

STRATEGIC PRIORITIES 2016-2022

#Local4Action
#Regions4Action

CO-CREATING EQUALITY,
PEACE AND SUSTAINABILITY,
LOCAL AND REGIONAL
GOVERNMENTS GET READY TO
DELIVER THE GLOBAL GOALS





UCLG'S PARTNERSHIP WITH THE EUROPEAN UNION

In 2015, UCLG and the European Union signed a Strategic Partnership for a five-year period, attached to a three-year support programme (2015-2017).

The partnership has enhanced the work of the organization in all dimensions and allowed to expand its activities and strengthen ties with the different parts of the network that have actively participated in defining the work.

This unprecedented partnership is providing unprecedented opportunities to provide inputs to policies of the European Commission, to amplify the voice of local governments internationally and to strengthen local government network around the world.

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VALUES AND TOOLS FOR ACTION

Ensuring UCLG's
Priorities and
Experiences
are Cornerstones of
the Implementation
of the Global Goals

Proximity

UCLG brings together governments of **proximity**, those most responsible for the daily life of citizens. In the work of local and regional governments, all issues are intertwined and priorities are defined by taking into account their impact on local territories and their populations. Experience around the world shows that any change impacting people at local level challenges local and regional governments to coordinate actions beyond a sectoral approach: it requires them to mobilize stakeholders, to promote inclusive growth and development, and to call on other spheres of government for more efficiency.

Decentralization

Every day, local governments demonstrate the potential of action based on proximity to contribute to solving major global challenges. UCLG believes that that development and 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.

Political leadership

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.

The **UCLG Strategic Priorities 2010-2016** called for UCLG to become more proactive in setting agendas. They aimed for local and regional government 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.

Global Taskforce of Local and Regional Governments

With the **Global Taskforce of Local and Regional Governments**, facilitated by UCLG, playing a key role in the 2030 Agenda and Habitat III negotiations as a consultation mechanism, as well as the consolidation of the **Global Observatory on Local Democracy and Decentralization**, the organization has met its goals over the past six years.

World Assembly of Local and Regional Governments

Furthermore, the strong presence of political representatives at the **World Assembly of Local and Regional Governments** in the Habitat III conference – the high-level participation of UN officials, including the UN Secretary General and the President of the General Assembly as well as the Secretary General of the Conference – and the inclusion of the Assembly in the outcome document of Habitat III are important signs of the recognition of the importance of local and regional governments by the international community. The World Assembly also demonstrated the representativeness and convening power of UCLG.

2016 Bogotá Commitment and Action Agenda

Our 2010 Mexico Manifesto on the City of 2030 provided a picture of what local and regional authorities around the world need to achieve for their citizens and guided the work of the organization in relation to the 2030 and New Urban Agendas. Now, it is the **2016 Bogotá Commitment and Action Agenda** that establishes the priority areas to achieve the Global Goals (SDGs) and implement the enabling environment established in the Habitat III outcome document.

Implementation, monitoring and learning

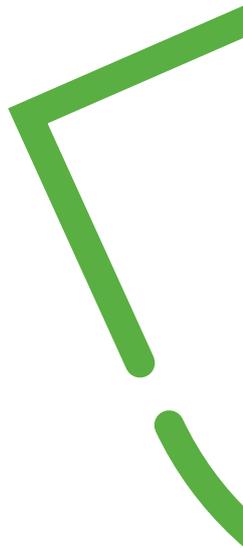
Following a period of negotiations on common goals, it is now time to rally the UCLG membership towards **implementation and monitoring** with a territorial perspective. It is time to ensure synchronized action that will demonstrate our added value as a network, and to upscale our potential as a **learning** network under the active political leadership of all types of members (big and small, cities, regions and associations) from all parts of the world.

The ambitious international agendas that the international community has managed to put together over the past five years and the acknowledgement of the role of local governments internationally stand in sharp contrast with the growing domestic tensions between local and national governments, and with the trend of nation states to close borders and cut down the reach of multilateral systems.

Strategy

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 learning network in all parts of the world and promote decentralized cooperation while increasing the capacity of the network to act in a synchronized manner with renewed ownership and partnerships that will guarantee its sustainability.

UCLG can best demonstrate its added value, bring together the broad base of its membership and attract new partnerships by demonstrating its capacity to link the global and the local agendas. Implementing the global goals through the application of the Bogotá Commitments is what we call the **“localization” of the global development agenda.**



IMPLEMENTATION

Fostering, identifying and highlighting successful efforts to achieve global agendas at local and territorial level by the UCLG membership. This also includes **raising awareness** of the global goals among local and regional governments so that they can implement them.

LEARNING

Through training, creating a learning culture throughout the organization and promoting **decentralized cooperation** as a key tool of international cooperation and development programmes.

STRENGTHENING THE UCLG NETWORK

Enhancing **political participation**, creating new tools for synchronized action, renewing partnerships with different actors and ensuring shared ownership by the different parts of the membership.

