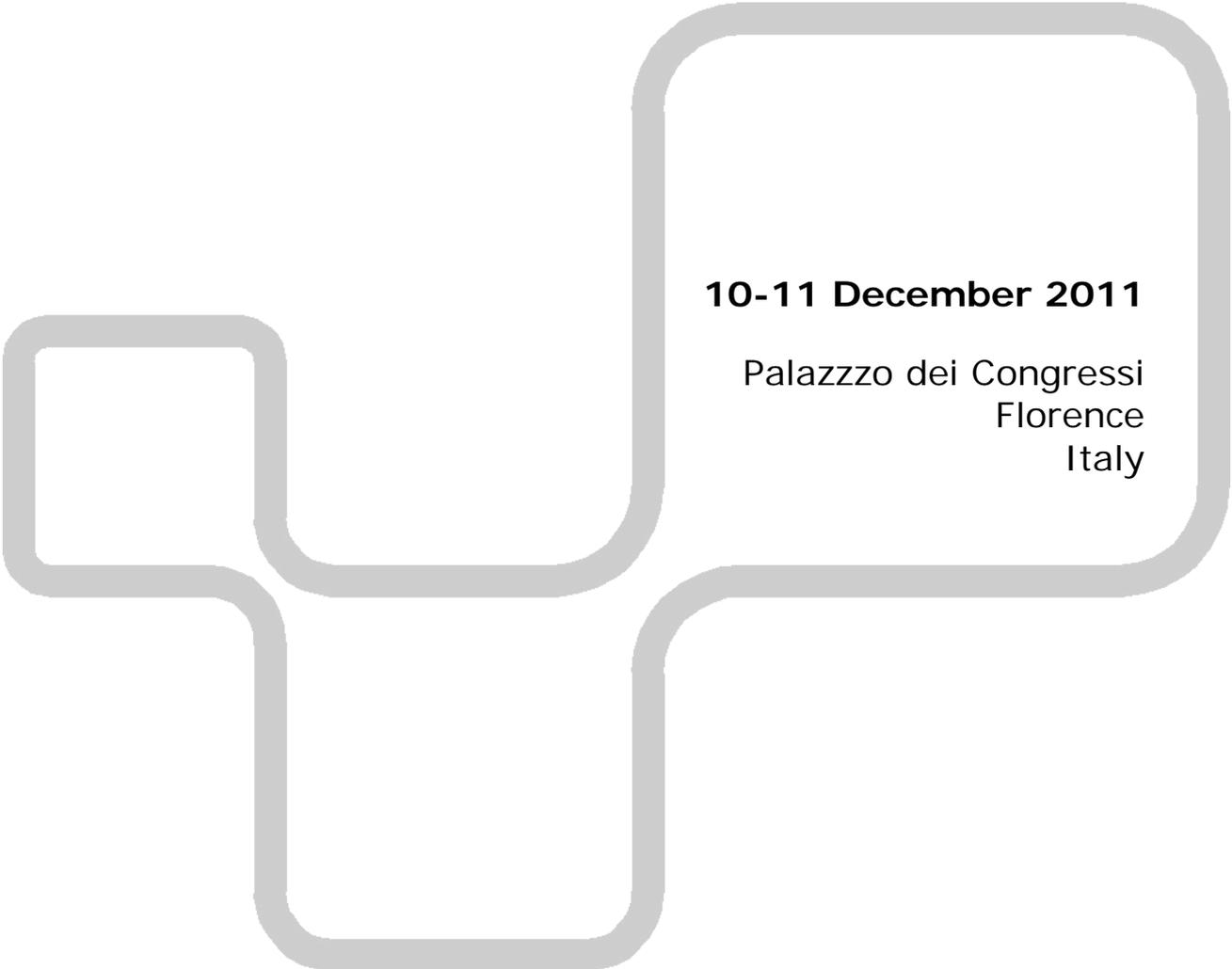


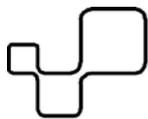
WORLD COUNCIL
2011



10-11 December 2011

Palazzo dei Congressi
Florence
Italy

United
Cities and
Local
Governments



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 1

✓ For adoption

DRAFT AGENDA

FOR ADOPTION

- Item 1. Agenda**
- Item 2. Report of the World Council meeting in November 2010, Mexico**

FOR INFORMATION

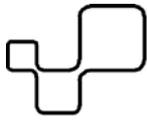
- Item 3. Advocating the Interests of Local Authorities**
Report of Activities 2011
- Item 4. Aid Effectiveness: Busan Outcomes**
- Item 5. GOLD III: The Governance of Basic Services**
Index on local government and decentralization

FOR DECISION

- Item 6. UCLG-HABITAT: Towards Habitat III**
- Item 7. Local and Regional Governments towards Rio+20**
- Item 8. UCLG Strategic Priorities for 2010-2016**
Conclusions and approval
- Item 9. Work Plan 2012**
Conclusions and approval
- Item 10. Global Charter-Agenda for Human Rights in the City**
- Item 11. Financial Management Committee**
Approval of the accounts and discharge for 2010
Approval of the draft budget for 2012
- Item 12. Other issues**

Please Note:

Item 7 to 9 will be debated in Plenary Session on 10 December.



Item 2

✓ For adoption

REPORT OF THE UCLG WORLD COUNCIL 20 NOVEMBER 2010, MEXICO

Summary and recommendations

The UCLG World Council met on 20 November 2010 in Mexico, on the occasion of the III UCLG World Congress. This document includes a summary of the main decisions taken in Mexico City and a detailed report of the meeting of the World Council.

The World Council is invited to:

1. **Review** the draft report and propose amendments if necessary;
2. **Approve** the report of the decisions taken by the World Council.

1. The World Summit of Local and Regional Leaders, III UCLG World Congress, which took place in Mexico City, gathered over 2,000 Mayors, local elected officials and representatives of local governments and their associations, from over 114 countries. The Congress programme hosted by Mexico City consisted of over 30 sessions.
2. The Congress meetings concluded with the adoption of the **Summit Key Recommendations**, which included 25 messages addressed to the international community, as well as a **Manifesto for the City of 2030**. These two documents put across the point of view of local and regional governments on the issues which were debated during the Congress and propose new actions to strengthen the influence of local and regional governments on the international agenda.
3. The Congress also saw the election of the new governing bodies of **United Cities and Local Governments**. Following the elections held by the UCLG Sections over the course of 2010, the General Assembly elected the World Council that elected, in turn, the Executive Bureau among its members on 20 November. The World Council then went on to elect the new UCLG Presidency.

MAIN DECISIONS OF THE WORLD COUNCIL

4. The main decisions taken by the UCLG governing bodies can be summarized as follows:
 - The election of a new **Presidency for 2010-2013**: **Mr. Kadir Topbas**, Mayor of Istanbul (Turkey), **President of UCLG**.
 - The election of 5 Co-Presidents: **Mr. Johnny Araya**, Mayor of San José (Costa Rica); **Mr. Antonio Costa**, Mayor of Lisbon (Portugal); **Mr. Muchadeyi Masunda**, Mayor of Harare (Zimbabwe); **Mr. IIsur Metsin**, Mayor of Kazan (Russian Federation); **Mr. Wan Qingliang**, Mayor of Guangzhou (China).

- The re-election of **Mr. Tel Ellis**, Mayor of Bluffton (USA), to the post of **UCLG Treasurer**.
 - The election of the **Vice-presidents** representing the Regional and Metropolitan Sections of UCLG:
 - AFRICA: Khalifa Sall, Mayor of Dakar, Senegal
 - ASIA-PACIFIC: Fauzi Bowo, Governor of Jakarta, Indonesia, President of CGLU-ASPAC
 - EUROPE: Wolfgang Schuster, Mayor of Stuttgart, Germany, Vice-president of CEMR
 - MIDDLE EAST AND WEST ASIA: Maged Abu Ramadan, Mayor of Gaza, Palestinian authority, President of the Association of Palestinian Local Authorities
 - LATIN AMERICA: Julio Pareira, Mayor of Florencio Varela, President of the Federation of Argentinean Municipalities
 - NORTH AMERICA: Gérald Tremblay, Mayor of Montreal, President of UCLG-NORAM
 - METROPOLIS: Jean-Paul Huchon, President of the Region *Ile-de-France*, President of Metropolis
 - The creation of a UCLG Committee of Honour.
 - The election of the **City of Rabat** as host of the IV UCLG World Congress in 2013.
-

REPORT OF THE UCLG WORLD COUNCIL 20 NOVEMBER 2010 IN MEXICO

The meeting is chaired by **Bertrand Delanoë**, Mayor of Paris and President of UCLG.

ADOPTION OF THE AGENDA AND APPROVAL OF THE REPORT OF THE WORLD COUNCIL MEETING IN NOVEMBER 2009 IN GUANGZHOU (CHINA)

1. **Bertrand Delanoë** welcomes the members of the World Council and directs a friendly greeting in particular to the members who take part for the first time in the World Council. The World Council adopts the agenda and approves the report.

REDEFINING THE STRATEGIC PRIORITIES 2010-2013

2. **Elisabeth Gateau**, Secretary General of UCLG, indicates that any organization must continuously revise its objectives and tasks. In the case of UCLG, this process happens generally every three years, when the Presidency is renewed, even though UCLG renews its work plan every year. She reminds the basis of the mandate given to UCLG in 2004: to be the united voice and world advocate of democratic self-government, promoting its values, objectives and interests, through cooperation between local governments and within the wider international community. In this respect, she recalls that at the time of its creation in 2004, UCLG did not have access to the United Nations and she underlines that UCLG now works with numerous international institutions and partners and that some important progress have been made since 2004.
3. **Elisabeth Gateau** reminds that the work programme of UCLG focuses on three main principles:
 - Increase the role and influence of local governments and their representative organizations within the world governance framework
 - Become the main source of support for a democratic local governance, efficient, innovative and close to the citizens
 - Guarantee that the Organization works in a democratic, efficient way.

With regard to the third mandate of UCLG for 2010-2013, she recalls the members of the Council that the Executive Bureau mandated the World Secretariat to initiative a prospective exercise in consultation with different stakeholders in order to contribute to redefining the institutional priorities for the coming years. She adds that the World Secretariat asked the Secretaries General of the Regional Sections of UCLG and the members of the Advisory Group (recently created) to think about these key issues via a strategic exercise.

Main points of the debate:

4. **Charles Josselin**, President of United Cities France, stresses that the classification of the world organizations is twofold: the international organizations and the non-governmental organization. He advocates for a special classification for UCLG: the organizations representing the elected society, whereas UCLG currently falls in the category of civil society.
5. **Annemarie Jorristma** presents her proposal to enhance the political management of UCLG. She explains that it is necessary to involve all the members and to promote their initiatives. She stresses that she is in favour of using the Policy Papers produced in the course of the year and approved during the Executive Bureau in order to develop UCLG lobbying before the United Nations. **Richard Kemp**, Vice-President of LGA, supports Ms. Jorristma in this approach.
6. **Bertrand Delanoë**, acknowledging the debate, concludes stressing the need to have UCLG recognized as an essential level of the new world governance.

Decisions: The World Council

- **Approves the work plan for 2011 and takes note of the contributions to the strategic priorities for 2010-2013;**
- **Accepts that the Committee on Statutory Affairs studies the proposal presented on the enhancement of political management in UCLG and accepts to consider the possible mechanisms that will contribute to support both the Presidency and the Secretariat;**
- **Mandates the Secretariat to launch a strategic exercise 2011-2016 based on the previously mentioned results.**

PROPOSALS OF THE EXECUTIVE BUREAU ABOUT THE UCLG COMMITTEES AND WORKING GROUPS

7. **Bertrand Delanoë** emphasizes the noteworthy work implemented by the Committees during six years. The Committees helped strengthening partnerships, implemented policy orientations and supported the continuous involvement of the members. He mentions the important and significant investment of members within the Committees, both in terms of financial and human resources. As the mandate of the Committees and Working Groups reaches its end during this Congress, like every three years, it is possible to request the renewal. The decision belongs to the Council.

Main points of the debate:

8. **Patrick Braouezec**, President of the Metropolitan Area of Plaine-Commune, on behalf of the Committee on Participative Democracy and Social Inclusion, thanks the City of Mexico for the reception and hospitality. He then affirms again the need to use UCLG meetings to exchange good practices. According to him, UCLG Committees are the "flesh" of the Organization and it is crucial to maintain them. At a time when the international municipal movement is about to celebrate its centenary, it is important to launch a reflection process on the links with civil society (during events such as the Local Authorities Forum and those of the Committee on Peripheral Cities).
9. **Anne Hidalgo**, 1st Deputy Mayor of Paris, on behalf of the Gender Equality Committee, reminds the importance of the issue of gender equality at the local level. She wished to give a new development to this Committee for the next mandate and asks, in particular, to develop mutual knowledge on this issue and that of Women's rights. **Sandrine Salerno**, Mayor of Geneva, on behalf of the Gender Equality Committee, formally requests the renewal of the Committee mandate. She stresses the need to obtain new, stronger structures for UCLG, which must work also as a "network of networks".

10. **Wolfgang Schuster**, Mayor of Stuttgart, on behalf of the Urban Mobility Committee, shares the opinions expressed so far by the members of the other Committees. He formally requests the renewal of his Committee mandate.
11. **Claudio Fantoni**, Deputy Mayor of Florence, asks for the creation of a new Committee specifically dedicated to housing and habitat and which would be chaired by the City of Florence. He recalls the importance of the issue of quality housing in every city of the world.
12. **Lois Jackson**, President of the Metro Vancouver Bureau, formally asks for the development of a new working topic on waste management.
13. **Hubert Julien-Laferrrière**, Vice-President of Metropolitan Lyon, on behalf of the Committee on Decentralized Cooperation, renews the request of merger of two Committees: Decentralized Cooperation and City Diplomacy.

Decision: The World Council:

- **Takes note of the activity reports of the Committees and Working Groups and accepts the renewal of their mandate, as well as the merger of two Committees: Decentralized Cooperation and City Diplomacy;**
- **Approves the creation of three new working topics : Housing (with the support of the City of Florence), Waste Management (with the support of Metro Vancouver) and a Forum on Elected Women Leaders and Gender Equality (with the support of Anne Hidalgo, Deputy Mayor of Paris);**
- **Mandates the Secretariat to launch a revision process in 2011 on priorities and mechanisms of work.**

REPORT OF THE FINANCIAL MANAGEMENT COMMITTEE

14. **Ted Ellis**, Treasurer of UCLG, indicates that the audited accounts of 2009 were presented to the Financial Management Committee in Mexico. The 2009 financial year ends with a surplus 25,114 Euros. He adds that 79% of the membership fees registered to the budget of this financial year had indeed been collected on 31 December 2009. He informs that these incomes are 14% inferior to those of 2008. Considering the payments received for the 2009 membership fees, it was noticed that all the members had not applied the new scale the same way (see Report to the Bureau).

Decision: The World Council adopts the accounts and gives final discharge for the year 2009 and the provisional 2011 budget.

UCLG COMMITTEE OF HONOUR

15. **Bertrand Delanoë** warmly thanks the members for nominating him "Honorary Founding President". He stresses again the need to preserve and encourage diversity within the World Organization. He is also pleased about the nomination of the former Co-Presidents Paco Moncayo and Zhang Guangning as Honorary Co-Presidents: he thanks them for their flawless commitment to the Organization. He makes himself available to the Organization and its future leadership.

UCLG WORLD CONGRESS 2013

16. **Bertrand Delanoë** goes on to the election of the next host for the UCLG World Congress in 2013. He underlines that the IV World Congress of the Organization will coincide with the almost ten years of existence of UCLG and also with the centenary of the international municipal movement, concluding that it will be a landmark event for the life of the World Organization. In that respect, he adds that a call for candidacies had been launched in December 2009, arousing numerous expressions of interest and questions directed to the World Secretariat. He points out that the Committee on Statutory Affairs studied three candidacies: Florence (Italy), Rabat (Morocco) and the joint candidacy of Lyon and the Rhône Alpes Region (France). He informs that, following the withdrawal of the City of

Florence and the City of Lyon, the City of Rabat (Morocco) is proposed to be designated by the Council as the host city of the next World Congress.

17. **Fathallah Oualalou**, Mayor of Rabat, thanks the World Council and expresses the will of the City of Rabat to welcome the next World Congress in 2013. He also expresses the will of all Africa to organize the UCLG World Congress, thanks to the principle of regional rotation. According to him, choosing Africa in 2013 is choosing to fight against poverty, to accompany African local authorities, to work towards the development of democracy in the world. He speaks of Rabat, which already is the official headquarters of African local authorities, as the gate to the African continent. Rabat is the political, scientific, academic capital city of Morocco. With its thousand year old history, Rabat is also a city open to modernity.

Decisions: The World Council approves, following the withdrawals of the Cities of Florence and Lyon, the appointment of Rabat, Morocco, as host city for UCLG World Congress in 2013.

NOMINATIONS TO THE EXECUTIVE BUREAU

18. **Bertrand Delanoë** informs that the members of the World Council can find the lists for the nominations to the Executive Bureau in the document that has been distributed to them. He adds that every region undertook nominations, which are now presented to the Council. As these nominations were undertaken "by consensus" in each region, he proposes to validate them.

Decision: The World Council ratifies the nomination to the Executive Bureau.

RATIFICATION OF THE NOMINATIONS TO THE POSITIONS OF VICE-PRESIDENTS OF UCLG

19. **Bertrand Delanoë** addresses the next item of the agenda: the ratification of the nominations to the positions of UCLG Vice-Presidents. He reminds that, in accordance with the decentralized structure of UCLG, the nominations for Vice-Presidency are proposed by the Sections of UCLG and ratified by the World Council. He names every Vice-President proposed by the Regional Sections:

- AFRICA: Khalifa Sall, Mayor of Dakar
- ASIA-PACIFIC: Fauzi Bowo, Governor of Jakarta, President of UCLG-ASPAC
- EUROPE: Wolfgang Schuster, Mayor of Stuttgart, Vice-President of CEMR
- MIDDLE EAST AND WEST ASIA: Maged Abu Ramadan, Mayor of Gaza, President of the Association of Palestinian Local Authorities
- LATIN AMERICA: Julio Pereira, Mayor of Florencia Varela, President of the Argentinean Federation of Municipalities
- NORTH AMERICA: Gérald Tremblay, Mayor of Montreal, President of UCLG-NORAM
- METROPOLIS: Jean-Paul Huchon, President of the Ile-de-France Region, President of Metropolis
- EURO-ASIA: the Vice-President will be nominated later.

Decision: The World Council ratifies the nominations to UCLG Vice-Presidency.

ELECTION OF UCLG TREASURER

20. **Bertrand Delanoë** addresses the next item: the election of UCLG Treasurer. During its meeting in Paris on 4 November, the Committee on Statutory Affairs received only one candidacy for the position of Elected Treasurer: Ted Ellis, Mayor of Bluffton. The Committee on Statutory Affairs confirmed its validity. He then asks if a member has a particular contribution to share. Since there are no remarks, he declared that Ted Ellis is re-elected at the position of UCLG Treasurer.

Decision: The World Council renews Ted Ellis' mandate as UCLG Treasurer.

ELECTION OF UCLG PRESIDENCY

21. **Bertrand Delanoë** reminds to all the members of the World Council that a call for candidatures to the Presidency of UCLG was launched on UCLG Website in June 2010 and

largely disseminated via email to the members of UCLG. The Committee on Statutory Affairs confirmed, during its second meeting in Paris on 4 November, that 6 candidatures has been received:

2 for the position of President:

- Antonio Costa, Mayor of Lisbon, Portugal
- Kadir Topbas, Mayor of Istanbul, Turkey

4 for the positions of Co-presidents:

- Johnny Araya, Mayor of San José, Costa Rica
- Muchadeyi Masunda, Mayor of Harare, Zimbabwe
- IIsur Methsin, Mayor of Kazan, Russian Federation
- Wan Qinliang, Mayor of Guangzhou, China

Bertrand Delanoë invites the candidates to the Presidency to speak.

