **Middle East and West Asia Section** is currently working on three main thematic areas: the first is **localizing the SDGs**, for which a partnership with the Turkish national government is being implemented. The Section also pursues its work of advocacy and outreach to see how to link local governments and implementation of citizens' communities. The second priority focuses on **resilience**: the Syrian crisis is one of the main concerns in the region. And the third priority focuses on **peer-to-peer learning**, which is especially relevant in the framework of the New Urban Agenda.



**Local governments only receive 1% of the resources allocated by the international community to deal with the Syrian crisis. That is why the MEWA section programmes focus on social inclusion, social cohesion, awareness raising and advocacy.**

**Leyla Şen**

General Coordinator of UCLG-MEWA

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## UCLG-AFRICA

The **African Section**'s top priority remains **decentralization**, a trend that is completely reinvented in Africa now and that needs strong advocacy work over the continent. The second priority is the **promotion of the charter** adopted in June 2015 by African States and the promotion of local authorities' voice in the African Union. It is important to have a single association to represent these voices in Africa, which is why the question of regional representation is gaining momentum. Another priority of the Section is to organize forums of local governments back to back with other world regions or Sections, to unite the voice of local authorities at global level. Various programmes on climate change, gender equality and local economic development are also being implemented.



**It is important to reinforce cooperation between the Sections of UCLG, but so is building capacity of the national networks and of staff.**

**Jean Pierre Elong Mbassi**

Secretary General of UCLG Africa

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## LATIN AMERICAN COORDINATION OF LOCAL AUTHORITIES FOR UNITY IN DIVERSITY

### FLACMA & MERCOCIUDADES

In the **Latin American Section**, priorities include defining the actual competences of local governments over the continent and strengthening city-to-city and region-to-region cooperation, in order to strengthen **decentralization**. Observatories on decentralization and local autonomy are being developed and the work with national associations of local governments is significant. **Integrated local development** remains high on the priorities of the Latin American region, including the Right to the City, access to information, education, general efforts targeted towards the most vulnerable groups of the population (women, old people, youth) and the fight against social exclusion.



**We declare ourselves a region of peace and integration.**

**Iván Arciénega**

Mayor of Sucre and Vice-President of UCLG for Latin America

**Here in this room, we have people of all different races, all different ages and all different continents and yet, we talk to each other on equal levels. Why can we not do this in our cities as well?**

**Nelson Fernández**

Director of International Relations and Cooperation, Montevideo

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## UCLG-EURASIA

The **Eurasian Section** is also looking at achieving **gender equality** and mentioned they made special efforts to nominate women members to the Statutory Bodies of UCLG. Another priority is the **development of links with partners and other UCLG Sections**; the World Heritage Conference now benefits from cooperation with the MEWA and ASPAC Sections. The Section is also developing research on cities' international activities and will compile the information gathered to translate it into good practices.



**The situation in Eurasia is complex but we are working on how to handle the diversity within the region, through city diplomacy and international relations, to work on the localization of SDGs, advocacy and awareness among the members.**

**Rasikh Sagitov**

Secretary General of UCLG Eurasia

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## UCLG NORTH AMERICA UCLG-NORAM

The **North American Section** is setting its priorities around economic development, climate change, housing and gender equality, among others. The Section is very involved in **crisis management**, in particular the Syrian refugee crisis, and is launching a municipal service delivery programme. The Section has strong support from the Canadian Government in promoting **gender equality** both in North America and through development cooperation. New political dynamics are emerging in North America; local government networks in the United States, such as the National League of Cities and the US Conference of Mayors, are looking at opportunities to formalize policies at continental level, specifically regarding trade and immigration.



**The NORAM Section is very active in terms of events and we count on a strong implication from the city of Montréal. We would like to invite members from all other Sections to participate in important events, such as the Metropolis Congress, the AIMF Congress and the ODP meeting.**

**Elena Pierce**

Governance, Policy and Networks Officer,  
Federation of Canadian Municipalities

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Participants agreed on the importance of reinforcing the links among the network and bilateral initiatives between Sections were encouraged. As a result of the successful experiences of both the Retreat and the Committee Campus, the idea was suggested to organize a Section Campus once a year.