MONITORING AND REPORTING

That contribute local and regional government data and experiences to global fora. This **local vision** can complement central government reporting and help shape future actions and policies.

ADVOCACY

To **amplify the voices** of territories internationally, promoting increased national and international support for, and recognition of, local and regional governments in the achievement of the global agendas.

THE INTERNATIONAL CONTEXT



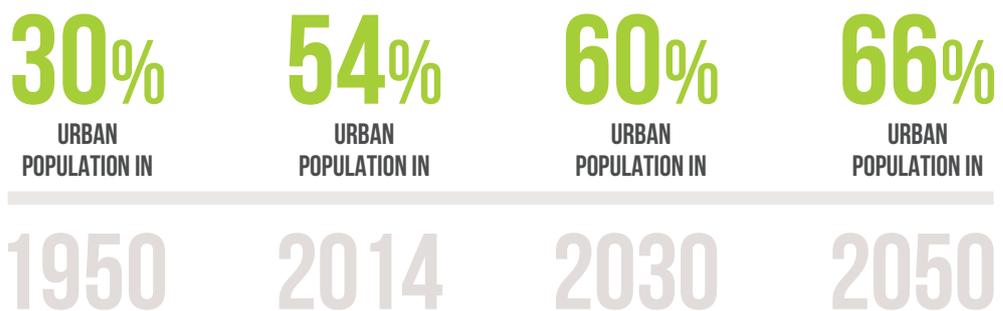
In the 20 years since Habitat II, the world has undergone significant changes. Globalization, labour market transformations, the impact of new technologies, and extreme poverty reduction have gone hand-in-hand with growing inequalities, environmental and biodiversity depletion, and social unrest.

At the same time, demographic growth and urbanization have reshaped our societies and urban landscape.

Today, more than half the world resides in urban areas. In 1950, 30% of the world's population was urban, rising to 54% in 2014

and projected to reach 60% by 2030 and 66% by 2050. After a first wave of urbanization between 1750 and 1950, which urbanized about 400 million people, especially in the Global North, this current process – known as the second urbanization wave – began in 1950 and has mostly affected the Global South. In less than a century, nearly 4 billion people will have been urbanized.

The pace of change will increase over the next two to three decades. According to the 2014 UN's World Urbanization Prospects, population growth will result in 2.4 billion more urban residents by the middle of this century (from



3.9 billion to 6.3 billion urban dwellers, out of an expected total population - urban and rural - of 9.7 billion). Those regions across the world that are still predominantly rural will transition into urban societies.

Over the next half century, a new global urban system will be set into motion. This will be one of the biggest transformations in human history. Urban areas range from small villages to growing intermediary cities (i-cities) and megacities.

The discourse on urbanization is shifting too; though many still speak of urbanization as a challenge, there are more and more voices highlighting the potential of densely packed urban settlements to create jobs and sustainable production and consumption patterns, reduce carbon emissions, increase social inclusion and promote culture, peace and good governance. Urbanization is being understood as an opportunity to be embraced and not a problem to fix.

The current context should be seen as a moment of unprecedented opportunity that

necessitates bold undertakings, including the renewal of governance models, the social contract and the shifting priorities of governments at all levels to eradicate inequalities. **The Sustainable Development Goals and the New Urban Agenda**, two global agendas that explicitly recognize the significance of urbanization, must be harnessed as frameworks to seize this opportunity. However, within the UN System, urbanization is still too often seen as a single-issue concern, rather than as the transversal dimension of development that it is. If the transformative potential of the issue is to be harnessed, urbanization must be mainstreamed across the work of international organizations and development cooperation, much in the way gender equality has been.

And, as the world wakes up to this new urban reality, UCLG must challenge the false urban-rural dichotomy and continue to advocate for an integrated, territorial approach for development. It must highlight that all urban areas, large and small, are interdependent with their rural surroundings, and the economic, social and environmental challenges they face cross administrative boundaries.

Local and regional governments will need to be at the centre of public policy processes, translating normative ideals into concrete policies and practical investments that will remake human settlements as the primary driver of a new, sustainable era. There is general agreement that the answers generated within urban settlements and territories will pave the way for global solutions. UCLG must be at the forefront of developing new policies that harness the urban-rural continuum to make local economies more dynamic, local ecological systems more sustainable and local communities more inclusive.

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THE ECOSYSTEM OF LOCAL AND REGIONAL GOVERNMENT ASSOCIATIONS



The Second World Assembly of Local and Regional Governments to the Third United Nations Conference on Housing and Sustainable Urban Development - Habitat III. 16 October 2016, Quito, Ecuador

As inheritors of the century-old international municipal movement, UCLG is built on the conviction that local governments need to act globally. We are committed to promoting solidarity between municipalities and regions, both through peer-to-peer exchange and mutual support in times of crisis. We have also long advocated for the need to base global agendas on local values, visions and experiences, bringing the voices of our members to the Sustainable Development Goals, Habitat III and climate change negotiations, among many others.