22. **Antonio Costa**, Mayor of Lisbon, thanks all the members who supported his candidacy. He mentions the symbolic position of Lisbon, a crossroad of civilizations between the Atlantic and the Mediterranean. He speaks of the need to strengthen the Organization and expresses his will to work with everyone, with the whole of the Presidential team and, in particular, with Mr. Topbas. He states that an organization that gathers half the world population must contribute to find a balance between cities and the world in a context of crisis. To that respect, he thinks that, after thinking global for local actions, it is now necessary to think local and act global. He wishes to see a unified voice for the future and identifies the key issues for the coming years: gender equality, the Millennium Development Goals and the actions necessary to undertake against climate changes.
23. **Kadir Topbas** reminds that he has been present since the creation of UCLG in 2004 and has held the position of Co-President. He considers that the members of the Presidency must work together during this mandate in order to establish a work programme over three years. He emphasizes the collegial nature of the presidential team and his commitment to work for UCLG expansion. He thinks the World Organization is entering a new phase and has no doubt about UCLG becoming the world platform for experiences, needs and visions of local leaders on the international stage. UCLG will contribute to build partnerships that will provide better services and a better quality of life to the citizens.
24. **Bertrand Delanoë** solemnly recalls the spirit of unity and gathering necessary to UCLG. He accepts the proposal of Mr. Costa to form a presidential team at the side of Mr. Topbas and proposes thus a new presidential team to the World Council for the 2010-2013 period. This team is composed of:

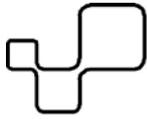
Decision: The World Council ratifies the nomination of a new presidential team composed of:

Kadir Topbas, Mayor of Istanbul, Turkey, President of UCLG

To the Co-Presidents positions:

Johnny Araya, Mayor of San José, Costa Rica
Antonio Costa, Mayor of Lisbon, Portugal
Muchadeyi Masunda, Mayor of Harare, Zimbabwe
IIsur Methsin, Mayor of Kazan, Russian Federation
Wan Qingliang, Mayor of Guangzhou, China

25. **Bertrand Delanoë thanks all participants for their contributions and for the past six years, valuable in experiences, that he lived with UCLG. He adjourns the session.**



**United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos**

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 3

✓ For information

ADVOCATING THE INTERESTS OF LOCAL AUTHORITIES REPORT OF ACTIVITIES 2011

Summary and Recommendations

The Report of Activities summarises the work done by the World Organization in the past 12 months since the UCLG World Summit in Mexico.

An overview of the achievements can be found in the documents attached. These include a global summary and the reports from Committees and Working Groups as well as Sections 's reports.

Please note that in order to allow broader discussion on the future work of the organization, around the Strategy and Action Plan, the activities report will be presented on writing only.

The Executive Bureau is invited to:

- 1. Take note** of the report.



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
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United Cities and
Local Governments

[2011 Report]

From Mexico to Florence

December 2010 - December 2011

[Relations with the UN]



Meeting with UN Secretary General in February

Meeting personally with Secretary General Ban Ki-Moon, UCLG President advocated for a special status as before the General Assembly of the United Nations, as well inviting the SG to consider organizing a High-Level meeting with UCLG on the topic of the ***Role of Cities in Development***.

Voice of cities in UN-Habitat Council

Mayor Masunda, Co-President of UCLG, addressed the Opening Day of the 23rd UN-Habitat Governing Council. He reaffirmed the core principles and recommendations of the Manifesto for the City of 2030, adopted during the UCLG Congress in November 2010. He offered the "full partnership of UCLG and its network to address global problems through local solutions". UCLG has expressed its conviction that under the new leadership the Habitat Agenda will be more than ever before that of the Habitat partners.

The President of UCLG will chair UNACLA

The regular annual meeting of the United Nations Advisory Committee of Local Authorities (UNACLA) took place on 10 April. Joan Clos, the new Executive Director of UN-Habitat proposed to guarantee a close link between UNACLA and UCLG, ensuring that the Chair of UNACLA will always be fulfilled by the President of UCLG.



[Institutional]

UCLG Executive Bureau: 214 local and regional leaders from 40 countries came together in Rabat

On the invitation of the Mayor of Rabat, Fathallah Oualalou, the UCLG Executive Bureau met in Rabat (Morocco), from 22 to 24 June 2011. One of the main decisions of the Bureau was the appointment of Josep Roig, Secretary General of Metropolis, as the new Secretary General of UCLG.

The Executive Bureau also agreed to create a Standing Committee on Gender Equality in order to truly push forward the participation of women in local decision making and to boost up the role of women leaders in all the work of UCLG.

The UCLG leadership called for solidarity and denounced the situation of the civilian populations which are suffering oppression and destruction by their governments, in particular currently in some countries of the Mediterranean and Middle East.

New UCLG Secretary General taking office

The new UCLG Secretary General, Josep Roig, took office on 1st September 2011. He expressed his gratitude for the trust and support that the members have demonstrated through his appointment. The Secretary General has further dedicated his first months to the consultations of the UCLG strategic plan. He also met with the different members of the Presidency.



Presidency Meeting, 25 January in Barcelona

The full UCLG presidency (with the exception of Co-president Costa and Wan who were represented) came together in Barcelona to discuss the work programme of UCLG for the first half year and also ratified the appointment of the Interim Manager. Besides, it set policy priorities according to the guidance of the Council and Bureau.

[Disaster Risk Reduction]

UCLG President addressed UN General Assembly session on Disaster Risk Reduction

The UCLG President said living spaces like cities should be planned properly, adding that natural disasters such as floods, earthquakes and hurricanes, as well as climate change gave rise to major problems in cities which failed to make use of the nature in the right way. UCLG cities have expressed their conviction that preventive action would drastically reduce the human and financial costs and that capacity building and training programmes should be developed at the local level integrating urban risk in the local strategies. Eventually, it was recalled that safe land and infrastructure for the poor should be paid special attention to.

Inputs for the Disaster Risk Global Platform

UCLG played a role in the organization of the local government voice of the Platform that took place on 8-13 May, bringing together risk reduction experts, local and regional leaders. The Platform counted with the presence of more than 50 representatives of local and regional authorities.

International seminar in Swaziland

On the invitation of Benedict Bennet, President of SWALGA (Swaziland Local Government Association), UCLG, UNISDR and CADRI organised on 5 and 6 October a seminar on disaster risk reduction and urban risk in Mbabane, Swaziland. Cities from Swaziland (Mbabane, Manzini, Matsapha, Ezulwini, etc.) took part to this seminar, as well as other African cities (Durban, Harare, Lilongwe, Maputo, Port Louis, Victoria, Windhoek). The seminar led to the adoption of five recommendations addressed by the local authorities.

[Climate Change and Sustainable Development]

Climate Change negotiation rounds in Bangkok, Bonn and Panama



Following the first round of negotiations held in Bangkok in preparation of the Conference on climate change in Durban –COP 17-, two weeks of negotiations took place in Bonn early June. UCLG, represented by the City of Nantes, advocated for the inclusion of local authorities in the definition of national plans and international instruments to address and finance climate change.

UCLG further participated in a special workshop on enhanced engagement of the stakeholders in the climate negotiations, gathering Parties and stakeholders and to the organisation of a joint side-event with ICLEI and WMCCC addressing the progress of the Mexico Pact and the Carbon registry.

2nd World Congress on Cities and Adaptation Climate Change

UCLG is represented by its Presidency in the steering committee of the Congress. Ronan Dantec, head of UCLG delegation on climate, represented UCLG at the Mayors' adaptation forum, a special event for Mayors and elected representatives, held alongside the Congress.



Contribution to the Zero Draft Outcome Document for Rio +20



A contribution to the “zero draft outcome document for Rio+20”, containing the key messages UCLG is putting forward to Rio+20 Conference (20-22 June, Rio), has been submitted to the Secretariat of United Nations Conference on Sustainable Development. The draft outcome document and its content will be discussed in international meetings on the way to Rio. The messages developed by UCLG World Secretariat after consultations with members, committees and partners, emphasise the need to humanise the debate and focus on governance and culture. It encompasses the four main messages on making culture as fourth pillar of development, tackling climate change, making cities resilient and contributing to international governance in the field of sustainable development. And further advocate for sustainable urban planning, promotion of the governments of proximity and their capacity to provide basic services, in particular access to water and the importance to work on the rights of citizens to the city.

[Aid Effectiveness]

Local Authorities views in the UN Development Cooperation Forum

The Secretary General of UCLG Africa, Jean-Pierre E'long M'bassi represented our network before the UN Forum for Cooperation and Development in October 2011 that took place in Geneva (Switzerland).

The Mayor of Lusaka represented UCLG at the UN Development Cooperation Forum (Un DCF) consultations in Mali. The Forum helped to develop a joint position to bring to the Aid Effectiveness review to take place in Busan, focusing in particular on the Least Developed Countries Summit that took place in Istanbul from 9-13 May.

The UN DCF is considered to be the UN multistakeholder mechanism to follow development trends and promote international discussions to facilitate decision making on this arena. Chaired by Under Secretary General Sha Sukan it has become an important lobby space for local and regional authorities.

Local governments at the 4th High Level Forum on Aid Effectiveness

At the suggestion of UCLG in the Working Group on Aid Effectiveness of the OECD, a new chapter on the role of governance and elected leaders was included in a position paper of the working group on alignment and accountability. UCLG made the case that decentralisation and decentralised cooperation are important for aid in general, mentioning the core arguments of the UCLG Position Paper on Aid Effectiveness.

UCLG organised a side-event on the 4th High Level Forum on Aid Effectiveness in Busan (Korea), assuring the presence of local authorities in the international forum. Local authorities will advocate the importance of adequate decentralisation, strengthened local governance and increased promotion of decentralised cooperation in order to improve aid effectiveness.

[Water for Cities]

Preparations of the World Water Forum 2012

Water is a key topic in the agenda of UCLG and the World Organization has actively participated in the WWF since its creation. The preparatory water conference for local authorities took place on 30-31 May in Lyon, with over 350 participants and more than 70 mayors, focusing on the importance of following-up with the Istanbul Water Consensus launched in 2009. Through that later, 690 cities already acknowledge that access to good quality water and sanitation is a basic right for all human beings, and acknowledged that water is a public good and should therefore be under strict public control, independently of whether the services are delegated to the private sector or not.

[UCLG Programmes]

European Union funded project on Decentralization



The production of regional reports on the state of decentralisation and local government in four specific regions (East Africa, West Africa, Latin America and South-East Asia) as well the establishing of regional observatories on decentralisation were the priorities of these six months. A development of a set of indicators on decentralisation and local government in 18 pilot countries is also being set up.

City Development Strategies through city to city exchange: City Future

12 UCLG members are involved in the mentoring process. The City of Durban (South Africa), through their municipal learning initiative, hosted the Learning Event of the Committee on Urban Strategic Planning on 13 and 14 June 2011 and expects to set up new mentorships between Latin America and Africa. A first mentorship has been established in Kenya between the City of Bergen (Norway) and Mombasa (Kenya). In Malawi, the UCLG Mentoring project is growing as it is now covering 3 of 5 cities with an increasing consideration on decentralization needs.

Following the request of the Mozambique Local Governments Association ANAMM, UCLG established a task force for mentoring in Mozambique, including 2 Brazilian cities (Porto Alegre and Belo Horizonte) and the City of Maputo (Mozambique). The cities will be working on innovating the decision making processes and in asset management, especially on land for urban growth. The core of the programme will focus on performance management and participatory instruments for settlements in smaller municipalities and in more efficient land management for the city of Maputo.

Future of local and regional authorities in European development policies

The European Platforma gathering local and regional authorities in Europe participated in the Assises of Development Cooperation and in the dialogues defining the relations between EU and local governments. UCLG as partner within Platforma advocated for an increasing role of local governments in the European development policies. Andris Piebalgs, EU Commissioner for Development, ensured that local and regional authorities will be well represented in the European Commission communication on development cooperation due out this autumn.

[Global Report on Decentralisation and Local Democracy]

Presentation in Spain of UCLG's Second Global Report on Decentralisation and Local Democracy



With the presence of Manuel Chaves, Third Vice-president and Minister of Territorial Policy and Public Administration of Spain, Joan Clos, Executive Director of UN-Habitat, Pedro Castro, Mayor of Getafe and President of the Spanish Federation of Municipalities and Provinces, Antoni Fogué, President of the Diputació de Barcelona and Clarence Anthony, Acting Manager of United Cities and Local Governments, UCLG's Second Global Report on Decentralisation and Local Democracy was presented to the media in Madrid. The Spanish

Government expressed their will to continue a close working relationship with UCLG in the promotion of decentralization but also in the areas of gender and culture.

GOLD II regional workshop on financing infrastructure investment in Africa

On the eve of the Executive Bureau meeting in Rabat (Morocco), 80 local elected representatives gathered in order to advance understanding on modalities of urban infrastructure finance in the African context. The participants adopted 9 recommendations on new urban investment policies.

Development of first concept of GOLD III

The new global report on decentralization and local democracy will focus on Public Services. Outlines of the work and initial consultations have been launched with stakeholders such as the UCLG Regional Sections and partners such as French Cooperation Agency, Barcelona Province, the City of Vancouver, the World Bank. Preparatory meetings took place in May.

[Relations with Cities Alliance]

Annual meetings in Maputo

The Cities Alliance is a partnership, seeking to improve the quality and coherence of support being provided to city and national governments in the developing world, as well as the quality of members' own urban programmes. To this end, the Cities Alliance works through the existing capacity of its members, as well as other development partners, to promote the vision of 'Sustainable Cities without Slums'. To achieve this vision, the Cities Alliance will promote partnerships between local and national government, slum dwellers, private foundations, the private sector, NGOs and development other partners.

UCLG is the Permanent Chair of the Executive Committee of the Alliance and together with Metropolis represents local governments. The new business model that has been adopted in 2011 focuses activities around:

- a) Citywide and nationwide slum upgrading programmes;
- b) City development strategies;
- c) National policies on urban development and local government

UCLG's programme City Future and the work of the Local Finance Committee are supported by Cities Alliance. A joint work programme UCLG-CA is currently being developed.

[Communication]

UCLG Magazine United Cities Issue 2, 3 and 4: Mobility, Water and Climate change

The editions 2, 3 and 4 of *United Cities* were published in April, July and November. They focused on topics such as mobility and transportation, water for cities and sustainable cities and climate change and included interviews with members of the Presidency, Chairs of Committees and with UCLG members.

For the year 2012, UCLG will not continue the production of *United Cities* with the current provider and will explore possibilities for other collaborations.

Creation and update of the UCLG Blog: the Forum



The UCLG Blog contains news that does not have an institutional character nor need to be produced by UCLG. It features many press articles related to activities of our members and it has interactive facilities such as on line forums which members can make use of.

[Partnerships]

UCLG developing an agenda with the private sector

Strategic alliances are developed in the issues of water, risk and innovation with the private sector. Companies such as IBM, Suez and Marsh have joined the UCLG Corporate Partnership Programme to develop common solutions to some of the challenges that cities face. The Corporate partners met with UCLG for the first time in Barcelona on 7 June 2011 and for the second time on 26 October in Paris.

[Membership Exchange]

EUROPE

- UCLG President visited the CEMR Secretariat General in Brussels on 30 November 2010, and emphasized the importance of CEMR for UCLG by meeting with the Secretary General and his staff.
- The newly elected President of UCLG attended the European policy meeting of CEMR in Luxemburg in 6 December where Wolfgang Schuster was elected President of the European Section of UCLG.
- The UCLG President visited Paris to meet Mayor Bertrand Delanoë, Immediate Past President and Honorary President of UCLG, and Jean-Paul Huchon, President of Metropolis, on 17th March. Delanoë offered his support to the newly elected President.
- The CEMR organised the European Congress on Citizenship and Twinning held from 29 September to 1 October in Rybnik, Poland. The CEMR called on the European Commission to strengthen the 2014-2020 “Europe for citizens” programme based on a symbolic budget of one euro per citizen, a total of €495 million.
- The Secretary General of UCLG Josep Roig presented progress made in the development of a 2010-2016 Strategy for UCLG before the Secretary Generals meeting in Cadiz, Spain, from 27 to 28 October 2011.

AFRICA

- The 15th Assembly meeting of COPPEM (Standing Committee for the Euro Mediterranean Partnership of Local and Regional Authorities), held in Palermo, Italy in November 2010, was inaugurated with the opening address by President Topbas, placing a special focus on strengthening the contacts with the Mediterranean members of UCLG.
- Gathering 12 representatives of cities and associations of local governments from all African regions, the Executive Committee of UCLGA took place in Dakar, Senegal, and discussed the workplan for 2011-2012.
- European and Arab cities came together in Malaga on 25-26 February. Tansel Kaya, Councillor from Istanbul, addressed the participants on behalf of President Topbas.
- 500 women from across Africa and special guests from all continents gathered in the city of Tangier, Morocco, for the First Forum of Local Elected Women in Africa.
- The members of UCLG expressed their heartfelt sorrow to the City of Marrakech at the aftermath of the horrible terrorist attack perpetrated in Marrakech on 28th April.

- In the preparation of the First Ministerial Conference of the Union for the Mediterranean on sustainable urban development, the Working Group gathered in Barcelona on 28th September. UCLG advocated for more local and regional inclusions in the document.
- SALGA and Durban municipality organised a Pre-COP 17 Local Government Meeting in Durban

LATIN AMERICA

- Executive Bureau of the Latin American Chapter took place in Santo Domingo. The President of the host Federation of Dominican Municipalities assumed the rotating FLACMA presidency.
- Cuenca, Ecuadorian city member of UCLG, which was among the first signatory of the Mexico Pact, launched in November 2010 in Mexico City a few days before the Cancun climate negotiations, has further ratified the Pact and will start implementing the recommended actions and comply with the Carbon registry.
- President Topbas sent a video message to the National Confederation of Municipalities of Brazil (CNM) for the XIV March to Brasilia in Defence of the Municipalities. In the message the President stated the need for sharing and supporting each other among local government leaders not only nationally but also internationally. President Kadir Topbas stressed the need for a global partnership between all municipalities and invited Brazilian local governments to take an active part in UCLG.
- Quito conveyed in June a national meeting where a 100 Ecuadorian municipalities were invited to sign the Quito climate Pact, following the track of the Mexico City Pact.
- Manaus, the CNM Brasil and FLACMA jointly organised the Latin American and Caribbean forum on environment and sustainability on 15-17 September in Manaus.
- Over 100 mayors and representatives of local authorities came together in the framework of the VI Ibero-American Forum of Local Authorities the 27th to 30th September 2011 in Assumption, Paraguay. In the current context of the global crisis they called on the region's Heads of State and Governments to deepen decentralization and cooperation between the different levels of government so as to strengthen democratic governance.

ASIA-PACIFIC

- Executive Bureau of the Asia-Pacific took place in Kovalam Beach, India, on 22-25 April 2011. The address of the UCLG President paid tribute to the important advancement in membership that the ASPAC section has experienced in the past years and advocated for a further involvement of Indian cities in the World Organisation.
- The UCLG ASPAC Executive Bureau & Council Meetings was held on 3 October 2011 in Melbourne, Australia, and discussed programmes and activities of the Section including matters on finance, membership, information and communication as well as capacity development. UCLG ASPAC delegates were also invited and have the opportunity to attend Day One of the IFACCA World Summit OR the one-day Conference on Culture: A New Way of Thinking for Local Government organised by UCLG ASPAC and Cultural Development Network.

MIDDLE EAST AND WESTERN ASIA

- UCLG-MEWA Extraordinary Congress was held on 16 December 2010 in Diyarbakır, Turkey, hosted by Diyarbakır Metropolitan Municipality. President Topbas has addressed the participants in the opening session as the new UCLG President and the guest of honor.
- Hosted by Meshhed Municipality, FMDV (Global Fund for Cities Development) Strategic Meeting for the MEWA Region was held on 8-9 March 2011 in Meshhed, Iran. Participants in the meeting

included UCLG-MEWA members from Turkey, and also representatives of the Organization of Islamic Capitals and Cities (OICC) and Arab Towns Organization (ATO), along with local governments from Iran and from other countries in the MEWA Region, particularly Lebanon.

- Around 70 Cities and 200 local governments' practitioners from four UCLG Sections (Asia Pacific, Middle East and West Asia, Metropolis and EuroAsia) have come together in April 2011 in Istanbul at the 2nd Asian Mayors Forum to discuss the impact of the Financial Crises.
- On the occasion of the renovation of the UCLG-MEWA Secretariat General building by the Istanbul Metropolitan Municipality, an opening ceremony and a reception was hosted jointly by the Istanbul Metropolitan Municipality and UCLG-MEWA on 22 May 2011. Hundreds of persons, including the members of UCLG Statutory Committee, mayors and diplomats attended the opening ceremony and reception.
- Upon the invitation of the UCLG Office for Lebanon and Jordan, the representatives of UCLG President have participated in the thematic Workshop on Administrative Decentralization, organized under the Program for the Support of Lebanese Municipalities, held in Zouk Mikael in Lebanon on 10-11 June 2011 and elaborated the questions of Lebanese local authorities in relation to the recent decentralization initiatives of the Lebanon Ministry of Interior and Municipalities.
- At the International Conference on Decentralised Cooperation that took place in Lebanon from 24 to 26 November 2011, the UCLG President called for increased dialogue among all spheres of government. He further highlighted the great opportunities provided by decentralized cooperation and peer to peer learning. He stressed the responsibility of local governments in the MEWA region to respond to the demands of change made by populations and particularly the youth.

NORTH AMERICA

- President Topbas participated in the US Conference of Mayors 79th Annual Meeting on 17 June 2011 in Baltimore, USA and delivered a speech through which he invited American mayors to join UCLG and actively participate in UCLG activities.
- The Conference of the National League of Cities took place in Phoenix from 6 to 9th November and focused on green cities and sustainable initiatives provided for cities of all sizes.