## WHAT ARE WE MISSING AS A GLOBAL NETWORK?

The session allowed for a detailed summary of various ideas that were raised during previous sessions, and for an open discussion about issues identified as missing. Members mentioned the following points that are missing from our global network, or issues in need of reinforcement:

### **OUR NETWORK AND THE INTERNATIONAL COMMUNITY**

- Publication on UCLG's place in the **ecosystem of international institutions**
- Improve **branding**
- Increase profile of the **Global Taskforce**

### **OUR NETWORK AND LOCAL ELECTED OFFICIALS**

- A **development programme** of our own to "talk" to local elected officials
- Strengthen **political participation**

### **OUR NETWORK AND CIVIL SOCIETY**

- A more structured **dialogue with civil society**
- More **openness**, e.g. a "youth council" or "committee for young local elected officials"
- Improve **communication** with the general public

### **OUR NETWORK AND ITS DIFFERENT GROUPS**

- Internal dialogue, understanding and reflection
- Meetings between groups of local government leaders with the **same responsibilities** (like the session for CEOs of local government associations in Bogotá)
- Include regional governments
- Include small and intermediary cities

### **OUR NETWORK AND ITS TOOLS AND ACTIONS**

- Better **use of our existing resources and knowledge** through a mapping process
- Recycle our **existing tools** of all Sections
- Identify many **small actions** from many cities, to make a difference



**We are at the service of local elected officials to make their messages heard, but we are also unifiers of common positions.**

**Frédéric Vallier**

Secretary General of CEMR

**We are also responsible for not giving local elected officials the time and space they would need, for example during our statutory meetings.**

**Rasikh Sagitov**

Secretary General of UCLG Eurasia

**We are all talking about challenges but we also need optimism. Building bridges and exchanging are in our DNA!**

**Marina Canals**

Secretary General, International Association of Educating

**As a global network, UCLG should help us to avoid competition and rally around a common development programme that allows members to deploy their skills and capacities. UCLG should also expand on its structural dialogue with civil society and map the new ecosystem of international institutions. Among UCLG's challenges are the need to reconcile the united voice we need with the diverse opinions and governance models within the organization.**

**Peter Knip,**

Director, VNG International, Chair of UCLG Working Group on Capacity and Institution Building





**There is real work to be done in terms of strengthening intergenerational links. In 2015, we invited young people to attend an assembly in parallel to the ones taking place on suburban towns. At the end, we compared the different visions of the mayors and young people. This could be an avenue worth exploring for some UCLG events.**

**Djamel Sandid**

International Relations and Cooperation Officer, Nanterre

**We can't improve democracy without transparency. We should think of initiatives to promote transparent budgets and remember that we are the voice of local governments but that local governments have more than just one voice. We are a voice of voices.**

**Felip Roca**

Secretary General of Metropolis



**We focus a lot on how to attract different actors. But how do we share information about what we discuss? It is also our job to be ambassadors of the network to our colleagues and governments.**

**Mariana Flores**

Regional Secretariat for North America, Mexico City

**We are, above all, the amplifier of the voice of towns and cities. We cannot have one “single” voice. What local governments need is that their own voice is amplified before the international community.**

**Antonio Aniesa**

Adviser to the President's Office, Plaine Commune



# 04. UCLG LEARNING: LINKS WITH UCLG'S WORK PLAN

Learning was identified in the Bogotá Commitment as an **instrumental for the implementation of the global agendas**, such as the New Urban Agenda and the Sustainable Development Goals. UCLG's work on learning was particularly active during 2016, reflecting the fact that making UCLG a learning network is a strategic priority. Learning is a **transversal activity** that feeds into advocacy (by developing policy recommendations), monitoring and reporting (by providing examples of good practices), and implementation itself (in the cities involved). In this way, **learning is a key pillar of localizing the SDGs**.

UCLG's learning agenda is made up of both strategic learning and action learning:

1.  
**STRATEGIC  
LEARNING**

2.  
**ACTION  
LEARNING**

## STRATEGIC LEARNING

focuses on the up-scaling of knowledge through networks. It is thus closely related to advocacy and the global agendas. For 2017, UCLG learning will increase its collaboration with the different parts of the network, connecting them with partners. This will include a fourth Learning Forum, a second phase of the Mediterranean City-to-City Migration project and the CityLab project to build links with the academic sector.