However, the international map of associations and networks of local and regional governments is increasingly vast and diverse. The state of the existing networks, their reach, representation, capacity and means present many different situations; and new networks and platforms are created regularly, with varying chances of sustainability.

A new trend is coming from academia, where urban researchers try to become urban innovators or activists proposing to work on political representation.

The private sector and philanthropies are also creating public-private organizations and projects which open opportunities for action at the local level but at the same time may undermine the role of the public sector and democratic accountability.

At the same time, we can see how international institutions establish ad hoc contacts and networks with cities and local governments, in many cases mixing individual representation and the collective interests of a constituency.

In this context, which was discussed by the World Council in 2014, UCLG has clearly been able to maintain its role of political representation of local and regional governments in the international arena. With its universal vocation and generalist reach.



Meeting with the Secretary General of the UN, Antonio Guterres during the meeting of high level of UN-Habitat, September 4-6, 2017

The acknowledgement of the European Union of the key role that local governments need to play in development and the trust vested in UCLG through the Strategic Partnership has allowed the UCLG network to enhanced activities developed under the 2010-2016 strategic priorities.

Furthermore, important spinoffs of our actions in the Post 2015 process, such as the facilitation by UCLG of the **Global Taskforce of Local and Regional Governments**, networks have both contributed to the consolidation of UCLG but also the visibility and influence of the constituency as a whole which has actively contributed to shaping the international agenda.

UCLG has made a clear choice for collaboration above competition with the changing international ecosystem of city networks where UCLG members are active. This will influence UCLG realities and impact the strategy for the coming years.

UCLG's new Strategy must address the organizational and functional challenges that the changing environment will trigger at local level. After intensive years of advocacy, UCLG and its members can celebrate significant achievements in the international agendas. **In the coming years UCLG will need to reinvent itself to be fit for purpose, supporting members to influence, implement and monitor the achievement of the Bogotá Commitment and the global agendas.**

The main conclusion from the consultations among UCLG members and partners is that the policy priorities expressed in the Bogotá Commitment, and which have consistently been at the centre of UCLG's work since its foundation, remain relevant but will require deepened political debates and transformation into concrete actions. It is further clear that 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 we have contributed to. Finally, it is clear that the facilitation of the amplified voiced of local and regional governments needs to be the main focus of UCLG.

UCLG's new Strategy must address the organizational and functional challenges that the changing global environment will trigger at local level.

THE BOGOTÁ COMMITMENT: OUR POLICY AGENDA



Under the title “**Local voices for a better world**”, UCLG and its members gathered in Bogotá to express their commitment to sustainable urbanization and development at our **Fifth World Congress**. The Congress called for the capacities of local and regional governments around the world to contribute to resilient, sustainable and peaceful societies to be increased.

The Congress declaration, known as the **Bogotá Commitment and Action Agenda**, builds on the research and consultations with local and regional governments within the framework of the Global Report on Local Democracy and Decentralization (GOLD IV). It also draws on the recommendations of the Global Taskforce of Local and Regional Governments.

Through the **Bogotá Commitment**, UCLG and its members understand the various global development and sustainability agendas as a single, universal agenda that will require multi-level and multi-actor governance for cities and territories and that will need to contribute to a new development model, built from the territories. Therefore the UCLG membership commits to contributing to the renewal of the **social contract**, to strengthen democracy and **promote civil society’s active involvement in policy decision-making**. They commit to promote dialogue between

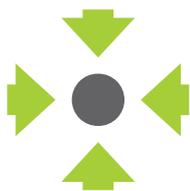
the different spheres of government to put cities, and territorial needs and realities at the heart of policies at all levels. This will require innovative **multilevel governance** and innovation in local and development finance. It further calls for policies that will **contribute to building inclusive and prosperous** communities and to promoting new patterns of production and consumption, and **prioritize sustainability and resilience**.

Territorial Commitments and Actions

At territorial level, local and regional governments now play a greater role in the regulation of the urban fabric and territories, and the protection of the commons.

Local and regional leaders must develop new capacities and modes of leadership to respond to and take advantage of new opportunities. They need to boost participation by fostering a buoyant and autonomous civil society that can contribute to shaping shared public services, cooperative housing and collaborative and solidarity-based economies, to contribute to a new governance approach.

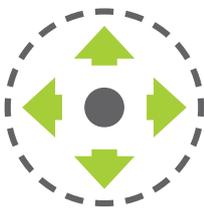
Local and regional governments face the daily responsibility of tackling socio-spatial



LOCAL ACTION

exclusion and promoting social justice, integrating migrants, preventing discrimination and urban violence, and protecting social rights to ensure prosperity and wellbeing. Local and regional governments need to lead the way towards the implementation of the **Right to the City**.