ACTIVITIES REPORTS OF THE UCLG REGIONAL AND METROPOLITAN SECTIONS

Europe: Council of European Municipalities and Regions (CEMR)
(Available in English only)

Latin America: Federation of Latin American Cities Municipalities and Associations
(FLACMA)
(Available in Spanish only)

Others report were not available at time of publication and will be distributed on the spot



COUNCIL OF EUROPEAN MUNICIPALITIES AND REGIONS
EUROPEAN SECTION OF UNITED CITIES AND LOCAL GOVERNMENTS

**UCLG World Council
Florence, 9-11 December 2011**

**REGIONAL REPORT BY
THE EUROPEAN SECTION
OF UCLG**

Introduction – LIFE OF THE ORGANISATION

In 2011, CEMR celebrates 60 years of local and regional Europe.

CEMR kicked-off its 60th anniversary year with an event in its founding city, Geneva, hosted on 28 January by the City of Geneva.

CEMR will conclude its 60th anniversary year with an event to be held in Brussels on 12 December 2011 during its Policy Committee meeting. The event will be hosted by CEMR's Belgian member associations (VVSG, UVCW, and AVCB).

I. PROMOTE AN INNOVATIVE, SUSTAINABLE AND COHESIVE EUROPE FROM THE GROUND UP

The European Union's political agenda was dominated by the economic development in particular in the Euro zone and the discussion on the measures to take to handle it. The **Europe 2020 Strategy** (Smart Growth, Sustainable Growth, and Inclusive Growth) and its flagship initiatives, aiming at stimulating growth, provided the guidelines for all relevant policies and legislation in the European Union.

In order to contribute to the successful implementation of the Europe 2020 Strategy, CEMR President **Dr Wolfgang Schuster** submitted the proposal to the President of the European Commission, **José Manuel Barroso**, to mobilise local actors, cities, regions and by a 'governing in partnership' taking actions to achieve the objectives of the Strategy.

To this end, we proposed to explore the possibility of acting in consortium with major European associations of local and regional authorities (AER, CPMR, EUROCITIES) in order to draft a concrete proposal to the Commission on how to involve Europe's local and regional authorities in bottom-up action in partnership with the European and national levels towards the key objectives of the Europe 2020 Strategy in selected relevant Framework Initiatives.

With the preparation of the next Multi-annual Financial Framework (2014 – 2020), published in June, the Commission also started the preparation of the future policies. The CEMR, engaged very much in the preparation of the **future cohesion policy**.

In the **Sustainable Growth** pillar of the Europe 2020 Strategy, promoting energy efficiency is an important element.

CEMR continues its work in the **Covenant of Mayors'** Office and recently became "Supporter of the Covenant" to make its commitment for the initiative more visible.

Another relevant Commission initiative is the Action plan on **urban mobility** and CEMR has been closely involved in the implementation of key actions.

CEMR continued its activities in monitoring the **impact of the financial and economic crisis** and monitoring national, regional and local policies to address the impact and to initiate and support the economic recovery in Europe's cities and regions.

II. PROMOTE A EUROPE OF DIALOGUE AND EXCHANGE

Promoting **European citizenship** and contributing to dialogue and cooperation by participating in the re-launch of the twinning concept in today's society is one of the priorities of CEMR. In this context CEMR has undertaken the preparation of a White Paper on Citizenship which is to be presented at the European Commission before the end of the year.

The White paper is one of the major results of the debate of the **"Citizens of Europe!"-European Congress on Citizenship and Twinning** organised by CEMR in Rybnik, Poland, on 29 September-1 October thanks to the cooperation of the Association of Polish Cities. The Congress received the financial support of the European Commission as the big event on citizenship being organized under the Polish Presidency of the European Union. The Congress gathered more than 350 participants from 28 countries. It allowed exchange on the latest developments, tools and practices in the field of citizenship and twinning but also discussions on how partnership between local and regional authorities can contribute to a more inclusive Europe where all citizens can play an active role. The final declaration was approved and widely disseminated, and constitutes a part of the White Paper.

At work with members and partners of greater Europe - the EU's "neighbourhood":

Further to our aim to enhance activities with partners in neighbouring areas to the east, and on top of our longstanding goal to strengthen local democracy and local and regional authorities in Europe, the CEMR membership took a positive view to the application for membership of the National Association of Local Authorities of Georgia.

CEMR is also engaged as challenges and hopes also arise in Europe's neighbourhood, indeed the Arab-spring is bringing both great opportunities and expectations to the people around the Mediterranean. In this context, CEMR participated in the organisation of the 2nd **Euro-Arab Cities Forum**, together with the City of Malaga, the Congress/Council of Europe, the Arab Towns Organisation (ATO) and Coppem (in Malaga, 25-26 February 2011).

The Executive Bureau further approved a political message from the President to the European Institutions on the evolution of the political situation in southern Mediterranean countries and the role of local and regional authorities.

Moreover, as mentioned, the recognition of local authorities in the EU policies to support the transition in Mediterranean countries is one of the priorities of PLATFORMA (*see below*). Contacts have been established with the European Commission and the European External Action Service of the European Union to exchange on future possibilities of action to support the new democracies.

On the world stage:

CEMR and its members contribute to dialogue and exchange in two main ways: within our world organisation UCLG, and in **PLATFORMA** for which CEMR hosts the secretariat till April 2013.

CEMR continued to actively participate in the political and statutory life of our World Organisation, UCLG.

President Schuster as European Vice-President of UCLG, chairs the coordination of the European members of UCLG set up by CEMR.

CEMR is committed to strengthening the voice of the European members to the world organisation. CEMR and its President have been working very closely with UCLG and President Topbaş on the two priorities indicated in Rabat: to obtain for UCLG the Observatory status to the United Nations and to reinforce the role of regions in the organisation. CEMR has also committed to strongly contributing to the work of the new Committee on Gender. The World Council of Florence next December will be the occasion to take these matters forward.

In March 2011, celebrating its two years action, PLATFORMA organised a Conference at which the European Commissioner for Development, Andris Piebalgs contributed, underlining in his speech the recognition of local and regional authorities for development.

PLATFORMA has actively contributed to the different consultations led by the European Union on the future of the European policy for development cooperation and to the external policy of the European Union. As a result of the role played by PLATFORMA in the last years, the communication published by the European Commission on 13 October "Increasing the impact of EU development Policy: an agenda for change" fully recognize the role of local and regional authorities , as announced by Commissioner Piebalgs at the PLATFORMA final Conference.

PLATFORMA has put in place thematic working groups facilitating the contribution to the European legislation: the working group on the future of the European policy for development as well as the group on aid efficiency, which is under the leadership of UCLG and VNG, the group on Mediterranean affairs.

III. STRENGTHEN LOCAL DEMOCRACY AND LOCAL AND REGIONAL AUTHORITIES IN EUROPE

CEMR represented local and regional authorities in European dialogue on local and regional policies within the **Council of Europe** (CoE), especially its **Committee for Local and Regional Democracy** (CDLR).

In the European Union, the application of the Lisbon Treaty was relevant for the CEMR and its lobbying activities. The role of local and regional government as partners in the decision making

process has increased and it is important to make the European institutions aware on this. CEMR promoted the '**Governance in Partnership**' concept and we observe that more and more this idea replaces the 'multi-level governance' model, since it puts emphasis on the partnership approach and not on a hierarchical structure.

The CEMR has continued to promote the European Charter for equality between women and men at local level. To respond to the strong demand of the signatories of the Charter to help them for the implementation of the Charter, CEMR has launched the European Observatory for the Charter of equality for women and men at local level.

IV. ADAPTING OUR ORGANISATION TO THESE OBJECTIVES

The political, social and economic crisis coupled with the current period of austerity sweeping over Europe and the rest of the world, CEMR developed new work methods in order to become a more efficient organisation at the service of our members.

From a press and communication point of view and in order to increase its visibility, CEMR focused its energies on its primary targets: its members, European institutions and European media.

In order to translate the first objective of the 2011 CEMR work programme, "*Promoting an innovative, sustainable and cohesive Europe from the ground up*", into practical achievements, CEMR has been working on a new **visual identity**, including a new logo and graphic charter, the first of which should be presented in the coming months.



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FEDERACION LATINOAMERICANA DE CIUDADES, MUNICIPIOS Y ASOCIACIONES DE GOBIERNOS LOCALES – FLACMA –

INFORME DE GESTION 2011.

SEÑORES

PRESIDENTE Y MIEMBROS DEL BUREAU EJECUTIVO MUNDIAL DE CGLU

La Federación Latinoamericana de Ciudades, Municipios y Asociaciones de Gobiernos Locales, FLACMA, Instancia Regional de CGLU, a un año del cambio de autoridades de nuestra Organización Mundial, reitera su convicción y compromiso de trabajar sostenida y eficientemente por el engrandecimiento de Ciudades y Gobiernos Locales Unidos y, en este sentido, ratificando nuestro informe de actividades presentado en Rabat, Marruecos en junio pasado, compartimos con todos ustedes las siguientes actividades:

■ DIALOGOS ENTRE DISTINTOS NIVELES DE GOBIERNO.

Con la finalidad de promover e instaurar como una praxis generalizada en la región o por lo menos en las actividades en las que está involucrada nuestra Federación, estamos insistiendo en la necesidad de convocar a los foros y eventos municipalistas, a los representantes de los gobiernos nacionales y parlamentos de los países latinoamericanos y de el caribe, de suerte que generemos un ambiente mas favorable a nuestras propuesta de cambio desde lo local, evitando o mejor, superando ese “Diálogo de sordos” a los que ya estábamos acostumbrados y que terminaba por no incluir ni atender efectivamente las propuestas locales.

En este sentido realizamos, auspiciamos, cooperamos y participamos activamente en la realización de seis eventos, en los que se influyó para actuar con la lógica antes referida, a saber:

- ✓ EL FORO LATINOAMERICANO DE GOBIERNOS LOCALES, MEDIO AMBIENTE Y SUSTENTABILIDAD, realizado en Manaos, Brasil, entre el 14 y el 16 de septiembre de 2011, en donde reunimos un interesante número de representantes políticos de gobiernos locales de la región y algunos representantes de instancias nacionales y ong’s que están trabajando en el contenido del ambiente, la prevención y el cambio climático, para debatir el tema y fortalecer la idea de constituir, como en efecto ocurrió, una instancia regional permanente que, desde Manaos y siendo parte de la estructura funcional de la FLACMA se encargue del seguimiento de las acciones que sobre el cambio climático se generan desde lo local y que, además de procesar información inédita sobre la cuenca amazónica, nos



provea de investigaciones, mensajes y propuestas que, en el marco de la acción mundial de CGLU, nos ayuden a identificar y procurar una línea de trabajo sostenida y sostenible en materia de ambiente de cara a la reunión Mundial de Río+20.

Este trabajo tuvo también en consideración alguna información relevante de la participación de la Secretaría Ejecutiva de la FLACMA en el Diálogo de la Sociedad Civil convocada por Naciones Unidas Hábitat en, Santiago de Chile los días 7 y 8 de Septiembre de este año, sobre planteamientos y previsiones en materia de cambio climático y cómo se abordará y propondrá a Río +20 y por cierto, en los claros mensajes de CGLU encaminados a humanizar el debate y centrarse en la gobernanza y la cultura, en donde el rol de las ciudades y los gobiernos locales frente a la mitigación del cambio climático esté claro, tanto como la necesidad de trabajar en la prevención del riesgo, la planificación urbana, la capacidad de asegurar servicios básicos y promover una nueva gobernanza internacional.

- ✓ EL CONGRESO LATINOAMERICANO DE OBSERVATORIOS, PRACTICAS PROMISORIAS Y RESULTADOS EN SEGURIDAD CIUDADANA LOCAL, realizado los días 20 y 21 de septiembre de 2011 en la Municipalidad de Vicente López, Provincia de Buenos Aires, Argentina, contó con el auspicio de la Provincia de Buenos Aires, de la Federación Argentina de Municipios, la COSUDAM, de la Empresa IC y del Observatorio de la Seguridad Ciudadana de la Provincia de Buenos Aires.

Este evento, diseñado con la finalidad de ofrecer una visión conceptual y práctica que permita conocer, evaluar y ejecutar políticas puntuales en materia de seguridad ciudadana y resolución de conflictos, fue atendido por mas de 400 participantes provenientes de casi todos los países latinoamericanos y de el caribe.

Sirve además, como una clara manifestación de la decisión institucional de avanzar en la proyección del Observatorio de seguridad Ciudadana de la FAM localizado en La Plata, hacia una dimensión latinoamericana a través de la FLACMA, tal y como acontece con el Foro Ambiental de Manaus, Brasil.

- ✓ EL VI FORO IBEROAMERICANO DE GOBIERNOS LOCALES, realizado en Asunción Paraguay, los días 27, 28 y 29 de Septiembre de 2011, que contó con la presencia de unos doscientos participantes, entre autoridades locales de Latinoamérica y el Caribe, y de España, que abordaron con suficiencia y profundidad los temas de la Agenda de Trabajo del Foro identificados por el grupo de organizadores-patrocinadores (AECID, FEMP, DIBA, SEGIB, CGLU, UCCI, OPACI, MERCOCIUDADES, Asunción y FLACMA) y concluyó con una Declaración Final en la que, entre otros asuntos, se insiste y propone que los Gobiernos Nacionales favorezcan los procesos de descentralización, se reconozcan las amplias



responsabilidades que asumen los gobiernos locales en la promoción del desarrollo, que se asuma un rol mas activo en la promoción y defensa de los aportes locales, en procura de la construcción de una nueva gobernanza regional y mundial de los “bienes globales” y que, la Cumbre Iberoamericana de Jefes de Estado y de Gobierno, analice la adopción de la Carta Iberoamericana de Autonomía Local aprobada por el IV Foro Iberoamericano en el 2009.

Cabe resaltar que en este evento, también por sugerencia de CGLU y de FLACMA que asumimos parte del financiamiento del Foro, se logró la presencia y participación de un importante número de representantes de los Gobiernos Nacionales Latinoamericanos, fundamentalmente Vice Ministros de descentralización, que por primera ocasión escucharon con atención los planteamientos municipales.

En fecha posterior y oficialmente fueron entregadas a la Cumbre de Jefes de Estado y de Gobierno celebrada en Octubre de 2011 en la misma ciudad de Asunción, Paraguay, por el Dr. Arnaldo Samaniego Alcalde de esa ciudad y Presidente del VI Foro, las propuestas de los gobiernos locales.

- ✓ Del 19 al 22 de Octubre de 2011, en la Municipalidad de La Romana, República Dominicana, participamos en la Décima Reunión de la Conferencia Centroamericana y del Caribe por la Descentralización del Estado y el Desarrollo Local, auspiciada por la DIBA, en cuyas discusiones planteamos la necesidad de trabajar de manera mas concertada y propusimos que se analice la posibilidad de generar una instancia de representación de la Comunidad Centroamericana de Asociaciones de Municipalidades, para que sea esta la encargada de acompañar las propuestas y desafíos del Sistema de Integración de los Países de Centroamérica y Caribe -SICA-, tal y como viene aconteciendo con la COSUDAM que es la instancia creada en la estructura FLACMA para el caso Sudamericano y su acompañamiento a los planteamientos y acciones de UNASUR.

El planteamiento de FLACMA mereció una específica acogida y se incluyó en la declaración Final de CONFEDLCCA que contiene especial mención de este aspecto, cuanto a la necesidad de institucionalizar una relación de mayor cercanía con FLACMA y CGLU para favorecer las propuestas de los gobiernos locales centroamericanos y de el caribe.

- ✓ Meses atrás suscribimos un convenio de cooperación con el PARLAMENTO LATINOAMERICANO, y en este lapso, entre lo que va de la Reunión de Rabat (Junio de 2011) y esta fecha, hemos avanzado en la generación de un documento de trabajo sobre Legislación Comparada Municipal de Latinoamérica y el Caribe, que dio paso en la reunión de Oranjestad, Aruba del 23 de septiembre de 2011, a la expedición en de una propuesta de “Declaratoria de Bases Mínimas para la Gobernanza Local” desde la Comisión de



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Asuntos Políticos, Municipales y de la Integración del PARLATINO, que será aprobada finalmente por el Parlamento Latinoamericano en su próxima sesión en Panamá, en diciembre de 2011, para que sea considerada por todas las instancias legislativas de los países de la Región.

Esta propuesta fue analizada y discutida en Ciudad Juárez, México, los días 9, 10 y 11 de noviembre de 2011, durante la Conferencia Internacional: GOBERNANZA, LIBERTAD Y DEMOCRACIA LOCAL que auspiciamos junto al PARLATINO, la Fundación Konrad Adenauer Stiftung, el Forum of Federations de Canadá, el Senado de la República de México, el INGLOM, el INAFED-SEGOB y la Universidad Autónoma de Ciudad Juárez, Conferencia Internacional en la que contamos con una amplia participación de autoridades nacionales, estatales y locales de México y de algunos países latinoamericanos, invitadas especialmente a exponer sus experiencias en relación con la temática central del evento y particularmente en los Paneles que sobre: Libertad Política, Libertad Hacendaria, Libertad Administrativa y sobre Seguridad y Justicia, se constituyeron en los espacios de debate e intercambio de la Conferencia.

- ✓ A la fecha de cierre de este Informe, (14 de Noviembre de 2011) estuvimos involucrados en la ejecución del Taller Internacional “LAS PRIORIDADES DE LA AGENDA MUNICIPAL LATINOAMERICANA Y LOS INDICADORES DE LA DESCENTRALIZACIÓN”, evento convocado conjuntamente con el respaldo de la CGLU y la Unión Europea, en el marco del Proyecto Apoyo a la Descentralización en países en desarrollo, al que hemos convocado a unos 30 alcaldes y alcaldesas de 19 países de la Región a debatir y pronunciarse sobre el tema.

■ OTRAS ACCIONES INSTITUCIONALES: LA COMUNICACIÓN Y LAS PUBLICACIONES

Parte de la política comunicacional de nuestra Federación es el impulso y difusión a las actividades institucionales de los gobiernos locales y de sus asociaciones de municipalidades. En este sentido, hemos suscrito un convenio de colaboración con la Empresa PFD Publications Ltd del Reino Unido, para proceder a una publicación especial de una Revista en versión impresa y en digital denominada “Ciudades de América Latina: Treinta Años de Progreso”, que recogerá la actividad federativa latinoamericana entre 1981 y 2011, para ser entregada con ocasión de la VI Cumbre Hemisférica de Autoridades Locales (Congreso Anual de FLACMA) a desarrollarse entre el 21 y el 23 de marzo de 2012 en Santiago de Chile.

Esta iniciativa impulsada conjuntamente con PFD Publishing for Devepment del Reino Unido, es el inicio de una relación mas amplia de publicaciones trimestrales que estamos considerando producir a partir del 2012, para divulgar las acciones de nuestros gobiernos locales, que se



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Asociaciones de Gobiernos
Locales**

sumaran a los esfuerzos de nuestros Boletines Digitales de la Descentralización, que son parte de la tarea que lleva a cabo nuestro Observatorio Latinoamericano de la Descentralización y la Democracia Local, y de la línea comunicacional que se integra en nuestra Red Social mejor conocida como GOLDE 2, que ya integra ahora a unos 22.000 receptores en la Región.

■ VI CUMBRE HEMISFERICA DE AUTORIDADES LOCALES.

Entre el 21 y el 23 de marzo de 2012, en la ciudad de Santiago de Chile, realizaremos nuestro VI Congreso de FLACMA, incorporando algunas iniciativas que hagan de este encuentro regional de autoridades locales, un espacio no solo de intercambio, sino de diálogo constructivo y de propuestas regionales.

Queremos invitar a todos ustedes, distinguidos miembros del Bureau Ejecutivo y del Consejo Mundial de CGLU para que nos acompañen en este cónclave, en el que esperamos contar con mas de 2.000 alcaldes y alcaldesas, entre otras autoridades locales y nacionales invitadas especialmente y, en donde, además, hemos incorporado espacios específicos para que puedan tener lugar, además de la Conferencias Magistrales y, en paralelo a los foros temáticos que ya están previstos, reuniones de la UCCI, del Movimiento de Alcaldes por la Paz, del Parlamento Latinoamericano y el Bureau Ejecutivo de FLACMA y, de la Estrategia Internacional de Reducción de Desastres, entre otras.

LES ESPERAMOS EN CHILE.....