SDG 11  
SDG 8



SDG 11  
SDG 16

Peer Review: Social & Economic Policies on Urban Regeneration

Montreal  
19 June

SDG 11  
SDG 16

Peer Learning Event on Urban Regeneration & Heritage

Jakarta  
17-19 July

SDG 11  
SDG 16

Peer Learning Event on Policies for Cities in the Amazonas Region

Manaus  
19-22 September

SDG 8  
SDG 13  
SDG 16

**2016**

**2017**



SDG 11  
SDG 9



SDG 10  
SDG 16

Peer Learning Event on Inclusive Planning towards Sust. Development

Swakopmund  
17-19 May

SDG 11  
SDG 16

Peer Learning Event on Integrated Solid Waste Management Solutions

Izmit  
4-6 July

SDG 11  
SDG 12

Peer Learning Event on Migration and Education

Turin  
11-12 July

SDG 4  
SDG 10

## ACTION LEARNING

relies on local knowledge and on creating ad hoc networks on specific issues identified by members. During 2017 the action learning stream is planning six peer learning events on various themes such as urban regeneration, social economy and decent work, waste management, migration related issues and conservation; all of them related to the SDGs and an opportunity to reflect local actions.

Four parts of the network presented examples of their **learning activities**:

**1.**

The Committee on Social Inclusion, Participatory Democracy and Human Rights (CISDP) presented a **peer learning exchange on social cohesion and inter-cultural and inter-religious dialogue in the context of migration**. The activity yielded a political message and evidence on cities' role for social inclusion across several dimensions (communication, human rights based approach, public space management, education, and territorial planning).

**2.**

**UCLG ASPAC** presented its learning activities on needs assessment and action plans, in particular on topics related to **local economic development**.

**3.**

**The Municipal Institute of Learning (MILE) of the eThekweni Municipality** presented its masterclass programme and emphasized a change in mindset and outputs that can influence policy and create content for advocacy.

**4.**

**Connective Cities** presented an example of learning in its organization, highlighting the importance of learning to strengthen implementation capacities.