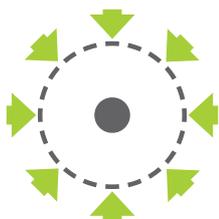
UCLG should further harness integrated urban and territorial planning to shape the future of cities and territories they need, to ensure **access to quality and resilient infrastructures and basic services for all**. Greener cities and territories are the key to a sustainable future. Local and regional governments must move towards sustainable production and consumption patterns and act to mitigate and adapt to climate change.



NATIONAL ACTION

Local and regional governments should have the necessary policy powers and resources to control economic development levers and take advantage of an ongoing transformation of the global economy to boost endogenous economic development.

Last but not least, **culture** is a vital element of citizenship, integration and co-existence. It should be seen as the fourth pillar of sustainable development. All citizens have the right to culture. Cities and territories should promote active cultural policies.



GLOBAL ACTION

National Enabling Environment

Local leadership will only flourish if there is a national enabling environment for local and regional governments with adequate legal frameworks and resources, as well as a transformation of top-down approaches. Moreover, it can only succeed if the uneven decentralization found in many countries and regions is urgently addressed.

Institutional frameworks need to be renewed to promote shared governance and effective decentralization, building on multilevel governance, and enhanced consultations for coherent policy development at national level.

A Seat at the Global Table

For global policies and agreements to properly harness local experience and commitment, the place of local and regional governments in international policymaking needs to change. They must be part of a structured consultation as a recognized and organized global constituency rather than subject to ad hoc consultation processes. The efforts of local and regional governments to organize and produce informed inputs must be acknowledged.

The current model of financing does not respond to the needs of most existing and emerging cities and territories. A global partnership for urban housing, local basic services and infrastructure financing could mobilize representatives from national and international financing institutions, regional development banks, institutional investors, donors, and sub-national leaders.

Furthermore, local and regional governments should build on their legacy of decentralized cooperation and international solidarity to share expertise on how to address global challenges (e.g. climate change, risk prevention, peace-building, development cooperation) and to manage the impact of global phenomena at the local level (e.g. the integration of migrants, the mediation of globalizing economic, and the promotion of cultural cooperation).

LOCALIZING THE GLOBAL GOALS

Urban and territorial action is at the heart of global development.

The major global development agendas cannot be separated from one another at local or regional level; they can only be achieved if they are integrated into all planning, policy making and action. Global solutions can be built on these local experiences and approaches.

Local democracy and local leadership are vital tools to drive development in a way that is rooted in the cultural, social, environmental and economic realities of each territory.

That's why UCLG advocates for a greater role of local and regional governments in international policy development, implementation and reporting. That's what we call 'localizing' the global goals.

What does 'localizing' mean?

'Localizing' means taking into account sub-national contexts, challenges, opportunities and governments in all the global agendas, from the setting of goals and targets, to implementation, monitoring and reporting.

Localizing isn't the parachuting of global goals into local contexts. Localizing is implementing local agendas in cities and territories to reach local and global goals. Localizing is a political process based on harnessing local opportunities, priorities and ideas.

What is UCLG doing on localization?



LOCAL4ACTION HUB

The UCLG Local4Action Hub is an initiative that aims to turn the 2030 Agenda into local actions by focusing on the following key objectives:

Strengthening **strategic thinking** to support local action

Catalyzing **innovation**

Enhancing **cooperation and solidarity**

Generating and facilitating **knowledge exchange**

Visualizing the actions for localization developed by the UCLG network

Rallying actors around **SDG 11**



LEARNING

UCLG's Learning Agenda uses **peer-to-peer learning** to allow cities to exchange successful and unsuccessful practices to build capacities and replicate policies related to the global goals.

UCLG is also developing a **'train the trainer'** course to enhance local government capacities to understand the importance of localization.



MONITORING AND REPORTING

Most global targets and indicators are at national 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 sub-national variations in the achievement of global goals** (e.g. between regions, between urban and rural areas, or within cities themselves).

UCLG's Global Observatory on Local Finance and Global Observatory on Local Democracy and Decentralization work to **gather knowledge and data** on the achievement of global agendas at local level.

UCLG is analyzing national reports and surveying its members on progress towards the global goals and sharing its findings at the **High-level Political Forum on Sustainable Development** that is monitoring achievement of the SDGs.

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).



ADVOCACY AND AWARENESS-RAISING

At global and regional level, UCLG, along with the Global Taskforce, works to provide **inputs and recommendations** to international for a on issues relating to the major global agendas.

UCLG uses its communication channels to **raise awareness** about the global agendas in every continent of the world (web, social media, events, publications).

UCLG has local government **Champions** that act as living examples of the potential of cities and regions to take action to achieve global goals.



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 can play an important role in highlighting this work and in identifying links between local action and global goals.