Atento saludo,

D. Julio César Pereyra
PRESIDENTE DE FLACMA

D. Guillermo Tapia Nicola
SECRETARIO EJECUTIVO

ACTIVITIES REPORTS OF THE COMMITTEES AND WORKING GROUPS

1. **Decentralization and Local Self-Government**
2. **Culture**
3. **Local Finance for Development** (only available in French)
4. **Development Cooperation and City Diplomacy** (not available at time of publication)
 - **Capacity and Institution Building** (not available at time of publication);
 - **Migration and Co-development;**
 - **Local Dimension of the Alliance of Civilizations;**
 - **Responsible Tourism and Sustainable Development**
5. **Social Inclusion, Participative Democracy and Human rights**
6. **Mediterranean Interregional Committee**
7. **Peripheral Cities** (not available at time of publication)
8. **Urban Mobility**
9. **Digital and Knowledge-based Cities**
10. **Urban Strategic Planning**

Report of activities

Decentralization and Local Self-Government Committee

UCLG World Council - Florence

In conformity with the work plan approved in the World Summit of Cities in Mexico (2010), the Decentralization and Local Self-Government Committee has based its main activities on three lines of action: 1) Research and publications; 2) Improving the capacities of local governments; 3) Lobbying. These lines of action are part of the Committee general objective: strengthen the decentralization processes and the self-government with the purpose of improving local governance in all regions of the world. In such manner, its approach reflects the strategic vision of the Mundial Organization in this subject.

This is a summary of the main activities developed by the Committee, based on the work plan and in conformity with its three lines of action.

1. Research and publications

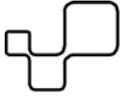
- Preparation of the D+ Journal on Decentralization and Local Self-Government.
- Preparation and monthly diffusion of the Decentralisation Newsletter.
- Contribution to the development of the Second Global Report on Decentralization and Local Democracy (GOLD).
- Contribution to the launching of the GOLD III Report.
- Support the development of the decentralization indicators.

2. Improving the capacities of local governments

- Maintenance, management and updating of the Committee website.
- Design and implementation of the second edition of the online training course on Decentralization and Local Governance (Latin American version and English version).
- Collaboration with the decentralization processes project in developing countries driven by UCLG, ASPAC, FLACMA, EALGA and the associations of local governments in the ECOWAS (UEMOA) region.

3. Lobbying

- Step forward in the project of Decentralization Dialogues (UN-Habitat).
- Boosting the Ibero-American Forum of Local Authorities and the Ibero-American Charter of Local Self-Government.
- Implementing projects focused on promoting decentralization processes.



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos



culture 21

Agenda 21 for culture
Agenda 21 de la culture
Agenda 21 de la cultura

UCLG's Committee on culture

Report to the World Secretariat

14 November 2011

Balance of the activities of the Committee on Culture of UCLG in 2011 and proposal for activities for 2012

Background

Annually, each Commission presents a balance of the activities carried out in the previous year to the World Council of UCLG, as well as a proposal of activities for the year to come. The Committee on Culture has followed the **2011-2013 programme**, approved in Mexico by the World Congress of UCLG.

Agenda 21 for Culture was born in 2004 in Barcelona within the framework of the Forum 2004, and the constituent process of United Cities – UCLG. In 2005, United Cities created the Committee on Culture to boost the continuity of the process. Today, Agenda 21 for Culture leads the debates on local cultural policies throughout the world, and excellent examples include the cities of Montreal, Lille, Rio de Janeiro, Mexico DF, Melbourne, Perm or Dakar. Another good example is the fact that the national Government of Quebec is elaborating an Agenda 21 for Culture, as a basic document of its planning and as a milestone in the commemoration of the 50th anniversary of the Ministry of Culture. Agenda 21 for Culture is the contribution of the cities to the cultural globalization. It is the most successful contribution ever made by cities to cultural policies.

The next meeting of the Committee on Culture will take place on the 9th December 2011 in Florence.

Activities

The following chart is structured around the five objectives of the Committee on Culture for 2011-2013. Only the most notable activities are mentioned.

	Activities carried out in 2011	Proposal of activities for 2012
1. Policies		
“Culture and sustainable development”	Wide dissemination of the document approved in Mexico on “Culture, the fourth pillar of sustainable development”.	Continuity Possibility to elaborate a guide that helps cities in the implementation of the document “Culture, the fourth pillar of sustainable development”.
Rio+20	Internal lobbying activities (with the World Secretariat of UCLG, with notable members), so as to achieve that the “submission document” of UCLG about Rio+20 includes elements related to culture. Achieved on the 1 st November.	Active presence in the summit of Rio+20 (4th-6th June), within the delegation of UCLG. To study the proposal of the Ministry of Culture of Brazil, with the World Secretariat of UCLG, to organise a parallel session within the framework of Rio+20.
New document 2014		Start of the activities for elaborating a new Agenda 21 for Culture, and to approve it in 2014.
2. Projects		
The Fund of the Agenda 21 for Culture	Follow up of the implementation of the 11 projects subsidised in 2010 (the call was provided with €675,000 –AECID - Spanish Development Cooperation Agency– and received 78 expressions of interest, 26 projects presented and 11 winning projects). Contacts with the World Secretariat of UCLG and the AECID - Spanish Development Cooperation Agency with the aim of agreeing a new Fund for a Call in 2011 or 2012. The leadership of this topic should be assumed by the World Secretariat of UCLG.	To maintain the contacts with the World Secretariat of UCLG and the AECID - Spanish Development Cooperation Agency. There is a lot of pressure from members of the Committee on Culture about this topic.
Translations	Agenda 21 for Culture has been translated in 19 languages: Albanian, German, English, Arabic, Bulgarian, Catalan, Spanish, Galician, Italian, Japanese, French, Persian, Polish, Portuguese, Russian, Serbian, Swedish, Turkish, and Ukrainian.	To give support to local initiatives of new translations.
Cities	On the 1 st September 2011, the list of cities and organisations joined to Agenda 21 for Culture reached the figure of 450.	Continuity
Website	The website of Agenda 21 for Culture has become consolidated as a unique portal dedicated to local cultural policies. It received a monthly average of 2,100 unique visitors and	Continuity To study with the World Secretariat of UCLG, the possibility of sponsoring the website.

	<p>110,000 hits.</p> <p>Periodical sending of circulars.</p> <p>110 new resources have been posted on the website.</p>	
Support for cities and associations	<p>Advice and support has been given to all the local governments that have requested information about the adoption of Agenda 21 for Culture, or about its implementation. It is worth highlighting the Government of Quebec, or the cities of Rio de Janeiro, Mexico DF, Perm, Dakar, or the associations of Serbia or Australia.</p>	Continuity
Peer-review		<p>To study the feasibility, in agreement with the World Secretariat, of an exchange programme (training and peer-review), that can be based on the "Metropolis Initiatives". There have been a lot of requests from the members of the Commission.</p>
3. Partnerships		
UNESCO	<p>Attending the meetings of the Convention on Cultural Diversity.</p> <p>Ex-ante evaluation of the candidate cities for the network of Creative Cities.</p> <p>Contacts with the unit of culture and development.</p>	<p>Continuity</p> <p>.</p> <p>To ask the World Secretariat of UCLG to accept the UNESCO subsidy (US\$10,000 per year) that it wants to award to UCLG with regard to this issue</p> <p>To study the proposal of UNESCO to carry out works about culture and development (survey to the cities).</p> <p>To lead the preparations so that UCLG participates in the Summit of the United Nations on Culture and development in 2013.</p>
Sections of UCLG	<p>Support in the organisation of the seminar "How does the inclusion of culture with social, environmental and economic policies strengthen local governance?", organised by ASPAC and the City Council of Melbourne.</p>	<p>To propose the organisation of similar training sessions to the regional sections of UCLG.</p>
IFACCA	<p>Participation in a delegation of UCLG in the summit of 2011.</p>	
4. Resources		
AECID - Spanish Development Cooperation Agency	<p>Requests for specific leadership of the World Secretariat (see above) in fundraising for the Fund of Agenda 21 for Culture</p>	Continuity
Private funds		<p>To associate the World Secretariat with the search for private funds, with special interest in the website.</p>

5. Governance		
Succession of Barcelona	Barcelona announced in 2010 that the mandate 2011-2013 would be the last mandate of this city as president of the Committee. There are cities that have asked for information about the specific functioning of the Committee and what taking on the Presidency implies.	To publicly activate the succession work, with the leadership of the World Secretariat.
Meetings of the Commission	Holding meetings of the committee in Rabat (June) and Florence (December). There are requests to organise meetings of the Committee from the city councils of Toulouse, Beirut and Aubagne.	To agree the terms for holding these meetings in Toulouse, Beirut and Aubagne with the World Secretariat and each city.
World Secretariat of UCLG	Lobby with the aim that the World Secretariat assumes the leadership in topics that imply management (AECID - Spanish Development Cooperation Agency funds, UNESCO contract for Creative Cities). Participation in the process of the Strategic Plan of UCLG. Request for culture to be explicitly mentioned as one of the strategic priorities of UCLG for 2011-2016	

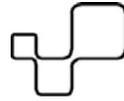
Jordi Pascual
Coordinator of the Committee
14th November 2011

Contact

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United Cities and Local Governments
Cités et Gouvernements Locaux Unis
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COMMISSION FINANCES LOCALES POUR LE DEVELOPPEMENT ACTIVITES REALISEES EN 2011 ET PLAN D'ACTION 2012

Activités réalisées en 2011

Trois axes d'actions principales :

1. Renforcer au sein de CGLU le débat sur le financement local :
 - Un débat sur la situation des finances locales a été organisé à partir des conclusions du chapitre Afrique du Rapport GOLD II, lors du Bureau Exécutif de CGLU, à Rabat, 21 juin 2011 (80 participants).
 - Suivi de l'édition de GOLD II sur les finances locales, en trois langues (anglais, français, espagnol) et élaboration des résumés pour les régions Afrique, Amérique Latine et Asie du Sud-est (en cours de publication).
2. Développer des activités de plaidoyer et de lobbying afin de positionner CGLU dans le débat et l'agenda des institutions internationales sur le financement local et urbain
 - Un atelier sur « le Financement des investissements urbains en Afrique : quel rôle pour les collectivités locales ? », a été organisé dans le cadre du Bureau Exécutif de CGLU, en partenariat avec CGLUA et Cities Alliances, Rabat, 20-21 juin 2011 : 80 participants dont des élus locaux des différentes régions d'Afrique, des représentants des États et des institutions financières nationales, régionales et internationales.
 - Un atelier sur « l'Avenir de l'investissement urbain en Amérique Latine » a été organisé dans le cadre du Congrès de Métropolis en partenariat avec le Fond Mondial pour le Développement des Villes et Cities Alliances, à Porto Alegre (Brésil), 24-25 novembre 2011 : 60 participants dont des représentants des villes et des institutions financières nationales, régionales et internationales.
 - Contribution à l'organisation du Forum Politique Consultatif (Policy Advisory Forum) de Cities Alliance, Maputo (Mozambique), 7 novembre 2011, notamment dans la session sur les politiques de décentralisation fiscale et de renforcement des collectivités locales.
3. Renforcer les capacités des associations de gouvernements locaux membres de CGLU sur les finances locales : échanges d'expériences et d'expertise
 - Appui à l'Association des Collectivités Locales du Kenya (ALGAK) pour intervenir sur les réformes du financement des collectivités locales auprès du Groupe de travail sur la Décentralisation institué par l'État (*Task Force on Devolved Government*), ce qui comportait un volet juridique et un volet sur la réforme fiscale. Actions mises en œuvre :

- Appui technique avec deux experts pour l'élaboration d'un document pour proposer des réformes de la fiscalité et des mécanismes de transferts en faveur des *counties* et des collectivités locales (juin-juillet 2011)
 - Organisation d'un séminaire d'ALGAK de validation du document (65 participants) et de débat avec les membres de la Task force et des représentants du gouvernement (239 participants) (Mombasa, 20-21 juillet 2011)
- Appui à l'Association Nationale des Communes du Bénin (ANCB) pour intervenir sur les relations entre l'administration fiscale et les communes afin d'améliorer la fiscalité locale. Actions mises en œuvre (en partenariat avec CGLUA) :
 - Appui avec deux experts pour l'élaboration d'une étude qui puisse aboutir à une proposition de réforme législative et des règlements en vigueur pour renforcer la mobilisation des ressources locales. Cette étude a été réalisée entre juillet et octobre 2011.
 - Deux séminaires : le 21 octobre 2011 pour les élus locaux membres de l'ANCB pour valider l'étude et les propositions avancées par les experts (40 participants) ; un 2^{ème} fin novembre 2011 avec des élus locaux, des responsables des directions régionales des impôts, des représentants du Ministère de Décentralisation, des Finances et du budget, du développement et des partenaires techniques et financiers, les directions nationales des Impôts, du Trésor et du Budget, ainsi que la Commission Nationale de Finances Locales, pour présenter l'étude et les recommandations afin que celles-ci puissent être intégrées dans la loi nationale de finances pour 2012.

CAPACITY AND INSTITUTION BUILDING (CIB) WORKING GROUP PROGRESS REPORT 2011

Chair: Mr. Peter Knip (Director VNG International, The Netherlands)
Vice-Chair: Mr. Tim Kehoe (Director FCM International, Canada)

Commitment of the CIB Working Group to contribute to more effective aid:

According to the work plan 2010-2013 approved at the UCLG World Congress in Mexico, the Working Group has continued to focus on exchange of experience, sharing of information and the coordination in the field of municipal international cooperation (MIC) and association capacity building (ACB). The Working Group has specifically worked on the preparation for the Aid Effectiveness High Level Forum held in November 2011 and the preparation of the draft UCLG Policy Paper on Local Government and Development Cooperation of the Development Cooperation and City Diplomacy Committee.

1. Background

The UCLG Capacity and Institution Building (CIB) Working Group, brings together professional practitioners from Local Government Associations (LGAs) and individual local governments (LGs) active in the field of international development cooperation through programmes and projects of Municipal International Cooperation (MIC) and Association Capacity Building (ACB). The CIB Working Group is formally liaised with the UCLG Committee on Development Cooperation and City Diplomacy, and serves as a technical resource base for this and other political committees of UCLG.

2. Objectives

Focusing on enriching the discussion on local government development cooperation and fostering dialogue and coordination, the main objectives of the CIB Working Group are:

- To facilitate the discussion and debate among local government practitioners and stimulate exchange experiences, best practices and know how in order to improve the quality of the international development cooperation programmes and projects of LGAs and individual LGs;
- To contribute, where possible, to a better coordination and fine-tuning and to stimulate concrete cooperation between the international cooperation programmes of CIB members;
- To make the case for increased bilateral and multilateral donor support for MIC or ACB projects and programmes undertaken by its members;
- To give professional advice where appropriate to political Committees of UCLG, such as those on Decentralized Cooperation and City Diplomacy.

3. Structure of the CIB Working Group

Presidency: The directors of VNG International and FCM International have been appointed as technical Chair and Vice-Chair of the CIB Working Group.

Secretariat: The CIB Secretariat, responsible for supporting the implementation of the work plan, is based in VNG International since January 2011. The secretariat is financially supported by various CIB members (the City of Barcelona, the Federation of Canadian Municipalities, VNG International, the Association of Flemish Cities and Municipalities, the Union of Cities and Municipalities of Wallonia and the Association of the City and Municipalities of the Brussels Capital Region).

Membership: Being a technical Working Group, mainly professional practitioners have participated in CIB activities, though some elected officials have also taken part in meetings. The core group of members of the Working Group is composed of directors and senior staff of international departments of LGAs and some cities from developed countries, active in international development cooperation activities. Recently, some Southern partners have also been more involved in the discussions on CIB issues. CIB members have been very actively involved in the

activities undertaken by the Working Group and are engaged to continue their involvement in the following period.

Survey: The CIB Working Group is currently assessing the expectations of the membership for the coming period. An online questionnaire has been sent to the entire CIB membership and results are expected to be presented at the CIB Working Group meeting in Florence (9 December 2012). This will also shape the work plan for 2012.

4. Activities and achievements

4.1 Information sharing and tool exchange platform

The online information sharing and tool exchange platform, created in 2008, has been updated on a regular basis, both to foster dialogue and to facilitate updated overviews of Association Capacity Building (ACB) and Municipal International Cooperation (MIC) programmes and related tools and publications. CIB members regularly provide the secretariat with updates of activities and documents of interest. To this end, the CIB Working Group has organized its annual two-day meeting hosted in Rabat (June 2011) and a short informal meeting in the framework of the World Council meetings (December 2011).

4.2 Programme coordination

CIB members have committed to better coordinate their international development cooperation programmes. In 2008 coordination guidelines were developed to ensure effective and concrete harmonization, regarding alignment of activities, informing about activities and joint programming of projects. Coordination efforts have been documented in coordination reports provided by CIB members on an annual basis. CIB Working Group members agreed to specifically strengthen coordination and harmonization in 5 pilot countries (Burkina Faso, Ghana, Mali, Nicaragua and Zimbabwe), though it also takes place outside of these countries (i.e. Haiti, Asia).

4.3 Policy/Advocacy

Aid Effectiveness: The CIB Working Group has contributed significantly to inform the debate on Aid Effectiveness from a local government perspective, one of the priorities of the World Organization. Following the publication of the [UCLG position paper on local government and aid effectiveness](#), the Working Group has been involved in the preparation of UCLG's position towards the OECD 4th High Level Forum on Aid Effectiveness, in order to lobby for the inclusion of the mention of local governments in the Outcome Document. The CIB Working Group secretariat participated in the Forum to support the interventions of both the Vice Mayor of Lyon and an Haitian representative.

At European level, the CIB Working Group is cooperating with PLATFORMA to develop a paper in 2012 on effective implementation of local government development cooperation.

Development cooperation: The CIB Working Group is supporting the UCLG Development Cooperation and City Diplomacy Committee in the elaboration of a policy document on Local Government and Development Cooperation. In 2011 a first draft paper was drafted with support of FCM. UCLG members were consulted through an online questionnaire and will be further consulted in the development of the paper.

5. More information

For more information about the CIB Working Group, please access the website: www.cities-localgovernments.org/cib or contact the CIB Working Group secretariat: Ms. Renske Steenbergen, renske.steenbergen@vng.nl; +31 70 373 8707.

Working Group on Migration and Co-Development Cities and Local Governments (UCLG)

Chair: Ms. Meritxell Budó (Presidency of the Fons Català de Cooperació al Desenvolupament)

Summary ACTIVITIES 2011

The role of local governments on migration and decentralized cooperation

Since 2008 until nowadays, the international context has undergone on major changes both in relation to the development of third countries and in relation to the financial and economic sustainability of many of the countries considered far more developed. In this regard, and followed by the financial and economic crisis experienced in previous past months, it seems basic the need of reconsidering and rethinking some of the baselines of the Working Group on Migration and Co-Development, which wants to share with its members to achieve consensus on the direction to take during the next term.

The Working Group on Migration and Co-Development believes that local governments have the advantage as actors to carry out the identification of strategic guidelines on migration and decentralized cooperation. Local governments are understood as the closest public administration to citizens who have the ability to establish relationships and processes of cooperation with the cities of origin for migrants living in their cities, to define instruments and intervention strategies on migration from decentralized cooperation, to identify those key players in the migration processes, to provide technical and financial support in the processes of direct and indirect decentralized cooperation, policy makers instrumental in the field of integration and reintegration of migrants in their hometowns, to promote human capabilities in terms of local development needs, to promote and support the decentralization process with local authorities in the countries of origin (organizational, structural, internal development, staff training, etc.).

Therefore, the vision and mission of the working group is not to redefine what the co-development, but to go further in the understanding of the links between development and migrations, beyond the traditional focus of more development, then to less migration in order to make recommendations concerning policies of decentralized cooperation in relation to migration and its distinction from the integration policies of migrants, identify the strategies on migration-development as well as encourage the creation of strategic partnerships between local governments in origin and destination countries within the framework of the new approaches of decentralized cooperation and especially the recommendations of the Paris Declaration, the Accra Agenda and specially the recommendations of 4th High Level Forum on Aid Effectiveness which will be held in Busan.

From the Working Group we consider necessary to empathize on the non-univocity of migration recognizing the existence of south-south migration, between states and between regions, and the existence of South-South cooperation. Also we want to appreciate the need to properly link migration and development in their relationship, avoiding false myths and clarifying the purpose, at all levels, which generate migration on development. Currently, the working group is focusing its efforts on the validation of the results of series of conferences on cities, migration and decentralized cooperation.

Activities from Mexico

Due mainly to the changes occurring in the municipal context of the Fons Català members as well as in the internal structures of the institution, the activities undertaken since Mexico have been the following ones:

Mainly, it has participated in meetings and activities planned for the Executive Bureau held in the city of Rabat in June 2011, in the meeting organized by the Committee for Development Cooperation and Diplomacy of Cities, which we belong to as a Working Group.

We have also participate with the Committee of Social Inclusion and Participative Democracy Committee (CISDP) and the Committee of Culture in the development of a technical contributions to the project of UNESCO and UN-HABITAT "Inclusive cities for all: creative urban policies and practices for migrants, which aims to promote the design of social inclusion policies" and spatial targeting this group of people.

To view the pre-Mexico activities, see Work Plan 2011-2013.