## HOW TO COORDINATE LEARNING ACTIVITIES FOR IMPROVED RESULTS

Identify local government needs

Set common standards

Develop methodologies

Connect actors

Knowledge management

Communicate activities

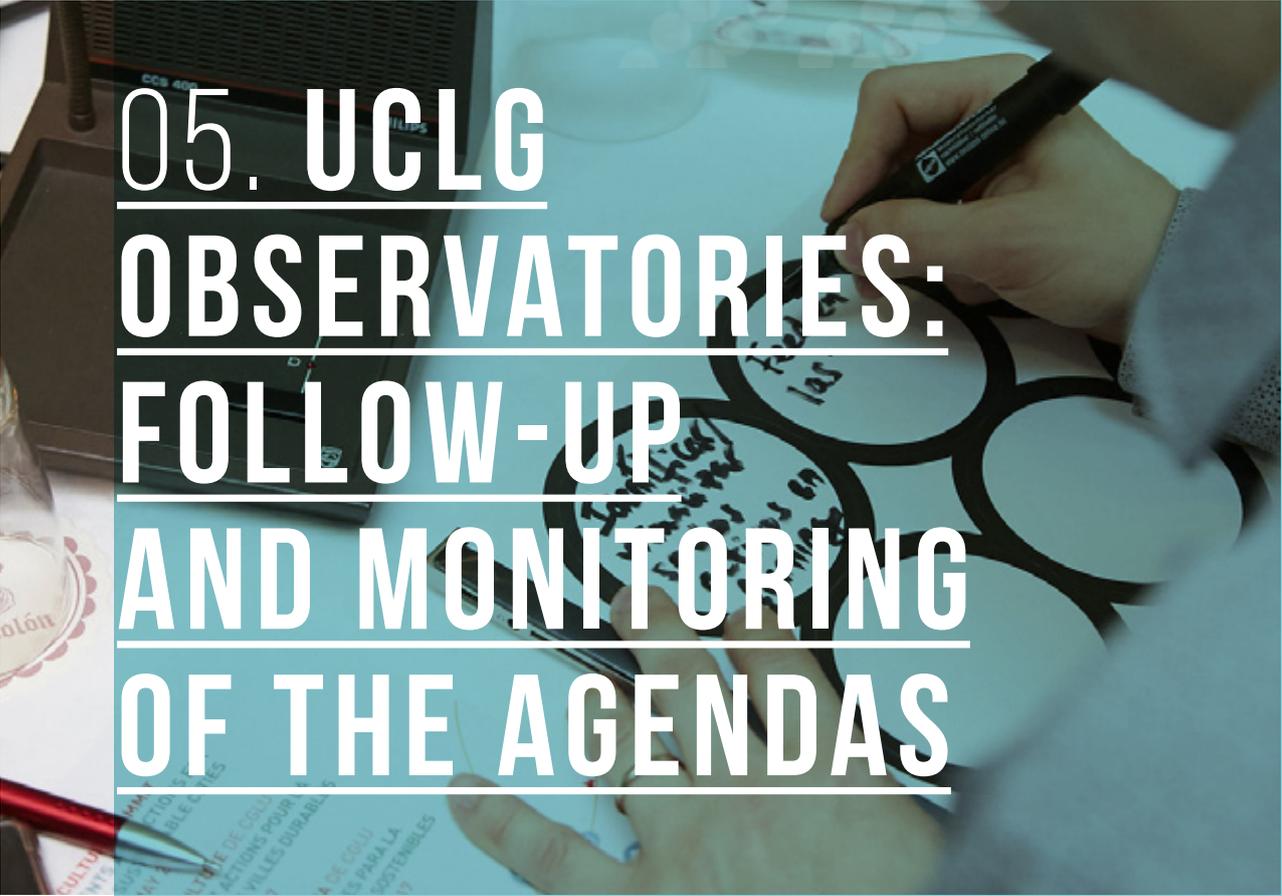
## HOW TO CONNECT LEARNING ACTIVITIES TO THE LOCALIZATION OF THE SDGS

Improve replicability of practices

Enhance the understanding of the SDGs locally

Map cities' best practices according to SDG categories

Report local achievements globally



# 05. UCLG OBSERVATORIES: FOLLOW-UP AND MONITORING OF THE AGENDAS

Monitoring and reporting on the SDGs within the framework of the UN is primarily **quantitative and undertaken at national level**. The IAEG-SDG has already developed 230 indicators to measure implementation. Each UN agency will be responsible for monitoring and reporting on specific goals and targets.

However, this process is accompanied by **National Voluntary Reviews** reporting on:

- **Enabling policy environments**
- **Ownership of the SDGs** for all stakeholders involved
- **Incorporation of the SDGs** in national frameworks

- Integration of the **economic, social and environmental** dimensions of sustainable development
- **The systematic assessment of SDG implementation** and in-depth data on certain goals
- Thematic analyses consistent with the **High-Level Political Forum** cycles
- Analysis of **institutional change**, with a focus on **allocation of responsibilities and resources across all levels of governance**, including local and regional governments

Inclusive processes for these national voluntary reviews should serve to foster dialogue and collaboration between central and subnational governments.

**Local and regional governments can make an important contribution to global monitoring and reporting on the SDGs** by complementing national reports with information on progress in metropolitan areas, intermediary cities and rural areas. This will be particularly significant in the case of **SDG 11 on sustainable cities and human settlements**, but also applies across all 17 SDGs as 65% of SDG targets are the direct responsibility of local and regional governments. National reporting can obscure differences between regions and within cities and can fail to take into account differing challenges in urban and rural contexts.

UCLG will be contributing to global monitoring and reporting processes with the support of its three observatories: the **Global Observatory on Local Democracy and Decentralization (GOLD)**, set up in 2005, the **International Observatory on Participatory Democracy (OIDP)**, and the new **Global Observatory on Local Finance**. The fifth GOLD report, planned for 2019, will focus on the localization of the 2030 Agenda. The **Global**

**Observatory on Local Finance** has published "Subnational Governments Around the World", an analysis of the state of financial and political decentralization in 101 countries, and is planning to integrate this expertise in UCLG's global monitoring and reporting strategy.

The session on Observatories aimed to provide UCLG Sections, Observatories and Committees with a space to take part in this conversation and present their own contributions, roadmaps and expectations as the organization as a whole enters a new strategic phase.

Sections, members and partners were invited to contribute to define the methods, resources and a timeline for the development of monitoring and reporting. Cities and partners will cooperate in an effort to **develop localized indicators**, consistent with those established in the international community. These indicators should provide insight on the strengths and features of each context, **complementing the work** done by national governments and UN agencies.