STRATEGIC PRIORITIES 2016-2022

**Ensuring UCLG's
Priorities and
Experiences are
Cornerstones of the
Implementation of
the Global Goals**

After intensive years of advocacy, UCLG and its members can celebrate significant achievements in the international agendas. In the coming years UCLG will need to reinvent itself to be fit for purpose, supporting members to influence, implement and monitor the achievement of the Bogotá Commitment and the global agendas.

The main conclusion from the consultations among UCLG members and partners is that the policy priorities expressed in the Bogotá Commitment, which have consistently been at the centre of UCLG's work since its foundation, remain relevant but will require deepened political debates and transformation into concrete actions.

It is further clear that 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 we have contributed to. Finally, it is clear that the facilitation of the amplified voiced of local and regional governments needs to be the main focus of UCLG.

UCLG has made a clear choice to work through collaboration rather than competition within the changing international ecosystem of local government associations in which UCLG members are active. This ecosystem will influence UCLG's realities and our strategy for the coming years.

THE UCLG NETWORK'S AGENDA: LOCALIZATION



UN Photo: Kim Haughton

Meeting with the Secretary General of the UN, Antonio Guterres during the meeting of high level of UN-Habitat, September 4-6, 2017

UCLG can best demonstrate its added value, bring together the broad base of its membership and attract new partnerships by demonstrating its capacity to link the global and the local agendas. Implementing the global goals through the application of the Bogotá Commitments is what we call the **'localization' of the global development agenda**.

Localization will allow UCLG to maintain the momentum and profile that it has achieved internationally over recent years while strengthening the relationships among

its members and enhancing exchange of experiences and learning.

For UCLG, localization isn't the parachuting of global goals into local contexts. Localizing means implementing local agendas in cities and territories to achieve local and global goals. More than a technical process, **localizing is a political process** based on harnessing local opportunities, priorities and ideas. Local democracy and local leadership are vital tools to drive forward local agendas in a way that is rooted in the cultural, social, environmental and economic realities of each territory.

IMPLEMENTATION

Foster, identify and highlight successful efforts by the UCLG membership to achieve global agendas at local and territorial level.

RATIONALE

Fostering, **identifying and highlighting successful efforts** by the UCLG membership to put in place policies at local and territorial level.

Showing the **links between the local daily action and the global goals** as well as the impact of global agendas in territories will be an important cornerstone of UCLG's work, which will greatly contribute to enhancing implementation.

Fostering a local dimension to the internationally-driven programmes and ensuring that local and regional government pilots are included will contribute to the achievement of the universal agendas agreed throughout 2015 and 2016.

Although implementation will be carried out by the UCLG membership on the ground, the network can

contribute through the establishment of **pilot projects and the development of tools** to be used at local and territorial level.

IMPLEMENTATION LEGACY

Instruments supporting implementation in the territories; international programmes including actions at local level and new decentralized cooperation programmes.



- > Documenting members' practices.
- > Supporting pilot projects.
- > Identifying fund-raising opportunities to support members.
- > Supporting decentralized cooperation activities developed by members.
- > Promoting the development of programmes supporting UCLG members in localization.

UCLG LOCAL4ACTION HUB

Localizing the SDGs at local and territorial level requires swift, effective action on the ground, driven by citizen participation. Local and regional leaders need sound evidence and timely advice, as well as new approaches, to guide such actions.

The **UCLG Local4Action Hub** is an initiative that aims to turn the 2030 Agenda into local actions, taking advantage of our network and our experience of exchange and cooperation.

By providing visibility to the integrated efforts of the UCLG strategy, the Local4Action Hub will facilitate and consolidate our global network of UCLG members and partners in synergies with other key international organizations that are working closely on advancing the implementation of the SDGs at local and territorial level.

THE INITIATIVE
WILL FOCUS ON
THE FOLLOWING KEY
OBJECTIVES



1

Strengthening strategic thinking
to support local action

2

Catalyzing innovation

3

Enhancing cooperation and
solidarity

4

Generating and facilitating
knowledge exchange

5

Visualizing the actions for localization
developed by the UCLG network

6

Rallying actors around SDG 11

ADVOCACY

Increase the visibility and influence of local and regional governments on the global stage. Amplify their voice and highlight their priorities, challenges and achievements relating to global agendas and the Bogotá Commitment.

RATIONALE

There is a general consensus among the local and regional government networks that, after a successful second edition of the World Assembly within the framework of the Habitat III process, both the Assembly, as a political forum, and the Global Taskforce, as a technical consultation mechanism, 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 share on priority areas identified by the members.

It would further 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.

ADVOCACY LEGACY

Higher visibility for local and regional governments internationally; a consolidated Global Taskforce and an acknowledged World Assembly of Local and Regional Governments, facilitated by UCLG with the active participation of other local and regional government networks; recognition as a consolidated representation mechanism for the constituency; and a sound set of recommendations for the further definition of the next phase of the Global Development Agenda.