**THE GROUP THE LOCAL DIMENSION OF THE ALLIANCE OF CIVILIZATIONS
UCLG WORLD COUNCIL
Florence, 9 -10 December 2011**

ACTIVITIES OF THE WORKING GROUP FROM THE CONGRESS OF MEXICO, November 2010

The Spanish local elections held in May 2010, produced a significant fall in local government activities in both national and international level. This, obviously, also affected the working Group of the local dimension of the Alliance of Civilizations. However, we detail the actions of this period:

- Actions aimed at promoting and disseminating the values of the initiative (Newsletters, FEMP website and GOBLONET).
- Contributions to the European regional strategy in the CEMR Congress held in the polish city of Ribnyk, in September/October 2011 in which were organized workshops on issues related to the initiative and that were reflected in the Final Declaration.
- Actions in the Mediterranean region: Participation in the 2nd Euro-Arab Forum of Cities held in Malaga, February 2011.
- Participation in the Observatory of Religious Pluralism in Spain, which vice presidency is held by FEMP's President.
- Inclusion in the VI Iberoamerican Forum of Local Governments held in Asunción (Paraguay) of their role in the construction of urban identity and diversity management.
- Beginning of contacts with the network Intercultural Cities of the Council of Europe.
- Joining of the Spanish network of Mayors for Peace to the working group.



GOBIERNO DEL ESTADO DE YUCATÁN GRUPO DE TRABAJO DE TURISMO SOLIDARIO Y DESARROLLO SOSTENIBLE INFORME DE ACTIVIDADES

Creación del Grupo de Trabajo

El 2 de junio de 2009, fue aprobada por el Bureau Ejecutivo de CGLU reunido en la ciudad de Copenhague, Dinamarca, la adhesión del Gobierno del Estado de Yucatán a CGLU. Desde este momento, el Gobierno de Yucatán, con el apoyo de Ciudades Unidas de Francia (CUF) ha trabajado para convertir al Grupo de Trabajo de Turismo Solidario y Desarrollo Sostenible en un espacio para la promoción, en el seno de CGLU, de un turismo que además de brindar al viajero atractivos culturales, naturales, de descanso y recreo, constituya un mecanismo responsable que impulse el desarrollo económico y social de la comunidad local proyectando su cultura a nivel internacional y preservando sus recursos naturales.

Promoción del Grupo de Trabajo

- Se han realizado boletines y folletos promocionales informando a los miembros de CGLU sobre la creación del grupo del trabajo, sus objetivos, actividades e invitación a hacerse miembro.
- Se han enviado circulares a los miembros de CGLU para informar sobre los planes de trabajo, acuerdos de los miembros, así como resultados de las actividades realizadas.

Creación de la plataforma web

- Creación de un portal en español, inglés y francés, para ser una guía que contenga documentación sobre turismo solidario, directorio de actores, redes, agencias especializadas, guía para comercialización y promoción de una oferta local en turismo solidario, catálogo de experiencias destacadas de gobiernos locales, información y agenda de eventos y enlaces a otras páginas de Internet de interés. Disponible en: www.turismosolidario.yucatan.com.mx

Reuniones

- 12 de noviembre de 2009: Primera reunión del Grupo de Trabajo de Turismo Solidario y Desarrollo Sostenible en Guangzhou, China.
- 1ro de julio de 2010: Participación en la reunión de la Comisión de Cooperación Descentralizada en Lyon, Francia.
- 23- 26 de noviembre de 2010: Organización del Primer Encuentro de Turismo Solidario de CGLU en Yucatán, México, en el marco del 3er Congreso Mundial de CGLU.
- 16-19 de mayo de 2011: Organización del Segundo Encuentro de Turismo Solidario de CGLU en Pays de la Loire, Francia.
- 8 de julio de 2011: Foro de la cooperación internacional de los gobiernos locales, Taller sobre la diversidad de redes de actores activos en el desarrollo del turismo responsable

como herramienta de desarrollo del territorio. Presentación del grupo de trabajo e iniciativas.

- 27 de octubre de 2011: foro franco-israelí de la cooperación descentralizada, taller sobre turismo, organizado por la Unión de Autoridades Locales de Israel (ULAI), miembro de nuestro grupo de trabajo.
- 17-19 de noviembre de 2011: Organización del Primer Foro Mesoamericano de Cultura, Turismo e Identidad en Mérida, Yucatán, México.
- Participación de los miembros en foros de turismo solidario.
- Participación en las reuniones de los secretariados de comisiones y grupos de trabajo de CGLU.
- Encuentros informales con autoridades del Secretariado Mundial de CGLU y con otros miembros del Consejo. Estos encuentros han sido enriquecidos con los resultados del trabajo del grupo "turismo responsable" de Ciudades Unidas Francia, en el cual los gobiernos locales franceses han hecho partícipe su experiencia.

Proyectos

- Se han realizado proyectos de turismo solidario por parte de los miembros del grupo.
- El Gobierno del Estado de Yucatán, en cooperación con el Consejo Regional de Pays de la Loire, Francia, desarrollo un proyecto de turismo solidario en tres comunidades yucatecas en las cuales se invirtió en infraestructura, capacitación de los miembros de la comunidad así como promoción de los destinos a través de la asociación TDS Voyage (<http://www.tourisme-dev-solidaires.org/>) que envió al primer grupo de turistas del 29 de octubre al 9 de noviembre.
- Intégracion del trabajo del grupo al evento FITS (foro internacional del turismo solidario) edición mediterránea en 2013 en Marseille, Francia, focus sobre la parte África para el estudio.

Documentos

- Declaratoria Mérida sobre el papel de las colectividades territoriales en la promoción del turismo solidario, aprobada el 25 de noviembre de 2010
- Elaboración de una metodología para la realización de diagnósticos comunitarios, que será puesta a disposición de los miembros en la reunión del grupo el 9 de diciembre de 2011 en Florencia y en la página web del grupo.
- Producción de un estudio sobre la bases de las experimentaciones de las colectividades miembros del grupo, con la metodología y el apoyo de universidades.
- Informes de las actividades y acuerdos alcanzados por los miembros del grupo



ACTIVITIES REPORT 2011

*The aim of the **Committee on Social Inclusion, Participatory Democracy and Human Rights** is to contribute to building the common voice of the UCLG cities on inclusion, participation and human rights, and to advise local governments on the design of these policies. To that end, the Committee undertook the following activities in 2011:*

PARTICIPATION IN THE 9TH LOCAL AUTHORITIES FORUM (FAL) FOR SOCIAL INCLUSION AND PARTICIPATORY DEMOCRACY. The Committee actively collaborated in the organisation of the 9th FAL (Dakar, February 2011), which was attended by representatives from more than 300 cities world over. It also organised a workshop on the Charter-Agenda at the World Social Forum, where elected representatives from various cities and members of international coalitions of social movements participated.

POLITICAL PROMOTION OF THE GLOBAL CHARTER-AGENDA FOR HUMAN RIGHTS IN THE CITY. This tool aims to foster the design of local human rights policies. To that end, the charter not only contains several rights that its signatory cities undertake to protect, but also includes an action plan for the specific implementation of each right. After discussing the initiative at the Executive Bureau in Mexico City (November 2010), the Committee politically promoted the Charter at several international events. The document will be presented for formal adoption at the UCLG World Council meeting in Florence (9 - 11 December 2011).

DEVELOPMENT OF THE INCLUSIVE CITIES OBSERVATORY. The Inclusive Cities Observatory is a forum for analysis and reflection on local social inclusion policies. It contains over sixty case studies on innovative policies promoting multiculturalism, community development, access to basic services, gender equality, human rights, environmental protection and the eradication of poverty, among others. In 2011, the Committee focused in translating the case studies and editing dissemination material.

COOPERATION WITH THE FORUM OF PERIPHERAL LOCAL AUTHORITIES (FALP) AND THE INTERNATIONAL OBSERVATORY ON PARTICIPATORY DEMOCRACY (IOPD).

COMMUNICATION TOOLS. The Committee has continued to permanently manage the content of its website and to produce quarterly news bulletins. It maintains direct communication with Committee members and with UCLG as a whole through the regular dispatch of circulars.

INTERNATIONAL VISIBILITY. The Committee held two sessions in 2011 and participated in the following international events:

- 7 – 8 February. 9th Forum of Local Authorities for Social Inclusion and Participatory Democracy and *Committee meeting*, **Dakar** (Senegal)
- 7 – 10 February. 10th World Social Forum, **Dakar** (Senegal)
- 1 March. Conference on “Shared Social Responsibility. Securing trust and sustainable social cohesion in a context of transition” – Council of Europe and European Union, **Brussels** (Belgium)
- 10 – 11 March. 2nd Meeting of Spanish Pilot Local Authorities of the “European Label of Innovation and Good Governance at local level” – Council of Europe, **San Sebastián** (Spain)
- 6 April. 9th IOPD Conference, **Lleida** (Spain)
- 12 – 15 April. 3rd PARLOCAL Seminar. “Communication and capacity building networks for the implementation of participatory budgeting and other participatory democracy tools”, **Santo Domingo** (Dominican Republic)
- 23 – 24 June. UCLG Executive Bureau, **Rabat** (Morocco)
- 27 – 29 June. Meeting « Making a case for fundamental rights at local level » – European Union Fundamental Rights Agency, **Vienna** (Austria)
- 22 - 26 August. Ecocity World Summit, **Montreal** (Canada)
- 5-9 September. IN LOCO / CES / CSIPD Summer University “Societies in transition: building inclusive communities from the local level”, **Tavira** (Portugal)
- 9 – 11 December. UCLG World Council and *Committee round table on “Local Governments and the Right to the City”*, **Florence** (Italy)

UCLG Committee Urban Mobility Activity Report 2011

The main activities of the Urban Mobility Committee in 2011 were strongly linked to the activities of the Cities for Mobility network.

1. Walking

As indicated in the Work Plan, the committee concentrated in the topic of walking in cities. Any kind of mobility starts and ends with walking, walking is an important part of the daily urban mobility, especially in poor countries and in the dense centers of urban agglomerations.

So there was established a close cooperation with the world pedestrian organization WALK 21. At the 5th World Congress of Cities for Mobility there was a special focus on walking in a joint meeting with the Urban Mobility Committee in presence of the committee's president Mayor Dr. Wolfgang Schuster from Stuttgart and Vice-president Mrs. Fampou, Mayor of Douala II, Cameroun. Daniel Sauter from Zurich showed in an excellent presentation, how important walking is for life quality of our cities. The presentation can be downloaded from the Website of Cities for Mobility. After his speech, Mayor Schuster signed the Walk 21 Charter for Walking. On the next congress day, there was a two part walking audit with Mayor Schuster and experts from Walk 21 in order to show the more than 100 participants the importance of social spaces for walking, staying and acting in the city. For 2012, it is planned to participate in the action "making walking count"

2. Conferences and projects

As always, the City of Stuttgart uses the annual World Congress of Cities for Mobility to invite the committee members to this event. The Congress is an ideal platform to promote the role and importance of UCLG for the cities. At the Metropolis World Conference in Porto Alegre 2011, the City of Stuttgart was represented in a round table about urban innovation and the city of proximity. The Sumpa-Med Project about sustainable urban mobility which was developed at the World Council Meetings in Istanbul in 2008, is suffering from the political situation in Syria, in the last months the planned activities in Aleppo had to be cancelled due to security reasons.

3. Information and communication

All committee members received the three-monthly edited electronic magazine of Cities for Mobility with information on innovative ideas, new projects and events in the field of urban mobility. Every issue of the e-magazine contains one page about UCLG activities. The publication "Agenda 21 for urban mobility" was revised and a significant number was printed.



COMMITTEE AND WORKING GROUP ACTIVITY REPORT **2011**

Committee of Digital and Knowledge-Based Cities

President: Mr. Iñaki Azkuna, Mayor of Bilbao

INTRODUCTION

Since its creation 5 years ago the Committee of Digital and Knowledge-Based Cities (formerly known as the Committee on the Information Society), chaired by the city of Bilbao, has worked hard to set up an efficient network of co-operation between local authorities with a view to seizing the opportunities provided by new information and communication technologies (ICTs), innovation and knowledge, sharing them, assimilating them and adapting them to local needs so as to create new opportunities for all.

ORIENTATION OF THE COMMITTEE

On the basis of the change of orientation approved by the Committee by the end of 2010 and that was ratified with the renewal of mandate of the Committee for the period 2011-2013, the committee has **focused in the following lines of work:**

- 1.** Dissemination of the Digital Local Agenda
- 2.** Identification and strengthening of the factors that make cities more innovative
- 3.** Positioning of cities as leaders in territorial innovation processes, in view of their ability to establish highly participative, efficient networks.
- 4.** Creation of an efficient co-operation network comprising UCLG member cities

We are currently working in the **thematic areas**, which include the elements that make up digital and knowledge-based cities

ACTIVITIES DEVELOPED IN 2011

Renewal of the government bodies of the Committee:

One of the main activities developed by the Committee in 2011 has been the **renewal of the government bodies of the Committee**. In the case of the Committee Vice-presidencies for Euro-Asia, Latin America and Africa held by the **City of Ulan Bator, the National Confederation of Municipalities of Brazil (CNM), and the Association of Municipalities of Morocco (ANCLM)** respectively, we are pleased to inform you that they have confirmed the renewal of their commitment to continue to leader and coordinate the work of the committee in their region. In the case of the Vice-presidency of Europe, the **City of Bordeaux** in France has accepted the commitment of holding the Vice-presidency of the region.

Members and Co-ordination with other Committees and Regional Sections:

Efforts have been made in 2011 to increase membership of the Committee, particularly in those regions of the world where there are as yet few members, i.e. The Middle East, western Asia, Euro-Asia and Europe. Currently the committee has **91 members**. In 2011, **3 new cities have incorporated to the committee, the Cities of Bordeaux, Suresnes and Stravropol.**

During this period the committee has worked to intensify co-operation and collaboration with other UCLG committees and working groups. In this sense, in 2011 the committee has begun to work on a **possible collaboration with the Committee on Urban Strategic Planning and with the Committee on Urban Mobility.**

Awareness & Dissemination:

Support has been given in 2011, for the **organising and development of events** to heighten awareness and disseminate the importance of implementing ICTs, innovation and knowledge at local level with a view to achieving sustainable development and improving the quality of life of citizens in the various regions of the world. • The following events can be remarked in 2011:

- XII Latin American Meeting of Digital Cities (28-30 September 2011, in Bilbao)
- Bilbao Web Summit (17-18 May 2011, in Bilbao)
- Digital Week (21-26 March, Bordeaux)

Communication:

For what it refers to communication, along in 2011, circulars have continued to be used as a channel of communication between the Committee and its members. During 2011, **5 circulars** have been sent to the members and an **invitation mailing** to the members for the Bilbao Web Summit. Also, an ongoing work has been developed, to continue on the updating of the technical instruments rolled out, i.e. the website, the Forum and the TV channel and efforts have been made to encourage the sharing of knowledge and experiences between local authorities.

Publications and Studies:

In this period, efforts have been made to produce benchmark publications and documents in the field, in this sense, in 2011 the Committee has begin to work in the "Smart Cities Study: **First study on the situation of ICT, Innovation and Knowledge management in UCLG Members**" and The National Confederation of Municipalities of Brazil (CNM) that holds the Vice-presidency of the Committee has recently published a **reflection on municipal management in the matter of "Technology and administrative modernization: from the electronic Government to the connected governance"**.

Observatory, news and newsletters:

The website has been the communication channel to keep members up to date on any news concerning the Committee and its members. In 2011, **5 committee newsletters** have been sent. These newsletters are available through the committee website.

Meetings:

In accordance with the terms of operation of these committees and working groups, the Committee will hold at least one face-to-face meeting, as a forum for analyzing the work done to date and discussing the working plan for the next period. The annual committee meeting will be held on December 9 in Florence, Italy. The Committee Secretariat took part in the meeting of the committee secretariats held the 22 and 23 February in Barcelona.

For more information: <http://www.cities-localgovernments.org/committees/cdc/>

COMMITTEE ON URBAN STRATEGIC PLANNING WORK PLAN 2010-2013

1. Background

The Committee on Urban strategic Planning of United Cities and Local Governments (UCLG) has been launched in 2007 during the UCLG world congress in Jeju. It is implementing the UCLG City futures programme that is supported by Cities Alliance and Norway. Since 2007, the Committee has made important progress in its functioning and results. The committee met during the congress in Mexico 11/2010 where mandate was renewed and objectives revised.

2. Objectives and activities identified in Mexico for 2010 – 2013

- Promote the policy paper
- Attend proposals for Brazilian members to establish task force on metropolitan strategies
- Support and enlarge mentorships in Southern Africa
- Set up mentorship in Asia
- Document experiences and innovative tools
- Promote agenda with academic and LG networks

Chair: Mr. Robert Miguel Lifschitz, mayor of Rosario, Argentina

Vice chair: Michael Sutcliffe the City Manager of Durban EtheKwini, South Africa

The **technical secretariat** has been tasked to the world secretariat programme manager. Durban is increasingly supporting knowledge activities and agenda through MILE¹.

Coordination with Committees, Regional Sections, partners

Most importantly the committee has liaised through the CityFuture programme with:

- UCLGAfrica and Metropolis
- Committee on urban mobility and digital inclusion
- Close cooperation with the associations of South Africa, Namibia, Mozambique and Brasil
- The committee is sounding board for the Cities Alliance on city development strategies and helped to attract support of continuous funding by the ministry of Norway

3. Progress by end of 2011

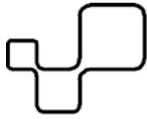
IN 2011 the committee has supported the learning and mentoring agenda.

The committee has coordinated **two Learning events on strategic planning:**

- **In Durban**, the learning event of 3 days in June gave chance to test relevance of the topic in Africa, especially considering to apply lessons from Latin America in Africa.
- **In Sao Paulo**, the 2 days peer learning event involved metropolitan cities and actors hosted by the region Sao Paulo, and a learning day to reflect on lessons and knowledge management in the context of the Metropolis congress.
- Both events led to more focused partnerships and new peer groups.

¹ Municipal institute of learning run by the city of Durban

- The **policy paper was promoted** and caused interest for more cooperation especially with AFD, but also with networks.
- Mentorship agenda was enlarged to 8 partnerships considering **Mozambique as a focus country** and starting **interregional** cooperation Latin America Africa.
- The **CityFuture project** was presented by the vice president to the ministry of foreign affairs Norway that gave a very positive evaluation and is interested to continue cooperation.
- Several **network events** were attended, following the invitations made in Mexico: the Mediterranean strategic planning even in Barcelona, the AERYC 3- regional forum (Africa Latin America Europe) in Las Palmas,
- A planners forum and the learning event UN Habitat in Barcelona, the world days of urban planning in Paris. The Metropolis initiative on integrated governance, presided by Berlin, wants to cooperate on peer learning.
- **In Florence**, the committee is reviewing cooperation with the strategic network AERYC and Plus network (on sustainable cities) has been involved in the learning agenda in Porto Alegre.



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 4

✓ For information

AID EFFECTIVENESS: BUSAN OUTCOMES

Summary and Recommendations

The Fourth High Level Forum on Aid Effectiveness (HLF-4) held in Busan is the continuation of the international discussions on aid effectiveness or cooperation efficiency, which started in Rome in 2003, continued in Paris 2005, and had its last meeting in Accra in 2008.

The main objectives for the Fourth High Level Forum:

- Assessing global progress in improving the quality of aid against the agreed commitments;
- Sharing global experiences in delivering the best results; and,
- Agreeing an Outcome Document to further enhance efforts globally and within countries to make aid more effective in reducing poverty and achieving the Millennium Development Goals.

UCLG and its members have actively pursued efforts to raise awareness on the need to include local governments in all aspects of development. The Policy Paper developed by the Capacity and Institutional Building Working Group has greatly contributed to international discussion. The efforts have led to the recognition of UCLG as a formal partner as an observer in the OECD Working Party on Aid Effectiveness organizer of the 4th High Level Forum.

UCLG has actively participated in Busan and the aim of this document is to report on the actions undertaken and results achieved

The World Council is invited to:

- 1. Take note the content** of the actions taken in Busan

Background

1. The 2005 Paris Declaration on Aid Effectiveness was the result of an international review of the development aid architecture, following general lack of satisfaction about the results achieved. Signed by all OECD countries and endorsed by many developing countries, the declaration reflects a consensus on a series of recommended actions which official development agencies and partner countries could undertake to enhance the delivery and management of aid.
2. The Paris Declaration was largely a donor-driven agenda which does not include other development actors.

3. The Accra Agenda for Action of 2008 considered important to establish an open and inclusive dialogue on development policies. To this end it proposed that developing country governments work more closely with parliaments and local authorities in preparing, implementing and monitoring national development policies and plans.. However, it fell short of recognizing local governments as full partners in development.

Busan

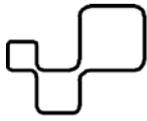
4. The Busan Forum seeks to be more inclusive, both in the participation of a greater number of countries, as well as looking at different stakeholders involved in development cooperation. However, it has put emphasis on civil society, parliamentarians and the private sector.
5. **The main objectives for the Fourth High Level Forum are:**
 - Draw conclusions on the commitments and targets set for 2010 in the Paris Declaration (2005) and the Accra Agenda for Action (2008).
 - Determine how to proceed with the implementation of the principles of aid effectiveness and define which aspects need to be corrected or reinforced, with the prospect meeting the Millennium Development Goals.
 - Establish the role to be played by international cooperation for development in a changing world, the inclusion of new actors and their relationship with other sources of development.