## Upcoming reporting to the High-Level Political Forum on Sustainable Development

The World Secretariat will support local government associations to draw up country reports and consolidate them into a global report for the HLPF. The first local and regional government country reports will be presented in June 2018, while a comprehensive global report should be ready by June 2019. A preliminary exercise will be undertaken in time for the upcoming HLPF meeting of June 2017 if enough local and regional governments commit to this first round of consultations.

### 2017

**ERADICATING POVERTY AND PROMOTING PROSPERITY IN A CHANGING WORLD**



### 2018

**TRANSFORMATION TOWARDS SUSTAINABLE AND RESILIENT SOCIETIES**



### 2019

**EMPOWERING PEOPLE AND ENSURING INCLUSIVENESS AND EQUALITY**



## Sections and Working Groups

Several UCLG Sections and Working Groups **have already made significant progress** in work on monitoring and reporting. Their experiences and expertise may be useful for other groups willing to contribute to this process:

- The **CIB Working Group** presented the case of the Netherlands' sustainable municipalities, whose reporting activities will contribute directly to the country's national report to the High-Level Policy Forum. It expects to engage more partners via webinars and other activities to promote dialogue and cooperation among local and regional governments.
- **UCLG Africa** has presented the output "Assessing the institutional environment of local and regional governments in Africa", a study that ranked decentralization in African countries via 12 key criteria, carried out in cooperation with Cities Alliance. UCLGA has already begun working with **UCLG ASPAC** to update metrics, and both Sections have reported progress in the inclusion of **sustainability** and **gender equality** as key assessment variables.
- **FLACMA** has developed country profiles for Latin America and is setting up a Latin American Observatory on Local Democracy.

## Committees and network synergies

The second part of the session gave the floor to UCLG's Committees and Observatories to present highlights of their work.

The **International Observatory Participatory Democracy** and the **Committee on Social Inclusion, Participatory Democracy and Human Rights** presented the outcomes of their



activities and their strategy in light of the specific requirements of relevant SDGs. The **Committee on Culture** presented its work with UN agencies and other bodies within and outside the UCLG network and their best practices (e.g., the **International Culture 21 Award** and the database on monitoring and reporting). **Metropolis** and the City of Berlin contributed a powerful example of practical cooperation: the **Policy Transfer Platform**. The Platform builds on a cooperative and narrative technique for collecting data that may become a tested inspiration for more co-owned and collaborative monitoring and reporting output within the framework of GOLD and the other Observatories.

Cross-cutting themes and **clusters of knowledge, information and expertise** coming from all the partners, Sections and Committees of the UCLG network will be essential. The Observatories, Sections and Working Groups will take part in the global effort on monitoring and reporting as much as possible, but also have to invest in the unique contribution they can provide by **voicing the experiences, needs and demands of local and regional governments**.

# 07. AWARENESS CAMPAIGNS AND COMMUNICATION



Communication is a vital tool for UCLG, both in **advocating** the values and goals of local and regional governments to the international community and in **raising awareness** about the significance of global agendas among our members.



For us, communication is a medium to learn, influence and monitor; it goes beyond simple communication. Our added value is the number of nodes that UCLG has – nobody else has this. If we can make sure we make this visible, especially through social media, this gives us immense power.

**Emilia Sáiz**  
Deputy Secretary General, UCLG



**We must find convergence in different events to strengthen communication efforts.**

**Djamel Sandid**

International Relations and Cooperation Officer, Nanterre

**Social media is trendy but we must remember that not all have access to it: “Leave no one behind” is the key message of the SDGs. We must find a creative way to engage people.**

**Leyla Şen**

General Coordinator of UCLG-MEWA

**Information is a public good: everybody has a right to information.**

**Nestor Vega**

Advisor, UCLG

**Communication is mainly about collaboration.**

**Ricardo Martinez**

UCLG World Secretariat



## **COMMUNICATING AS A NETWORK**

UCLG’s communication strategy is based on the principle of **communicating as a network**: the World Secretariat, Sections, Committees and Working Groups, and UCLG members must all play a role in communicating their work, whether through publications, websites, social media or events. This way of communicating is **most effective when the different nodes of the network are coordinated and communicate together with a clear message and goal**, as was the case in the successful ‘Listen to Cities’ campaign in the run-up to Habitat III. Synchronized communication as a network amplifies the voice of the network to become greater than the sum of its parts.