- > Providing analyses, thematic papers and concrete proposals for the implementation of the global development agendas.
- > Supporting the participation of UCLG Regional Sections and membership in regional forums, and the participation of local government associations (LGAs) in national dialogues, for the localization of the global development agendas.
- > Organizing a dialogue with civil society representatives around the topic of implementation of the global development agendas.
- > Involving civil society, academia and other stakeholders in the process of implementing these agendas, to share responsibility and ensure a large partnership and consensus.
- > Facilitating the convening of the World Assembly of Local and Regional Governments and ensuring diverse representation and exchanges among the members and partners of the Global Taskforce of Local and Regional Governments.

MONITORING AND REPORTING

Improved contextual information and documented cases measuring and illustrating UCLG members' contributions to the implementation process of the global development agendas.

RATIONALE

The implementation of the global agendas cannot be seen from the perspective of national governments alone.

Localized monitoring and reporting processes should build upon the direct and concrete experience of LRGs to 'tell the story' – from the vantage point of communities, cities and territories – of local and regional agendas, and how they contribute to the implementation of the global agendas.

Our involvement in the reporting process is also essential for them to locate themselves in the growing conversation on the implementation of this consensus on global development. Reporting and monitoring should primarily aim to: (1) Foster dialogue and collaboration between national and sub-national governments and (2) Strengthen the localization of goals and targets as a way to promote a more territory-based approach to development, which supports a stronger ownership for local stakeholders. Reporting aims to show how local and regional governments are taking action to localize the SDGs in all regions, while highlighting how the official international monitoring and reporting architecture relates to this contribution.

The analysis will focus on how the bottom-up localization and the involvement of local and regional governments in

the alignment process trigger transformative processes in development.

Reporting activities on the implementation of SDGs and other global agendas is expected to work in sync with cooperation, training and advocacy activities by LRGs. In this context, the role of the UCLG observatories will be critical in the coming period. Additional efforts need to be made to ensure that the wealth of information that is contained in the different instruments feeds into the overall work of UCLG. Special emphasis will be placed on developing the Global Observatory on Local Democracy and Decentralization as well as on the Global Observatory on Local Finance.

MONITORING LEGACY

A robust monitoring and reporting mechanism of the implementation of the global development agendas, supported by our flagship publication, the GOLD Report. Local and regional governments' storytelling informing the reporting of national and other stakeholders. Local experiences influencing the actual implementation and assessment of the agenda.



KEY ACTIONS

- > Organizing consultations to promote a broader debate at all levels on key issues relevant to the involvement of local and regional governments in the monitoring "follow-up and review" and implementation process of the global development agendas.
- > Producing a systematic analysis of the impact of the implementation of the global agendas on national and subnational political processes.
- > Complementing national reporting with the analysis of local and regional government experiences towards the localization of the SDGs.
- > Analyzing key dimensions of relevant SDGs and global goals and providing an assessment of localization, with a particular focus on specific thematic areas related to LRGs, responsibilities.
- > Maintaining the triennial periodicity of the GOLD reports.
- > Supporting UCLG Sections to develop mechanisms for dialogue between different spheres of government for the implementation, reporting and monitoring of the global development agendas.

LEARNING

Increase UCLG’s capacity to become a learning network, supporting the implementation of local and regional priorities within the framework of the global development agendas. Strengthen the capacities of the network to respond to demands for capacity building and to adapt the demand-driven development of capacity-building programmes.

RATIONALE

Local and regional governments face a world of increasing complexity. This will require the way they work, and the way they learn, to be reshaped. In this complex environment, the best actions to take will depend on local circumstances and contexts; problem-solving is not a “one-size-fits-all” process. Decisions must be made according to changing situations, including common needs and demands.

In order to cope with complexity, cities and territories need to develop their own sense-making process, aggregating sources of information and knowledge, filtering and analyzing, and connecting ideas. The ideas aggregated, filtered and connected by LRGs can be shared through **peer learning**. Connecting knowledge and ideas to cities and territories, as well as cities to cities and territories to territories, is key to UCLG’s learning strategy. We believe that open sharing in an environment of trust is the best way to generate knowledge in our network.

Networks such as UCLG gather local leaders and professionals from different contexts, motivated to learn beyond their cities’ and territories’ realities, but also to nurture and benefit from international engagement. This kind of peer-to-peer learning activity

can be a powerful tool to replicate, transfer and **adapt successful local policies and strategies related to the achievement of the global agendas**. UCLG’s strategy to enable the flow of knowledge at the global level is mainly through thematic policy communities (committees and working groups), regional communities (sections) social networks, briefings and peer-to-peer action learning. As collective learning is based on trust and sharing, it makes sense to connect networks and create partnerships.