UCLG´s Messages

6. Through the policy paper developed by the Capacity and Institution Building (CIB) Working Group, UCLG have actively pursued efforts to raise awareness on the need to include local governments in all aspects of development. The efforts have led to the recognition of UCLG as a formal partner as an observer in the OECD Working Party on Aid Effectiveness organizer of the 4th High Level Forum.
7. The main messages brought to the group of donors and partners have built around the notion that local governments as closest level of government to the citizens can provide a unique perspective regarding the development agenda. Democratic autonomous local governments are a good mean to promote development.
 1. Need of recognition of local governments as full partners in development. In this sense, the present draft outcome document for Busan in its first article, which describes who meets in Busan, for the moment includes local governments adhering to it.
 2. The outcome document convey a support for decentralization processes as means to strengthen sub-national governments.
 3. Recognition of decentralized cooperation as key instrument of development.

Actions in Busan

- I. **Special Side Event:** To ensure visibility of local and regional governments in the FORUM with UCLG as official representative. UCLG has organized with FOGAR DeLog and ART-UNDP and with participation of donor a side event on the effectiveness of aid and sub-national governments. The side event will support the creation of a joint vision with other actors, such as the civil society organizations, multilateral and bilateral organizations, national governments and parliamentarians, on the role of local governments on the issue of aid effectiveness.
- II. **Representation in the formal Segment:** an elected official is included in the formal segment of the Forum dealing with Ownership.



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Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

UCLG World Council
10 -11 December 2011
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Item 5

✓ For information

GOLD III: THE GOVERNANCE OF BASIC SERVICES INDEX ON LOCAL GOVERNMENT AND DECENTRALISATION

Summary and Recommendations

The Global Observatory on Decentralization, GOLD, allows for the analysis of the state of local government and the progress of decentralization in the world. One of its main products is the Global Report on Decentralization and Local Democracy published by UCLG every three years.

The Second GOLD Report, GOLD II, presented during the Mexico UCLG World Congress in November of 2010 analyses local finance in the countries of the different world regions. This report highlights the growing breach between the transferred responsibilities of local government and the available resources, a situation which has worsened with the global crisis.

The Third Report, GOLD III, will be presented during the IV UCLG Congress in 2013 and published in 2014, on the eve of the date set by the international community for the assessment of the United Nations Millennium Development Goals. Improving the provision of basic services is a key component of the MDGs. Local authorities are considered the most appropriate actors to guarantee the access of populations to these services.

To this end the theme selected by the Rabat Executive Bureau in June 2011 for this Report is the "Governance of Local Basic Service".

In parallel, and with the objective of reflecting the opinion of local authorities on the state of decentralization and local democracy in their respective countries, UCLG has set itself the challenge of developing an "**Index on local government and decentralization**" based in a member survey.

The World Council is invited to:

- 1. Take note** of the theme proposed of GOLD III: "Governance of Local Basic Services";
- 2. Contribute** to the development of GOLD III, participating in the work that will be undertaken in each UCLG section;
- 3. Respond** to the annexed questionnaire in situ.

I) GOLD III

1. The GOLD report is an important element towards reaching one of the strategic objectives of our world organization: to become the world reference for information and knowledge on the situation of governments of proximity, local democracy and decentralization. It will be developed as an international lobby tool for local governments.

Theme of GOLD III: the governance of local basic services

2. The theme approved by the Rabat Executive Bureau for GOLD III is **“the governance of local basic services”** and in particular the role that local governments play in the provision of services.
3. Decentralization and the strengthening of local governments will be judged on their ability to develop democracy, good governance and citizen engagement, but also on their ability to provide each individual with quality public services. It is these services which ensure the improvement of the quality of life and contribute to personal dignity. This is particularly relevant for certain services such as water, sanitation, waste management, transport and energy, the lack of which prevent all development. These services form the base on which human settlements are built, the ability to engage in economic activity. GOLD III will focus on these basic services. To ensure relevance across the world regions, **each Section of UCLG has the possibility to complete this list with a service or particular focus reflecting a key regional priority.**
4. GOLD III has been built on the basis of the work developed by the World Organization in partnership with UN-Habitat in the development of “the guidelines on access to basic services for all”, approved in 2009. These Guidelines are a reference for States; they favor deconcentration and decentralization and so contribute to the clarification of the roles and responsibilities of the various actors implicated in the production and organization of basic services.
5. In annex 1 the GOLD III methodology is presented in detail, along with the study structure, calendar and main financial partners.

Mobilizing UCLG members to make GOLD III a political lobby tool

6. To meet its objectives, GOLD needs the commitment and collaboration of all members and sections of UCLG, actively participating in:
 - A survey on the vision of Mayors and local authorities on their responsibilities for basic service provision;
 - The identification of innovative experiences in management of basic services to improve quality or access;
 - National dialogues on the application of the “guidelines on access to basic services” undertaken in a number of pilot countries;
 - Regional seminars organized to debate the results of the studies and propose political recommendations to improve the governance of these services.
7. GOLD III must be a political lobby tool to defend the contribution of local governments to meeting the MDGs, and argue in which ways **decentralization and the strengthening of local government responsibilities can contribute to improving universal access to basic services**

Management and political responsibility for GOLD III

8. Following the model of past World Reports, the GOLD III Steering Committee will be made up of:
 - The UCLG Presidency;
 - A political representatives of the UCLG Sections (Africa, North America, Latin America, Asia-Pacific, Eurasia, Europe, Middle East and Western Asia and Metropolis);
 - A political representative from the UCLG Committee on Decentralization and Local Self-Government;
 - Political representatives from other interested Committees;
 - The Secretary General of UCLG;
 - The scientific coordinator(s) of the report;
 - As observers: representatives of the project's partner institutions.
9. An open call was launched for contracting the GOLD III scientific coordinator, in which more than 15 institution and experts of international renown participated. This process resulted in the selection of David Satterthwaite, lead researcher of the *International Institute for Environment and Development* - IIED (London, England), a recognized authority on urban development and environment, and member of the Intergovernmental Panel on Climate Change (IPCC). He will be supported in this work by a distinguished group of experts from the various world regions, identified and selected in partnership with the UCLG sections.

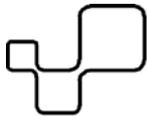
II. The Index on local government and decentralization

10. With the goal of adding to the analysis undertaken through the GOLD Reports, UCLG has begun the creation of a set of "Index on local governments and decentralization" (ILGD).
11. Unlike other existing index - the human development index, those on democracy or corruption - and other initiatives underway, **the UCLG Index are the only one to reflect the voice and vision of local authorities on the state of local government and decentralization in each country of the World.**
12. Utilizing the wide network of local governments that make up our organization, the opinion of the mayors and elect representatives will be collected in four thematic areas of local importance: democracy, administration, finance and relations between the local and national level. The survey will also contain a question on the general future outlook for local government.
13. The survey is presented in a double questionnaire format, one for mayors and another for an expert from the local government association. The questions have been designed to ensure simplicity, ease of comprehension and applicability across countries with widely differing political, socio-economic and cultural situations. In addition it must be possible to respond in a short amount of time. Only under these conditions do we feel it will be possible to promote its universality and its management by the different local government associations at limited cost, to guarantee its sustainability.
14. This Index will be developed in various phases: a first trial with the UCLG World Council, secondly an application in a reduced number of pilot countries from different continents (two groups of 9 countries). Followed by a revision and validation of the results in the instances of UCLG, and if approved, its general application across the countries of each region.

The members of the World council are invited to respond to the questionnaire presented in annex 2

15. The questionnaire which is found in annex 2 is an experimental draft version which will continue to be developed and improved. Members are asked to read it attentively and respond to the questions, indicating any problems or difficulties in understanding or inadequacy of the questions and/or answers with regard to your national reality. Likewise any comments you may have on missing issues that you judge important or recommendations to improve the survey are welcome.

Members are asked to return completed questionnaires to a staffer of the UCLG World Secretariat or to deposit them in the boxes made available following the end of the World Council.



Item 5 - Annex I

GOLD III PROCESS

GOLD III methodology

With the goal of improving the active participation of members, GOLD III will develop two parallel processes: on the one side, regional analysis and on the other, the national political dialogues. These two activities, which are detailed below, will contribute to enriching the political position of the World Organization. The undertaking of both processes will depend on available financing and will be begun through the regional processes.

a) Regional processes

- Develop analysis on basic services in the different countries of each region;
- Undertake a survey of local governments to gather their vision of the state of basic services;
- Produce a synthesis on the issues of governance for the basic service covered.

b) National political dialogues

- Launch structured dialogues on access to basic services between the different actors – national and local government, service providers, users - in a set of the pilot countries (the number of pilot countries will depend on the final project budget).
- Analyze how decentralization and the strengthening of local authorities can improve universal access to basic services for all.

GOLD III Structure

I. Introduction

- Definition of basic services
- Brief introduction on the various service management models
- Global trends in governance of basic / core services
- Introduction to the role of local authorities in the provision of these services
- Report methodology

II - VIII. The governance of basic public services across the different world regions

Africa, Asia-Pacific, Eurasia, Europe, Latin America, Middle East and Western Asia, North America:

- Institutional services: who is responsible for what?
- Service delivery and funding models: who does what? Who pays what?
- Current state of services: who gets what? What forms of participation exist?
- Current and emerging challenges

IX. Basic services in metropolitan cities: case studies

X. Conclusions

- Governance of basic public services in the world: lessons learned
- The state of basic services in relation to the recommendations of the Guidelines on access to Basic Services for all
- The principal existing and emerging issues for the provision of services in the different regions
- What actions should be taken to improve service delivery and promote access to basic services for all?

Timeline for development

- a) **Until December 2011:** Selection of scientific coordinator and regional experts;
- b) **January – February 2012:** Steering Committee Meeting with experts to launch GOLD III; validation in each region of the methodology, development of the survey questionnaires for elected officials and partners;
- c) **February - December 2012:** undertaking of research in each region;
- d) **January 2012 - July 2013:** launch, in collaboration with UN Habitat and other actors of national dialogues on the governance of basic services (supported by the research and the International Guidelines on access to essential services). The first dialogues will be undertaken in Senegal, Burkina Faso and Benin. UCLG members will be invited to propose additional countries in each region. The selection of countries will be made in function of the resources available.
- e) **January - June 2013:** presentation of studies and global synthesis and validation in regional Mayors' seminars;
- f) **July – December 2013:** development of global synthesis and presentation of the first draft of the GOLD III Report to the Steering Committee;
- g) **End 2013:** finalizing of an advanced (but not definitive) version of the Report and presentation of this version to the UCLG World Congress;
- h) **2014:** Finalizing of Report, translation, editing and publication.

Financial Partners

To date the following organizations have committed funding: the Province of Barcelona, which in parallel holds the presidency of UCLG's Decentralization and Local Self Government Committee, the Ministry of External Affairs of France, and the World Bank's Public-Private Infrastructure Advisory Facility (PPIAF), Cities Alliance and the Forum of Federations (Canada). Also expect Contributions from the Autonomous Region of Catalonia and the French Development Agency who have supported this project in the past.



Item 5 - Annex II

Index on Local Government and Decentralization (ILGD)

Introduction:

United Cities and Local Governments (UCLG) has set itself the goal to become “a major source of information on local self-government, local authorities, international solidarity and the exchange of know-how (UCLG Constitution, Art. 4). The Global Observatory on Local Democracy and Decentralisation (GOLD) enables UCLG to achieve this goal. As a next step and to complement the periodic World Reports, published every three years, UCLG proposes the creation of a system of indicators to reflect the vision of local government with regard to the situation of local authorities in the world. This system will be put in place in over one hundred countries. In pursuit of the above objective this report elaborates a proposal for the Indicators on Local Democracy and Decentralization, henceforth called the Index on Local Government and Decentralisation (ILGD), in order to ensure “the production of a survey and a set of universally applicable indicators that will reflect the vision of local and regional authorities on the situation of local government in each country”.

The Mayor’s Survey:

The mayor’s survey is made up of 16 questions on the state of local government, divided into four thematic areas:

1. Political/Local democracy
 - 1.1 Assessment of the general situation of local government
 - 1.2 The role of local government in the national political arena
 - 1.3 The functioning of the local political decision making instances
 - 1.4 Citizen consultation

2. Public services and administration
 - 2.1 Local government service delivery
 - 2.2 The mandate of local government in ensuring service delivery and local development
 - 2.3 Management capacity
 - 2.4 Local government staffing

3. Finance
 - 3.1 Local government revenue
 - 3.2 Own revenue
 - 3.3 Evolution of inter-governmental fiscal transfers to local government
 - 3.4 Access to borrowing

4. Central-local relations
 - 4.1 Local government autonomy
 - 4.2 Relations between local government and central (or an intermediate tier of) government
 - 4.3 Procedures for modifying the territorial limits of local governments
 - 4.4 Role of the national local government association(s)

General Question

Current problems and prospects

Elected Officer Survey

Information on respondent:

Country: _____

Office held : Mayor _____ Councilor _____ Other elected position _____

Gender: Male _____ Female _____

Population of your Local government:

- Less than 50,000
- 50,000-250,000
- 250,000-500,000
- 500,000-1,000,000
- Greater than 1,000,000

1. Political/Local Democracy

1.1 Assessment of the general situation of local government

How would you describe the situation of local government over the last few years?

- a. It has got worse.
- b. It has remained unchanged.
- c. It has somewhat improved.
- d. It has markedly improved.

1.2 The role of local government in the national political arena

To what extent would you consider local politics of interest to citizens and what impact does it have in national debates (in the media, in the houses of parliament/legislative assembly)?

- a. Very low interest, local political issues do not reach national political debates.
- b. Low Interests for local political issues, it is mostly negative aspects which make the headlines
- c. Growing interest, local politics is little by little making its way into national political debates
- d. Very high interest for local issues in national debates

1.3 The functioning of the local political decision making instances

Give your assessment of how political decision making bodies (municipal council and executive) within local government function:

- a. No autonomy: central government regularly intervenes in municipal activities (directly or through an appointed representative) which does not allow the development of the local government.
- b. With difficulty: local governments do not function well due to lack of capacity on the part of council members and mayors.
- c. Advancing: though local government may have limited capacity due to recent appointment of council members and mayors.
- d. Well: local governments operate according to a regular schedule; they have well qualified political staff with experience in local management.

1.4 Citizen participation

Outside election times, to what extent do local government authorities promote citizen consultation and participation in local government activities and decision-making processes (for example: public surveys, participative budget, nationhood councils, youth and elderly councils, public meetings, referendums, participation of traditional leaders)?

- a. Very little: Mechanisms for citizen consultation and participation do not exist and there are hardly any experiences of this kind.
- b. Somewhat: Mechanisms for citizen consultation and participation exist in practice but they do not have legal backing and are confined to a small number of municipalities.
- c. Well: Mechanisms for citizen consultation and participation are provided for in the legislation but are either only infrequently used or are confined to a small number of municipalities.
- d. Very well: Legally-backed mechanisms for citizen consultation and participation are institutionalised and are regularly used in a significant number of municipalities.

2. Public services and administration

2.1 Local government service delivery

In the following table, use a cross (X) to indicate how you would evaluate the delivery of each of the services managed by your local government. If your local government is not responsible for the delivery of any service indicate it in the column to the right.

Service	High quality service with universal access	Mid level service quality and/or access by the majority of the population (but not all)	Weak service quality and/or access is limited to a part of the population	Not a local government service
General administration				
Civil registration				
Education				
Pre-school education				
Primary education				
Secondary education				
Vocational and technical education				
Public Health				
Public hygiene				
Primary health care				
Hospitals				
Housing and town planning				
Public Housing				
Urban planning				
Environment				
Solid waste management (collection & disposal)				
Cemeteries & crematoria				
Slaughterhouses				
Parks and gardens				
Retail food markets				
Culture, leisure & sports				
Sports & leisure				
Theatres & concert halls				
Museums & libraries				
Traffic, transport				
Rural Feeder roads				
Construction and maintenance of bus terminals				
Public transport (bus, tramways, subway, train)				
Urban traffic management				
Basic Utilities				
Street lighting				
Water and sanitation				
District heating				
Electricity				
Public security				
Police				
Fire service				
Economic				
Local Economic Development				
Tourism				

After having filled in this table, would you say that the services provided by your local government are :

- a. Critical: The local government is responsible for few services and their situation is critical.
- b. Weak: The local government does not have the capacity to ensure quality local services and only a limited section of the population can access services (for example: only those who live in the centre)
- c. Sufficient: The local government ensures midlevel service quality (national standards are not fully respected) and/or if the majority of the population has access to these services, some areas or parts of the city do not or have very limited access.
- d. Good quality: The local government ensures high quality local services (meeting national standards) and the full population has access to these services.

2.2 The mandate of local government in ensuring service delivery and local development (eg: urban planning; land use regulation; economic development)

To ensure local government is able to play an active role in delivering services and improving the quality of life of its citizens the institutional framework (legislated and in practice) give local government powers that are:

- a. Very weak: local government are unable to influence local development and improve the quality of life for citizens.
- b. Weak: Local government exercises only limited powers. Central government (and/or other tiers of government) continue to the majority of services legally assigned to local government.
- c. Sufficient: Local government have control of a important services, but their responsibilities should be increased.
- d. Strong: the current situation is acceptable.

2.3 Management Capacity of Local Governments

In general the administrative functioning and management of services in your country's local governments is:

- a. Very weak in the majority of local governments
- b. Weak, overall capacity is limited and personnel are badly managed, although this varies between local governments.
- c. Developing, 30-40% of local governments are able to satisfactorily meet their responsibilities.
- d. Adequate, The majority of local governments are able to meet their administrative and service provision responsibilities satisfactorily.

2.4 Local Government Staffing

Do you think that local government currently has sufficient human resources in order to carry out its current responsibilities?

- a. The situation is critical: Because of lack of trained human resources, local government lacks the capacity to carry out its most basic functions.
- b. Unsatisfactory: There is a chronic shortage of trained staff or a high turnover in a majority of departments and there are problems caused by poorly trained or unqualified staff (e.g. over-staffing, high rotation). In general staff performance is inadequate.
- c. Partially: Current staffing levels cover the majority of the needs of local government but there are some departments either where trained staff is insufficient or where there are problems of low performance. Attempts are being made to train staff and the situation is improving.
- d. Yes: Local government has the staff necessary in order to carry out its responsibilities and staff performance is generally good.

3. Finance

3.1 Local government revenue

How would you describe the financial situation of most local governments in your country and how has it changed in over the past few years (2-3 years)?

- a. The situation is very weak: Income is insufficient to pay for essential services and local government lacks access to revenue sources to cover them.
- b. The situation has worsened or has always been difficult: Income is now insufficient to cover some activities and local government is forced to take measures to limit the services that it provides.
- c. The situation is stable: Current income levels allow local government to carry out its regular functions but there are financial limitations on its investment programme for infrastructure and services.
- d. The situation is favourable: In general terms local government has a level of income that is sufficient to carry out its current responsibilities and to invest in the future development of the community. In recent years income has increased in real per capita terms.

3.2 Own revenue

How important are own revenue collected from local taxes and other charges (e.g. payment for services, property rental, licences, fines) in the local budget and what can local government do to improve them?

- a. Critical: Revenue from local taxes and other charges is non-existent or low. Local government has no power to determine the local tax base or tax rates.
- b. Insufficient: Revenue from local taxes and other charges is low. Local government has very limited fiscal powers. It can change of some tax rates but must have the approval of central government or parliament.

- c. Satisfactory: Revenue from local taxes and other charges has risen slightly thanks to the efforts of local government. Local government fiscal powers enable it to modify tax rates and charges.
- d. Very good: Revenue from local taxes and other charges are buoyant. Local government has ample fiscal powers, enabling it to modify tax rates and charges, as well as the tax base.

3.3 Evolution of Inter-Governmental fiscal transfers to local government

How important are transfers in terms of their weight in local budgets and how are they managed?

- a. Very weak or non-existent: Inter-governmental fiscal transfers are insufficient to cover even the most basic expenditure responsibilities of local government. Transfers are almost completely earmarked. It is difficult to know when and how much will be transferred.
- b. Insufficient and with major management problems: Inter-governmental fiscal transfers are insufficient to cover many local expenditure needs. Local governments have little discretion in their use because of earmarking.
- c. Somewhat important and relatively well managed: Inter-governmental fiscal transfers have remained constant but are insufficient to cover all local expenditure needs. Although some of the transfers are earmarked, local government has discretion in the use of a significant share of the funds received.
- d. Important and well managed: Inter-governmental fiscal transfers have increased or have remained constant at a level that enables coverage of most local expenditure needs. Transfers are received regularly, are managed in a transparent fashion and the annual amount is known well in advance. Local government has considerable discretion in their use (because most transfers are not earmarked).