### **Survey on Communication in UCLG Sections:**

**Strengths:** monthly newsletters, websites, social media.

**Positive transformations:** communication plans, social media.

**Challenges:** difficulty of mobilizing members in communication work, lack of media contacts, measurement of impact.

Sections and Committees prioritized the events in their work plans for 2017 in terms of their ability to mobilize the communications support of the rest of the network and synchronize action for greater impact.

## ROADMAP AND TOOLS FOR COMMUNICATION

The roadmap for communication is based on three key ideas:

**1.**

Communication should complement/support advocacy efforts and **increase political impact**. It is not just a marketing tool.

**2.**

The maximum benefit from communication is obtained by **synchronizing the network** as much as possible.

**3.**

Communication is the **responsibility of everyone in the network**, not just the work of communication officers.

The World Secretariat Communication team will support these goals by holding participatory communication meetings and monthly trainings on different communication tools. The importance of identifying the target audiences of campaigns and sharing what works and what doesn't with colleagues in other parts of the network was underlined.

The **UCLG Network**, a virtual space for joint consultation and initiatives, is a tool that should be used for this purpose. The Network was translated into a **physical Network Hub in the Bogotá Congress**, a concept that the communication teams encouraged Sections and Committees to replicate at their events and meetings.



## CRITERIA THAT NEED TO BE MET TO DEVELOP A WAVE OF ACTION

Waves of Action are not just coordinated communication/advocacy campaigns. They must also consist of actual learning actions, monitoring processes, cases of local implementation, etc.

In order to assess whether we are ready to create a meaningful Wave, we must make an inventory of possible actions and actors that may be involved.

The following checklist is important when considering the creation of a Wave of Action:

**1.**

**Hashtag/slogan:** There should be a clear political message.

**2.**

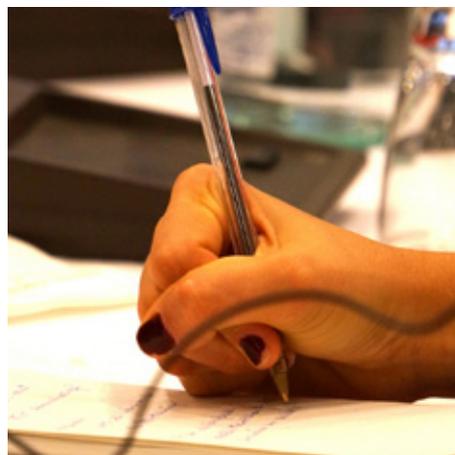
**Calendar:** A clear time frame should be defined, ranging from **six to 18 months**, which includes **key international moments** (events, reports, campaigns), e.g. UN conferences, SDG reports, civil society campaigns.

**3.**

**Diversity of actors:** a Wave should include actions in **at least three UCLG regions**. The campaign should also be able to link up with the work of **external partners** (civil society, UN Agencies, the private sector, academics, etc.).

**4.**

**Original content:** a Wave should be based on original UCLG content (e.g. publications, events, policy recommendations, case studies) from **at least three of UCLG's four strategic work areas:** implementation, monitoring, learning, and advocacy.



## New collaboration format: UCLG Waves of Action

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

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

The Waves should be coordinated using existing communication tools, e.g. the UCLG Network, email lists, social media platforms.

### THE UCLG WAVES OF ACTION FOR 2017-2018



WAVE OF ACTION ON THE RIGHT TO HOUSING



WAVE OF ACTION ON FINANCING



WAVE OF ACTION ON MIGRATION



On **migration**, the idea is to change the negative perspective on migration and the discourse of "invasion", to demonstrate the positive aspects of migration through joint work among the World Secretariat, Sections and Committees. This was welcomed by the UCLG MEWA Section, which expressed its willingness to contribute to this work.

Making gender a transversal priority was discussed by many participants across the week. A campaign under the slogan **'Be Counted'** was proposed to call on the UN to develop data to support indicator 5.5.1 on the proportion of seats held by women in local government. The campaign was launched on International Women's Day on 8 March and included the mobilization of Standing Committee on Gender Equality at the 61st UN Commission on the Status of Women in New York.



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