Despite the individualization of the world, human beings have an inborn need for dialogue, communication and to be part of a group. The **UCLG learning network** offers a cross-sectorial dimension, multiplying ad hoc opportunities to identify one’s peers. The UCLG Learning Agenda reflects a wide range of actors and, as such, is used both for strengthening decentralized cooperation and for collective learning.

On the other hand, the promotion of decentralized cooperation is part of the DNA of the municipal movement. It not only stands for promoting innovative solutions, but also fosters the kind of long-term solidarity and partnerships that have forged friendships, dialogue and peace throughout the decades.

LEARNING LEGACY

A sound learning system active in different parts of the network, building on members’ experience and mechanisms to identify learning demands from local government members, as well as renewed partnerships building on decentralized cooperation and peer-to-peer learning.



- > Offering and partnering on thematic peer learning opportunities that enable the transfer of knowledge for local impact, documenting lessons learnt and practices according to their transferability and contribution to the global agenda.
- > Connecting the Corporate Partners Programme to the Learning Agenda.
- > Strengthening decentralized, and city-to-city cooperation initiatives to support the localization of the global development agendas articulating learning and capacity building with key partner agencies, associations and networks.
- > Carrying out research on the learning resources of local governments worldwide and Document city learning methodologies and guides/ toolkits.
- > Promoting bottom-up dialogues on learning and South-South and triangular cooperation in regional events held by Regional Sections, UCLG Fora, members and partners.

STRENGTHENING THE NETWORK

Increase political participation and enhance policy debates in UCLG through the involvement of a broader group of political leaders in the active life of the organization. Create new opportunities to synchronize action while strengthening the sections and consultation mechanisms of the network.

RATIONALE

The work developed by Committees and Working Groups significantly contributes to the work of the UCLG network as a whole. The achievements seen since their inception have been great, and those same achievements and lessons learned allow us to move ahead and reflect on the progress made in fostering the upscaling of practices and to define a strategy that will lead us to develop a new narrative for our movement.

Consultations among the membership have demonstrated that political leadership needs to be strengthened and that efforts should be focused to make optimal use of the limited resources that the organization has available.

There is a clear need to rethink the links of the work of the different groups within the work plan of the organization.

In order to renew the involvement of a broader group of political leaders in the active life of the organization, beyond the Presidency, the World Council agreed to set up Policy Councils around key issues. The policy councils will work alongside a limited number of UCLG Committees, Working Groups, Fora and Communities of Practice.

The Policy Councils will drive and develop UCLG's 2017-2022 priorities and work programme to develop



policy recommendations, enhance policy ownership and political participation.

The Policy Councils will focus on the following strategic topics, which reflect both key issues in the global agendas and the priority axes contained in the Bogotá Commitment:

- **Right to the City and Inclusive Territories**
 Recognized by the New Urban Agenda in 2016 as a vision of cities for all, the 'Right to the City' has been advocated by UCLG as a way to renew the social contract at local level, while focusing on local democracy, citizen participation, and the reduction of inequalities and poverty. The debate will include a strong gender perspective, address the governance and discourse on migration and focus on social policies that stress the universality of human rights.
- **Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace**
 The protection of heritage, the understanding of diversity and the fostering of creativity are key elements to forge dialogue among communities, build peace and promote sustainable development from the bottom up. Historically, local governments have contributed to a more prosperous world through countless initiatives of city diplomacy, decentralized cooperation and international solidarity.
- **Territorial, Multilevel Governance and Sustainable Financing**
 Without empowered local and regional governments, the achievement of the major global sustainability agendas will not be possible. The rethinking of the sub-national financing systems and a renewed

governance model, based on multilevel governance and a territorial approach to development, will be key to remake human settlements as the primary driver of a new, sustainable era.

- **Safer, Resilient and Sustainable Cities, Capable of Facing Crises**
 Members from across the world are committed and already taking action to lead the transition towards low carbon and resilient cities and regions, by reducing the environmental footprints, embracing innovation and strengthening crisis management capacities.

Furthermore, in the spirit of focusing on the implementation of the global agendas and amplifying the work of our members and partners, UCLG will organize actions and orchestrate efforts in Waves of Action.

Waves of Action are initiatives that visualize the multiplying effect of synchronizing thousands of local and regional actions at global level. These initiatives are developed within a timeline, focus on a shared policy priority and find synergies on actions relating to our strategic priorities, namely advocacy, learning, monitoring and implementation.

The Waves of Action will unleash the power of our network by putting the spotlight on local and regional initiatives on issues such as local government financing, decent housing for all, planning resilient cities, migration and food security.

The consolidation of the **UCLG Retreat** and the enhancement of Sections (specific) sessions as well as thematic sessions that will contribute to preparing policy discussions and implementation of tools both at regional and global level will be instrumental in the coming period.

The development of specific planning sessions with Sections to ensure synergies between the continental and specialized section and the general work programme will contribute to broader ownership and an enhanced capacity to involve the diverse UCLG membership.