3.4 Access to borrowing

To what extent do local governments in your country have access to borrowing or capital markets in order to finance medium and long-term investment?

- a. Municipal governments are not allowed to borrow or access financial markets, or, if there are allowed, it is no possible for them to access loans or to capital markets.
- b. Access is limited and strictly overseen: Larger municipal governments are allowed to engage in medium and long-term borrowing but only under the strict control of central government.
- c. Only large municipalities have access: Larger municipal governments are allowed to engage in medium and long-term borrowing from commercial banks up to limits stipulated by central government and they are allowed to issue municipal bonds subject to central government approval.
- d. Relatively open access: Municipal governments are allowed to engage in medium and long-term borrowing from commercial banks without central government approval and they are allowed to issue municipal bonds, subject to limits stipulated by national regulations.

4: Central-Local Relations

4.1 Local government autonomy

How would you characterise the controls that central (or an intermediate tier of) government exercises, either directly or through its officials in the field, over local government and how have these controls altered in the last 2-3 years?

- a. Local autonomy is not recognised in the legislation and higher levels of government may intervene unilaterally to remove local authorities.
- b. Despite legislation providing for local autonomy, multiple *a priori* controls exist over the decisions of local government (e.g. budgeting, staffing, etc).
- c. Local autonomy is protected in law and in practice is somewhat respected by central government. *A priori* controls are being replaced by *a posteriori* and legality-focused controls.
- d. Local autonomy is protected in law and in practice is highly respected by central government, with supervision confined to *a posteriori* verification of the legality of local government acts.

4.2 Relations between local government and central (or an intermediate tier of) government

How would you describe relations between local government and higher tiers of government over the past few years?

- a. Bad: It is difficult to establish a dialogue between central and local government. Major disagreements exist.
- b. Satisfactory only: No institutional mechanisms exist for consultation. Dialogue with local government takes place but only on an irregular basis and an atmosphere of disagreement predominates.
- c. Cordial: Either institutionalised mechanisms or *de facto* processes exist for regular consultation. Despite the difficulties involved, agreements have been reached on important matters.
- d. Very good: Institutionalised mechanisms for consultation exist. They enable a constructive dialogue to take place and the opinion of local government is taken into consideration.

4.3 Procedure for modifying local government's jurisdictional territory

Changes in the territorial limits of the local government, or their amalgamation are decided:

- a. Unilaterally by the Central government, arbitrarily and without consultation of the local government or stakeholders.
- b. By Central government, following a limited process of consultation with local government that is unclear and incomplete, and even if it is opposed by the majority of local governments.
- c. By Central government, following consultation with local government in a precise and transparent process, even if an important part of local governments are opposed.
- d. By Central government following consultation with local government in a precise and transparent process, and only with the support of local government.

4.4 The role of national local governments association(s)

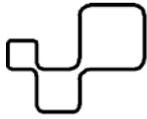
How would you describe the role that National Local Government Association(s) have played over the past few years?

- a. Nonexistent: there is no national association of local government.
- b. Insufficient: Its organisational strength is weak and its capacity to carry out its representational role as political negotiator with central government and the legislative assembly is limited. It either lacks a technical team to provide support to its members or such a technical team is very small.
- c. Satisfactory: It carries out its role of representation and political negotiation with central government and the legislative assembly but meetings are held on an *ad hoc* and not a regular basis. Its role of supporting its local government members needs strengthening.
- d. Good: It plays a major role as political negotiator and holds formal meetings with central government and the legislative assembly on a regular basis. It has a high level of public recognition and supports its members throughout the country with technical and legal assistance.

General Question - Current problems and prospects

For each of these seven issues, classify each one as 'major', 'moderate' or 'minor' problems for local government, and secondly whether you are 'optimistic', 'neutral' or 'pessimistic' regarding the future with regard to this issue.

Issue	Current problem assessment			Future prospects assessment		
	<i>Major Problem</i>	<i>Moderate problem</i>	<i>Minor/ no problem</i>	<i>Optimistic</i>	<i>Neutral/ No change</i>	<i>Pessimistic</i>
The national legislative framework of decentralization						
Local democracy and the decentralization process						
Relations with central or intermediate tiers of government						
The quality of local services						
Local government finances						
The human resources capacities of local government						
Citizen engagement with local government						



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 6

✓ For decision

UCLG-HABITAT: TOWARDS HABITAT III

Summary and Recommendations

UCLG has a longstanding and close cooperation with the United Nations Human Settlements Programme. UN-HABITAT is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

The history of UCLG and UN-HABITAT are closely intertwined. Habitat II Conference that took place in Istanbul in 1996 was critical for both the UN Agency and the creation of UCLG.

At the proposal of local authorities and with the support of numerous governments the United Nations has decided to hold the Third United Nations Conference on Housing and Sustainable Urban Development in 2016 (Habitat III).

This important milestone and the prominent role played by former Mayors in UN Habitat, with the appointment of Joan Clos, former Mayor of Barcelona as Executive Director and Aisha Kirabo, Former Mayor of Kigali as Deputy mark a renewed period in the UCLG-Habitat relations.

The World Council is invited to:

1. **Commit** to working towards Habitat III as a key objective of the World Organization;
2. **Agree** to provide renewed impetus to UNACLA in the framework of this objective;
3. **Agree** to develop further cooperation with UN Habitat as a whole.

Milestones in the UCLG-Habitat relation

1. The **Cooperation Agreement** signed with UN-Habitat in May 2004 allowed to forge strong links with UN-Habitat's leadership.
2. The **International Guidelines on Decentralisation** approved at the UN-Habitat Governing Council in April 2007 reflect the main points of the World Charter on Local Self-Government which were promoted by the international movement of local authorities. The **Guiding Principles on Access to Basic Services for all** also adopted in 2009 complement the work of the Guidelines on Decentralization and emphasise the right of each local authority to define the way to deliver public services base on the interest of their citizens. Both are the main reference documents used in our daily advocacy work and for the Global Observatory on Decentralization of UCLG (GOLD)

3. **UNACLA**, the United Nations Advisory Committee of Local Authorities, is the fruition of the work of the organised local and regional authorities calling for a greater partnership with the UN System. The President of UCLG is the permanent Chair of this Committee. The role of UNACLA is to advise the Executive Director of UN Habitat, on all issues concerning the implementation of the Habitat Agenda and other topics of interest to local and regional governments. The Committee should further facilitate the dialogue between and among local authorities, national governments, and the United Nations System through a systematic and practical exchange on substantive issues. In this new phase of UNACLA the role before other UN agencies should be enhanced.
4. **The World Urban Campaign** developed under the motto *Better Cities: Better Life* is a multistakeholder initiative that aims at making citizens and the international community aware of the great opportunities provided by urban settlements and calls all stakeholders to work towards sustainable, accountable and innovative cities. UCLG is member of the Steering Committee of the Campaign and encourages members to actively participate.
5. **The World Urban Forum** has become a unique multistakeholder forum that brings together all actors to present initiatives and facilitate exchange. It also has an advisory function to the World Council of UN Habitat and its recommendations are taken into account when developing the UN Habitat work programme. UCLG members have participated in the previous editions at different levels and UCLG is formally acknowledged as the representatives of local and regional authorities. The next WUF will take place in Napoli on the first week of September in 2012.

Habitat III

6. At the suggestion of local authorities and members states the UN General Assembly has agreed to convene a Third United Nations Conference on Housing and Sustainable Urban Development in 2016 (Habitat III).
7. UCLG is willing to play a leading role in the preparation of the UN Habitat III conference, which will take place in Istanbul in 2016. This landmark event will redefine the Habitat Agenda for the next 20 years.
8. The purposes of Habitat III would include: (1) to review past policies, achievements and obstacles; (2) to put in place a new urban development agenda capable of responding to the new urban challenges and opportunities such as climate change and urban safety and security, in addition to advancing a new role for cities and local authorities; (3) and to find ways of strengthening the institutional framework for sustainable urban development, housing, land governance.
9. The Habitat II Declaration, while strongly recognizing the crucial role of local and regional authorities in sustainable development does no longer reflect the effects of the urban explosion in the past decades and the new urban-rural linkages as well as the prominent role of secondary cities and regional authorities.
10. Urbanization, globalization and global crises (financial and economic, climate change, energy, food, risk prevention) are key trends that have greatly impacted the way we understand our world. For the first time in history, the majority of the world's population is living in cities. This urbanization has been durable, rapid and accelerating. This swift characterizes and generates major social changes.
11. Cities offer economic opportunities and social advancement prospects but also increasing challenges. The positive correlation between the level of urbanization

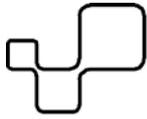
and the level of development is being broadly acknowledged. Beyond economic opportunities and accessibility to services, even if informal, cities are increasingly experienced as hubs where citizens can meet their full potentials. They are crowdfords of innovation, culture and art.

12. Habitat III will need to acknowledge:

- a) That Urbanization is unavoidable and is an opportunity for humanity if it is positively managed: cities is the future of the humanity;
- b) The increasing need to empower local and regional authorities to govern and the necessity to improve the collaboration with different levels of government through a multilevel governance approach;
- c) The extraordinary perspective that can be provided by local and regional authorities to the international debates and global challenges;
- d) The special status of local governments and their organizations, differentiated from NGOs and civil society organizations;
- e) The need to include local governments as full fledged members of the governance of UN Habitat and as a main partner of the UN System.

Next steps

- a) Acknowledging Habitat III as an overarching objective of UCLG towards 2016
- b) Setting up dialogues with all Habitat partners;
- c) Creating a UCLG task force, bringing together representative from UCLG sections, committees, and members to prepare and promote the UCLG roadmap to Habitat III that will be presented to the next Executive Bureau;
- d) Putting the Habitat Agenda at the core of the work of UNACLA and strengthen the role of UNACLA in the UN agenda ;
- e) Ensure presence in the World Urban Forum, as a mechanism where the Habitat III agenda can be defined.



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UCLG World Council
10 -11 December 2011
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Item 7

✓ For decision

LOCAL AND REGIONAL GOVERNMENTS TOWARDS RIO+20

Summary and Recommendations

In exactly six months from our meeting in Florence, and 20 years after the first Earth Summit in Rio de Janeiro (1992), all stakeholders will meet again in that city to discuss progress and gaps in sustainable development policies at international, national and local levels.

The first Earth Summit achieved wide consensus and was considered a major step forward in the understanding of environmental issues and their broader impact.

The Rio Conference in 1992 proved the growing awareness of the non-state actors, by the formal recognition of stakeholders through Major Groups among which local authorities in chapter 28.

The discussions of Rio+20 will be organised around two key topics:

- Green economy in the context of sustainable development and poverty eradication
- Institutional framework for sustainable development

Many stakeholders are of the opinion that the debate needs to be humanised that it cannot be relegated to economy or frameworks. UCLG members are strongly of the opinion that good local governance, human rights and the strong inclusion of the cultural dimension are crucial to achieving sustainability.

UCLG will be actively involved in the Rio process. It will provide inputs to the discussion documents and will aim at ensuring balanced representation of local and regional authorities in the international negotiation.

The World Council is invited to:

1. **Discuss** on the general messages to be developed during the process towards Rio;
2. **Agree** on the next steps to be undertaken.

UCLG strategy

- To disseminate inputs for the outcome documents to all actors
- To participate both at technical and political level in the preparatory meetings
- To organize exchanges with other stakeholders to promote our messages
- To explore possibilities for strong presence in the Rio Summit
- To organize a multi-stakeholder dialogue in partnership with UN Habitat

Calendar towards Rio

15-16 December 2011	2d intersessional meeting of UNCSD, New York, USA
16-18 January 2012	Initial discussions on the zero draft of outcome document, New York, USA
13-17 February	Negotiations on the zero draft, New York, USA
19-23 march 2012	Negotiations on the zero draft, New York, USA
26-27 march 2012	3d intercessional meeting of UNCSD, New York, USA
30 april-4 may 2012	Negotiations on the zero draft, New York, USA
13-15 June 2012	Third Preparatory meeting of the Conference, Rio de Janeiro, Brasil
16-19 June 2012	Local and regional governments and civil society days, Rio de Janeiro, Brasil
20-22 June 2012	United Nations Conference on Sustainable development – Rio +20, Rio de Janeiro, Brasil

International and national strategies for sustainable development should take into account local realities and trends in close collaboration with the governments of proximity, cities, local and regional authorities.

1. A new dimension should be added to the classical three pillars of sustainable development. Policies for development cannot solely be based on economic growth, social inclusion and environmental balance. Today, this triangle is not sufficient. Cities need a soul. Culture is the soul of the city.
2. Cultural diversity has become one of the crucial elements of globalization. Fostering intercultural dialogue and promoting cultural diversity are some of humankind's greatest challenges.
3. Cities that include a cultural dimension in their urban policies are more successful. Heritage, creativity and diversity are crucial elements for a sustainable city.
4. Furthermore, a new international governance framework for sustainability should include the local and regional authorities as full-fledged partner in the decision making bodies.
5. The UCLG key messages can be summarized as follows:
 - a) The need to emphasise the strong links between good **governance** of proximity and sustainable development
 - b) The pivotal role of local and regional governments in ensuring responsible and universal basic services as bases for sustainability
 - c) The role of the governments of proximity in fostering behavioural and mentality changes
 - d) Culture is at the core of sustainability as its fourth pillar
 - e) The role of cities, local and regional governments in mitigating and adapting to **climate change**
 - f) The need to plan for **disaster risk reduction** and to further develop sustainable **urban planning**
 - g) The need to guarantee **access to water** as a human right
 - h) The importance to work on the **rights of citizens to the city**
 - i) The need to conceive a **new inclusive international governance framework**

**Local and Regional
Governments
towards Rio+20**

United Cities
and Local Governments

LOCAL AND REGIONAL GOVERNMENTS TOWARDS RIO+20

The first Earth Summit in 1992 achieved wide consensus and was considered a major step forward in the understanding of environmental issues and their broader impact.

It also proved the growing awareness of the non-state actors, by the formal recognition of stakeholders through Major Groups among which local authorities in chapter 28.

In twenty years the challenges faced by the world have changed and a new dimension should be added to the classical three pillars of sustainable development. Policies for development cannot solely be based on economic growth, social inclusion and environmental balance. Today, this triangle is not sufficient. Cultural diversity has become one of the crucial elements of globalization. Fostering intercultural dialogue and promoting cultural diversity are some of humankind's greatest challenges: culture should become the fourth pillar of development.

KEY MESSAGES ON A RENEWED GLOBAL GOVERNANCE SYSTEM FOR SUSTAINABLE DEVELOPMENT

International and national strategies for sustainable development should take into account the local realities and trends with the active assistance of local governments. A new governance framework for sustainability should include the local and regional authorities as full-fledged partner in the decision making bodies.

In view of the Rio+20 Conference, Local and regional authorities are raising concrete requests before the international community, which key headings can be summarised as follow:

- 1. Proceed to a serious, profound, in-depth analysis on the foundations of sustainable development in the light of the changes in the world during the last 20 years. This would entail updating the notion of development and including a fourth pillar of culture.**
- 2. The outcome document from Rio+20 Summit should include a specific chapter devoted to local and regional authorities and a renewed Agenda 21, taking into account the era of urbanization the world has entered.** The special perspective of local and regional governments' deriving from their proximity to the citizens is instrumental for the success of sustainability and for the implementation of good governance mechanisms, based on transparency, participation and accountability. National strategies for sustainable development should take into account the local realities and trends with the active assistance of local governments. There is a necessity to go beyond the clusters and sectoral approaches.
- 3. An agreement on a renewed global governance system for Sustainable Development** which would go beyond the environment pillar. Environmental governance has to be strengthened and better coordinated by a strong structure that would ensure implementation of the existing international environmental agreements, through a multi-stakeholders' mechanism following ILO example. by a reinforced organization. However, sustainable development has to be implemented in a transversal way that would involve looking at
- 4. Sustainable development goals,** elaborated jointly with stakeholders. The sustainable development goals should not be limited to environmental goals and would be closely linked with the Millennium Development Goals. Alternatively a "**green roadmap**" could define the concrete steps to undertake in order to achieve a sustainable society. This green roadmap should be the tool ensuring implementation of the sustainable agenda for the next 20 years in the new institutional framework for sustainable development. This roadmap has to be elaborated and implemented with the full partnership of major groups' representatives.
- 5. International decentralized cooperation** should also be strengthened as one of the essential tool for cooperation and development. The local root of actions, sustained in a limited territorial dimension not only guarantees a local appropriation and a greater sustainability to actions, but it also provides them with a more democratic base as well. Although there are important differences in the way these problems are faced, the options to fulfill the demands of the citizenship are often very similar and constitute a solid base for horizontal cooperation and for the exchange of experiences.

LOCAL AND REGIONAL GOVERNMENTS CONCERNS

Half of the world population is now living in cities. In this urban era, “sustainable urbanization” and “sustainable consumption” are part of the new challenges identified by the UN Secretary Ban Ki Moon in the Rio+20 processes. Sustainable development, in particular in urban areas, cannot be envisaged without the fulfillment of Human rights in the city, the recognition of culture as a key component of sustainable development, access for all to basic services, as well as sustainable urban planning. Cities will have to be inclusive, creative, better planned and organized, with capacities to reduce and manage wastes, reduce carbon footprint, increase renewable energies use and as such contribute to a more cost-efficient and rationalized use of natural resources.

MAIN CONTRIBUTIONS FROM UCLG MEMBERS

1. CULTURE AS FOURTH PILLAR OF SUSTAINABLE DEVELOPMENT

Local and regional authorities' proposals for the Rio+20 outcomes:

- Recognize **culture as the fourth pillar of sustainable development** to reinforce the integration between the three existing pillars, and add coherence to the paradigm of sustainability. (See policy paper adopted In November 2010 by the World Congress in Mexico).
- Support **the Agenda 21 for culture**, signed and implemented by almost 450 cities and local governments in the five continents, in partnerships with international organizations, national governments and civil society.
- Recognise **Culture is contributing to a green society**, in particular through preservation of natural and historical heritage, promotion of creativity, cultural industry and tourism.
- Acknowledge the **role Culture has to play in public policies** of the developing countries and particularly in its relations with other issues such as environment, education, social cohesion, identity and international cooperation between nations.

2. TAKING FORWARD THE RIGHT TO THE CITY

Local and regional authorities' proposals for the Rio+20 outcomes:

- The **Global Charter-Agenda for Human Rights in the City** should be supported and upscaled as part of national action plans and strategies: this tool conceived by local authorities, with the support of the academia and civil society, provides a rights-based approach and a specific action plan to local authorities aiming to strengthen the social aspect of sustainable development.
- Strengthen the social pillar of Sustainable development, in particular in urban areas, by **ensuring social sustainability**, thus facing issues such as poverty, precarious employment, spatial segregation, insufficient provision of basic services, discrimination and educational deficit.

3. ACCESS TO BASIC SERVICES

Local and regional authorities' proposals for the Rio+20 outcomes:

- Recognise **cities and local authorities as a pivotal sphere of government for the development and implementation of basic services** which will lead to poverty alleviation based on their strong convening power and the potential of local and regional authorities to develop key partnership with the civil society and private sector.
- Implement an effective decentralization of responsibilities, policy management, decision-making authority and sufficient resources, including revenue collection authority, following the **“International guidelines on decentralization and access to basic services for all”** adopted by UN Habitat.
- Give a special focus to **access to water, recognized as an international human right by a resolution of the General Assembly (A/RES/64/292)** in July 2010, calling on States and international organizations to provide financial resources, build capacity and transfer technology, particularly to developing countries, in scaling up efforts to provide safe, clean, accessible and affordable drinking water and sanitation for all.
- **Adopt access to water as a sustainable development goal**, building on the MDGs, and further taking into account the essential role of local governments to reach it.

4. DISASTER RISK REDUCTION

Local and regional authorities' proposals for the Rio+20 outcomes:

- Territories at all level should rely on principles and recommendations of the **Hyogo framework**, adopted in 2005 and signed by 168 countries to implement disaster risk reduction strategies, such as prevention and mitigation plans.
- Local governments should benefit from capacity building to help them integrate **disaster management** in their developing strategy in order to protect their population and ensure them of healthy lands, secured land tenure and reliable infrastructures and services.

- **Disaster risk reduction strategies** have to be integrated in sustainable urban planning in order to minimize over costs, such as those caused by urbanization of land exposed to risks.