A system-wide campaign of awareness among the membership and membership recruitment will be implemented to ensure that the membership feel involved and confirm their willingness to continue contributing to the organization.

Enhancing network-wide communication will be a top priority for the next six years. Ensuring greater visibility for all parts of the organization; team-building between communication departments of different Secretariats and a network-wide communication strategy will be at the heart of the work, and will provide visibility to the new consultations mechanisms and tools, such as the Waves of Action.

The Rules of Procedure of the organization will be enhanced with new components related to elections and

rights and obligations from the different parts of the network towards the World Organization.

A new fee system taking into account the realities of the different parts of the organization but with common shared values will be developed.

Furthermore, a monitoring mechanism for the implementation of the work plan was put in place in 2015 in order to facilitate the reporting to the European Commission. The system, which is currently informing the documentation presented to the governing bodies, will be further developed to enhance the transparency and planning in the organization.

NETWORK LEGACY

Enhanced participation of political leaders. A stronger network with enhanced links between its different parts; reinforced Secretariats at global, regional and thematic levels; and a greater flow of information and clearer rules, widely known to the membership, which enhance the governance and accountability of the organization.



- > Creating and developing of the work of UCLG Policy Councils.
- > Enhancing the UCLG Retreat, gathering staff from Sections in order to develop joint activity plans, including the communication strategy.
- > Developing a "Seek-Sense and Share" knowledge management tool, building on the online UCLG Network Hub.
- > Developing Waves of Action (synchronized implementation) on specific topics.
- > Organizing specialized UCLG-wide staff training to develop expertise in the application of new tools and platforms to day-to-day work.
- > Developing a specific campus for Sections to facilitate synergies between regional and global priorities.
- > Supporting Sections to organize regional retreats including high-level representatives from different sub-national authorities of the region, as well as regional LRA networks, to define regional priorities.
- > Strengthening the regional government agenda.
- > Enhancing monitoring mechanisms for the implementation of the work plan and strategy.

UCLG POLICY DEVELOPMENT AND CONSULTATION MECHANISMS

The Policy Councils, Committees, Permanent Working Groups, Communities of Practice and Fora are mandated by the World Council to enhance policy ownership and political participation, facilitate networking and support the sharing of expertise among UCLG members on specific themes identified as priorities of the global agenda of the world organization.

THERE ARE FOUR POLICY COUNCILS

Right to the City and Inclusive Territories

Opportunities for All, Culture and City Diplomacy: Keys to Sustainable Development and Peace

Territorial, Multilevel Governance and Sustainable Financing

Safer, Resilient and Sustainable Cities, Capable of Facing Crises

**Standing Committee on
Gender Equality**

COMMITTEES

1

Culture

2

Social Inclusion, Participatory
Democracy and Human Rights

3

Urban Strategic Planning

4

Local Economic
and Social Development

UCLG FORA

1

Intermediary Cities

2

Peripheral Cities

3

CEOs of Associations of Local
Governments

COMMUNITIES OF PRACTICE

1

Urban Innovation

2

Mobility

3

Social Economy

4

Food Security

5

Transparency and Accountability

**PERMANENT
WORKING GROUPS**

1

Capacity and Institution Building

2

Territorial Prevention and
Management of Crises

MONITORING & REPORTING
 IMPLEMENTATION
 إضفاء الطابع المحلي
 CLIMATE CHANGE
 APRENDIZAJE GENDER EQUALITY
LOCALIZING
 DECENTRALIZED COOPERATION
NEW URBAN AGENDA
 POLITICAL LEADERSHIP MIGRATION
 INTERMEDIARY CITIES
 EGALITÉ DES GENRES INNOVATION
Локализация
 DERECHO A LA CIUDAD
LEARNING
 SOLIDARIDAD
 DÉVELOPPEMENT ECONOMIQUE LOCAL
 HOUSING
SUSTAINABILITY
 LOCAL ECONOMIC DEVELOPMENT
LOCAL4ACTION HUB
 RIGHT TO THE CITY ODD
LOCALISATION
 TERRITORIAL APPROACH
LOCAL FINANCE
 STRENGTHENING THE NETWORK
 FORTALECER LA RED REPRESENTACIÓN
ADVOCACY
 NUEVA AGENDA
 CONTROL Y SEGUIMIENTO
 FINANZAS LOCALES
 CONTRÔLE SUIVI
 CULTURE LOGEMENT
LOCALIZACIÓN
 DROIT A LA VILLE RESILIENCE
地化 **CAMBIO CLIMATICO**
IMPLEMENTACIÓN
 CULTURE
MONITORING
 COOPERACIÓN DESCENTRALIZADA
 RENFORCEMENT DU RÉSEAU
 VIVIENDA
 APPRENTISSAGE
 IGUALDAD DE GENERO
 SDGS
 SOLIDARITY PEACE
 MIGRACIÓN
 IMPLEMENTACION



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