5. SUSTAINABLE URBAN PLANNING

Local and regional authorities' proposals for the Rio+20 outcomes:

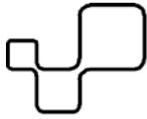
- Acknowledge Metropolises around the world have developed into true development motors in their respective countries.
- Address the need for sustainable policies to be based on well planned and well governed cities, facilitating partnership with all stakeholders for the provision of services, especially transport, water, energy and housing but also health or social services.
- Need to anticipate and address the increase of slum dwellers and informal settlements not only as a challenge but also as opportunities.
- Support the **concept of the city of proximity**. Referring to the key competencies of local governments for spatial planning and urban development, this concept reinforces the compact and inclusive city, allowing for self sustaining territorial units with a distinct identity, and should enable citizens to undertake their activities in their own neighborhoods. Public space will fill more social functions and the concept of mobility will change as travel distances are reduced. This type of strategy would include such areas as broad band access (IT), new modes of communication, new work structures, revision of public services' grids (schools, sports), increase of energy saving concepts such as public transport, electric cars and bicycles, walkable cities as well as new food supply chain and urban agriculture.

CONTRIBUTION TO THE GREEN ECONOMY DEBATE

Local and regional authorities' proposals for the Rio+20 outcomes:

- Looking at the global economic and financial crisis, we should talk about green society rather than "green economy": economy should not be at the centre of sustainability, but human-beings taking into account their diversity, cultural specificities and plurality of knowledge systems.
- The way towards a green society should recognize, value and protect common goods and goods of general interests such as water resources, energy resources, the atmosphere, biodiversity, forests ...
- A green society should take into account: payment for environmental services, protection of the environment and of the populations, decent working conditions for employees and respect of economic, social and cultural rights." The issue of "payment for environmental services" although not unknown to the UN system is still a newcomer to its regulations and texts. It is very important to value and to finance benefits that are provided by ecosystems services such as freshwater provision, forests' climate regulations and others to maintain the balance on earth.
- Cities already act with The Global Cities Covenant on Climate - "The Mexico City Pact"- a voluntary initiative that aims to advance local climate actions: including the reduction of emissions, adaptation to the impacts of climate change and fostering city-to-city cooperation.
- The transition towards a green economy has to take into account the principle already known and recognized of « shared but differentiated responsibility », as developed and developing countries, will not be able to evolve towards such an economy at the same speed, an issue that can even be encountered between regions of a same country. It also has to take into consideration the sometimes wide differences between the population of a same Nation: a sustainable society cannot be achieved without fighting against poverty and in particular without reducing inequalities.
- Local governments are the best places to identify population's needs and should receive full support of national government and be included in international mechanisms that will create opportunities and supportive systems to enable least developed countries to progressively enter a green economy (technology transfer, financial aid, trainings...).

United Cities and Local Governments (UCLG) is the biggest organization of local and regional governments in the world, present in 140 countries in the world. UCLG represents and defends the interests of local governments on the world stage, regardless of the size of the communities they serve. UCLG's mission is to be the united voice and world advocate of democratic local self-government, promoting its values, objectives and interests, through cooperation between local governments, and within the wider international community.



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 8

✓ For adoption

UCLG STRATEGY FOR 2010-2016

Summary and recommendations

UCLG embarked mandated by the Executive Bureau of Chicago and in preparation for the Mexico Congress into a exercise for the redefinition of priorities for the World Organization.

The World Council in Mexico mandated the World Secretariat to facilitate a process that would allow members to actively participate in shaping the future work of the World Organization.

The document before you is the result of extensive consultations to members including: a member survey, meetings of Secretariats of Committees, Advisory Group and Presidency as well as a dedicated full day session of the Executive Bureau in Rabat.

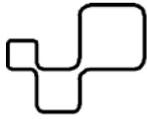
The document aims at summarising UCLG ambitions and shared values until 2016. The strategy is set out in a six-year period taking into account the three-year terms of the political leadership. It reaffirms the aim of promoting strong local self-government the world round and it builds on the spirit of solidarity and cooperation that has been the cornerstone of the international movement of local authorities for the past century.

It further sets the Third United Nation Conference on Housing and Sustainability (Habitat III) to take place in 2016 as a milestone to shape the international agenda of local and regional governments.

The content of the document will be debated during the plenary session of the World Council on 10 December aiming to have the general concepts approved by the same session.

The World Council is invited to:

- 1. Discuss** the document attached;
- 2. Adopt** its contents taking into account eventual inputs from the debate.



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Cités et Gouvernements Locaux Unis
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Item 9

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WORK PLAN 2012

Summary and Recommendations

This document presents the Global UCLG Work Plan for 2012. It is based on the priorities identified in the UCLG Strategy 2010-2016.

The Global Work Plan is conceived as an overview of the full work of the network and not solely of the World Secretariat. It is therefore divided in four parts:

- Integrated UCLG Work Plan
- Work Plans of Committees and Working Groups
- Work Plans of the Sections
- Work Plan of the World Secretariat

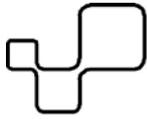
The work plan of UCLG in 2012 will be marked by implementation of the new strategic priorities adopted in 2011 and the start of the preparations of the IV World Congress and Summit of Local and Regional Leaders in 2013. The work areas can be summarized as follows:

- Obtaining special status before the United Nations and broad institutional recognition before the international community.
- Developing our lobby capacity through fostering knowledge exchange and the production of intelligence articulated around our Global Observatory on Decentralization and Local Democracy.
- The proactive creation of a local and regional government agenda internationally, through the development of our position towards the global debates on sustainability and the full Habitat Agenda.
- Ensuring the sustainability of the network through joint activities around resource mobilization and membership development.

The content of the document will be debated during the plenary session of the World Council on 10 December aiming to have the general concepts approved by the same session.

The World Council is invited to:

- 1. Discuss** the contents;
- 2. Adopt** the work plan taking into account eventual inputs from the debate.



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
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Item 10

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THE GLOBAL CHARTER-AGENDA FOR HUMAN RIGHTS IN THE CITY

Summary and recommendations

UCLG's Committee on Social Inclusion, Participative Democracy and Human Rights has developed, with the support of local authorities from around the world, and over a period spanning five years, the *Global Charter-Agenda for Human Rights in the City*, whose aim is to encourage the acknowledgement, respect and guarantee of human rights.

Stemming from various debates among local governments, a group of international experts produced the first draft (2007-2008). The text was later discussed and amended by elected representatives, experts and representatives of civil society from five continents (2009-2010). The *Charter-Agenda*, which contains both principles and actions to undertake, has now entered the adoption and promotion phase.

In the current context of economic crisis and possible backward movement of rights, the *Charter-Agenda* is a tool for local governments to contribute building more inclusive, democratic and solidarity-based societies, in dialogue with the urban inhabitants.

The Executive Bureau, which met in Mexico City in November 2010, recommended the adoption of the *Charter-Agenda* to the World Council.

The World Council is invited to:

1. **Discuss** the *Global Charter-Agenda for Human Rights in the City* (see annex);
2. **Promote the *Charter-Agenda*** and encourage members and partners to sign it and implement it in cities.

1. The growing urbanization process and the resulting urbanization of poverty place cities before new challenges that have to be faced quickly. New forms of inequality, as well as of social and spatial segregation have emerged and have generated a growing injustice and violation of rights that affects, above all, the most vulnerable sectors of society. In this context and since the 90s, an important international debate has arisen to uphold the need to strengthen the implementation of human rights in cities overcoming the dominant State-centered vision. These are the underlying ideas of the so-called "right to the city".
2. The latest significant world developments, moving this topic forward, have been: the adoption of the *European Charter for the Safeguarding of Human Rights in the City* (Saint-Denis, 2000), signed by more than 350 European cities; the drafting of the *World Charter on the Right to the City* by social movements gathered in the

World Social Forum in Porto Alegre in 2001; the promulgation of the *Statute of the City* in Brazil (2001); the adoption of the *Charter of Rights and Responsibilities of Montreal* (2006); the 5th UN-HABITAT World Urban Forum (Rio de Janeiro, 2010) based on "The right to the city: bridging the urban divide"; the 2nd Forum of Peripheral Local Authorities for Solidarity-based Metropolises (Getafe, 2010); the 4th World Forum on Human Rights (Nantes, 2010); the adoption by Mexico City of the *Mexico City Charter for the Right to the City* (2010); The 7th, 8th and 9th Local Authorities Forum for Social Inclusion and Participatory Democracy (Nairobi, 2007; Belém do Pará, 2009; Dakar, 2011); and the organization of the World Forum of Cities for Human Rights in South Korea (Gwangju, 2011).

3. The principles embodied in the *Charter-Agenda* have contributed to enrich the position of UCLG in international negotiations on sustainable development. UCLG defends that the concept of sustainability goes beyond the environmental issue and includes a social and good government dimension that is upheld in the *Charter-Agenda*. For this reason, the messages presented by UCLG before the United Nations with regard to the Rio+20 Summit mention explicitly the right to the city.
4. The added value of the *Global Charter-Agenda for Human Rights in the City* is that each human right featured in the document is accompanied by an action plan that serves as reference for concrete steps to undertake by local governments. Signatory cities are invited to set up a local agenda with deadlines and indicators in order to assess their efficiency in implementing these rights.
5. The *Charter-Agenda* will come into effect in each city after a consultation and participation process allowing residents to discuss it and adapt it both to local reality and to the national legal framework; and upon acceptance by a qualified majority of the municipal assembly. The result of this process will be the adoption of a *Local Charter-Agenda* in each signatory municipality.

GLOBAL CHARTER-AGENDA FOR HUMAN RIGHTS IN THE CITY

Preamble

Whereas all human beings are endowed with the rights and freedoms recognized in the Universal Declaration of Human Rights (1948) and the international instruments that build upon it, in particular, the International Covenants on Economic, Social and Cultural Rights, and on Civil and Political Rights (1966), the regional conventions and charters of human rights protection and other basic human rights treaties,

Whereas all human rights are universal, indivisible and interdependent, as indicated in the Vienna Declaration (1993), and reaffirmed in the Millennium Declaration (2000) and the Declaration for the 60th Anniversary of the United Nations (2005); and that therefore not only is the realization of economic, social and cultural rights indispensable for the full exercise of political rights, but at the same time only the exercise of civil and political rights permits the participation in the decision-making mechanisms that may lead to the achievement of economic and social rights,

Whereas the city is a political community in which all its inhabitants participate in a common project of freedom, equality of men's and women's rights, and development,

Whereas the degree of freedom of women gives the general measure of the freedom of a society; and it is thus appropriate to act in favor of the effective equality of men and women and to actively promote the participation of women in local decision making.

Convinced of the need to promote in our cities and territories a form of development that is sustainable, equitable, inclusive and respectful of human rights without discrimination; and of the need to act to extend democracy and local autonomy so as to contribute to building a world of peace, justice and solidarity,

Taking particularly into consideration that extreme poverty is in itself a violation of human rights and stressing the need to respect human rights in situations of economic crisis,

Whereas the mission of local governments, through their actions and authority, is to apply this project, they must play a fundamental role in guaranteeing the effective exercise of the human rights of all their inhabitants,

Whereas citizenship, with its rights, duties and responsibilities is particularly expressed at the level of the city.

GENERAL PROVISIONS

A.- Objective

- *The Global Charter-Agenda for Human Rights in the City* aims to promote and strengthen the human rights of all the inhabitants of all cities in the world.

B.- Scope of Application

- All Charter-Agenda provisions apply to all city inhabitants, individually and collectively, without discrimination. For purposes of this Charter-Agenda, all inhabitants are citizens without any distinction. Any discrimination based on any ground such as sex, race, color, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited. A city inhabitant is any person that lives within its territory even if without fixed domicile.
- The exercise of the rights enunciated in the present Charter-Agenda complements, develops and reinforces the rights that already exist at the national level by virtue of the constitution, the laws and the international obligations of the State.

- City obligations listed in this instrument should be understood as the duties of local authorities and administration; in accordance with the powers they have been legally endowed.
- A "city" is defined as a local government of any size: regions, urban agglomerations, metropolises, municipalities and other local authorities freely governed.
- A "territory" is a managed area which falls directly or indirectly under the jurisdiction of the city.
- The reference to "access" in different sections of this Charter-Agenda is to be understood from both a physical or material perspective (proximity) as well as an economic one (affordability).

C. Values and Principles

The Charter-Agenda is based on the following values and principles:

- The dignity of every human being as a supreme value
- Freedom, equality particularly between men and women, non-discrimination, recognition of differences, justice and social inclusion.
- Democracy and citizen participation as the policy of cities
- Universality, indivisibility and interdependence of human rights
- Social and environmental sustainability
- Cooperation and solidarity among all members of each city, as well as among all cities throughout the world
- Shared and differentiated responsibility of the cities and their inhabitants, in accordance with abilities and means.

AGENDA OF RIGHTS AND OBLIGATIONS

I. THE RIGHT TO THE CITY

1. a) All city inhabitants have the right to a city chartered as a local political community that ensures adequate living conditions for all persons, and provides good coexistence among all its inhabitants, and between them and the local authority.

b) Every man and woman benefit from all rights enunciated in the present Charter-Agenda and are full-fledged actors of the life of the city.

c) All city inhabitants have the right to participate in the configuration and co-ordination of territory as a basic space and foundation for life and for coexistence.

d) All city inhabitants have the right to available spaces and resources to practice an active citizenship and that the working and common spaces be respectful of everyone else's values and of the value of pluralism.

2. The city offers its inhabitants all available means to exercise their rights.

The signatories of the Charter are encouraged to develop contact with neighboring cities and territories with the aim of building caring communities and metropolises.

As a framework and summary of all rights provided for in this Charter-Agenda, the above right will be satisfied to the degree in which each and every one of the rights described therein are fully effective and guaranteed domestically.

3. City inhabitants have the duty to respect the rights and dignity of others.

Suggested Action Plan

- a) Adoption and application of a human rights training program for local personnel, with emphasis on the respect for differences, coexistence and the common good, as well as, if needed, the hiring of human rights specialists.
- b) A participatory analysis or audit of human rights in the city, which would enable the formulation of a local development plan based on meaningful participation.
- c) Periodic evaluation of the Charter-Agenda in the framework of a public consultation.
- d) A participatory local action plan on human rights, as a result of the previous analysis and evaluation.
- e) Creation of different institutions, independent of the political authority, empowered to: provide information to citizens on how to gain access to their rights; receive complaints and suggestions from the city's inhabitants; and perform inquiry and social mediation functions.

II. THE RIGHT TO PARTICIPATORY DEMOCRACY

1. All city inhabitants have the right to participate in political and city management processes, in particular:

- a) To participate in the decision-making processes of local public policies;
- b) To question local authorities regarding their public policies, and to assess them;
- c) To public transparency and accountability of the city authorities.

2. The city promotes a quality participation of its inhabitants in local affairs, ensures them access to public information, and recognizes their ability to impact on local decisions. The city particularly encourages the participation of women in full respect of the exercise of their rights. It encourages as well the participation of minority groups. It promotes the participation of children in affairs directly relevant to them.

The city promotes the exercise of all its inhabitants' collective and individual rights. To this end, it facilitates the participation of civil society, including human rights advocacy associations, in the formulation of policies and the implementation of measures aimed at realizing the rights of its inhabitants.

3. City inhabitants participate in local affairs in step with their abilities and means. They take part in decisions that concern them, and express their opinions towards other individuals and groups in a spirit of tolerance and pluralism. City inhabitants take on the local policy in terms of the common interest, for the benefit of the community.

Suggested Action Plan:

Short-term:

- a) Promote measures for participation in electoral processes.
- b) Promote the political and social participation of people that do not enjoy the right to vote in local elections.
- c) Establish mechanisms to provide all city inhabitants with access to transparent and accessible public information. In particular, essential information should be published in the city's most common languages.
- d) Adoption of measures granting the freedom of movement and the ability to voice opposition when large public events are organized in the city.
- e) Annual publication of a clearly drafted summary of the city's budget and balance sheet.
- f) Promote associations and social capital in the city via, among other means, the establishment of a system of public premises for meetings of local entities, movements and associations.

Mid-term:

- a) Establish a consultation process for the preparation of the budget.
- b) Establish a system of citizen participation for the drafting of local projects, programs and policies, including the city's master plan and the local ordinances on participation. Extension of the participatory methodology to the follow-up and evaluation of local policies.
- c) Organize consultations open to all city inhabitants, when justified by the general interest issues presented.
- d) Adoption of a system to petition the local authorities.
- e) Promote before the competent national and international authorities the legal recognition of the right of suffrage in local elections of all residents of the city, irrespective of their country of citizenship.

III. RIGHT TO CIVIC PEACE AND SAFETY IN THE CITY

1. All city inhabitants have the right to their personal and material safety against any type of violence, including that potentially committed by law enforcement agencies.

2. The city ensures the security and physical and mental safety of all its inhabitants, and takes measures to combat acts of violence, regardless of who the perpetrators may be.

The city is equipped with democratic law enforcement agencies, prepared to protect all its inhabitants without discrimination. These public agencies are expressly forbidden from resorting to any cruel, inhumane or degrading treatment.

When detention, retention or imprisonment facilities exist under the responsibility of the city, those places will allow the visit of certain independent authorities.

The city adopts measures to combat school and domestic violence and, in particular, violence against women and vulnerable groups, such as children, the elderly and the disabled.

The city assumes its role in the management of social tensions, in order to prevent friction between the different groups that live in the city from turning into actual conflict. To this end, it fosters coexistence, social mediation and dialogue among those groups.

3. City inhabitants act in a manner compatible with the promotion of everyone's safety. They respect civic peace.

Suggested Action Plan

Short-term:

- a) Start up a participatory process for the different approaches on improving safety across the city's different communities and neighborhoods.
- b) Granting of government credit facilities and financial aid, and provision of business premises for local networks that work in neighborhoods most sensitive to safety problems.
- c) Implementation of a system of coordination and exchange of information on a regular basis with local judiciary authorities.
- d) Specialized training for local police forces, on awareness of and respect towards the different social and cultural realities of the city, in interventions in sensitive neighborhoods.
- e) Specialist human rights training for local police forces.

Mid-term:

- a) Engage the different departments in charge of urban planning, parks and gardens, public lighting, police and social services, to adopt all-encompassing measures to make public and semiprivate areas safer and more accessible.
- b) Foster the appropriation of public spaces by citizens as a means to build a public identity linked to the design and care of the space.
- c) Engage the respective national justice systems in the analysis of crime patterns, with the aim of decriminalizing those categories of minor offenses, petty crimes and antisocial behavior that are easier to combat with non-punitive measures which attempt to rehabilitate and integrate the offenders.

IV. RIGHT TO THE EQUALITY OF WOMEN AND MEN

1. All city inhabitants have the right not to be treated in a discriminatory manner by reason of their gender.

2. The city adopts all necessary measures, including regulations, prohibiting discrimination against women in all its forms.

The city refrains from engaging in any act or practice of discrimination against women and ensures that public authorities and institutions act in conformity with this obligation.

The city takes all appropriate measures to eliminate discrimination against women by any person, organization or enterprise.

The city takes, in particular in the political, social, economic and cultural fields, all appropriate measures to ensure the full development of women, for the purpose of guaranteeing them the exercise and enjoyment of their human rights and fundamental freedoms on a basis of equality with men.

3. All city inhabitants refrain from engaging in any act or practice that may be detrimental to women's rights.

Suggested Action Plan

- a) Adoption of a Local Action Plan for Gender Equality that guarantees non discrimination between men and women in all fields and that gives credit to the contribution to the city by women.
- b) Adoption of priority provisions to facilitate the access to social housing by women in single-parent homes or by victims of gender violence.
- c) Adoption of measures to promote a better access of public spaces by women.
- d) Strive for full equality in the composition of local governmental bodies, including the board of directors of public local companies.

V. RIGHTS OF CHILDREN

1. All of the city's children, whatever their gender, have the right to living conditions that enable their physical, mental and ethical development and to enjoy all the rights recognized by the 1989 International Convention on the Rights of the Child. In accordance with this Convention, a child is any person under the age of 18.

2. The city ensures all children decent living conditions, in particular, the opportunity to receive normal schooling that contributes to their personal development, in the respect of human rights. Where not provided by other levels of government, the city provides free and compulsory primary education for all and ensures, together with the competent authorities, the mainstreaming of secondary education.

3. In fulfilling their responsibility, city inhabitants respect the dignity and rights of children including those of disabled children.

- a) Suggested Action Plan
- b) Establish a public childcare network, consisting of infant schools and other premises to provide comprehensive care for children and youth, with universal access and, with a balanced distribution throughout the city.
- c) Establish a monitoring mechanism that enables the city to intervene in cases where persons under the age of 18 are at risk, confronted by danger and violence, particularly orphans, homeless children, children victims of any form of exploitation, HIV/Aids sufferers and those displaced by war.
- d) Opening and/or strengthening of reception centers for children, with healthcare, counseling and family relief services.
- e) Design and implementation of measures for the access to the city by children.
- f) Implement specific mechanisms of social protection for youth.
- g) Launch an information campaign on the international Convention on the Rights of the Child.
- h) Establish specific measures to assist disabled children.

VI. RIGHT TO ACCESSIBLE PUBLIC SERVICES

1. All city inhabitants have the right to a socially and economically inclusive city and, to this end, to access to nearby basic social services of optimal and affordable quality.

2. The city creates, or promotes the creation of, quality and non-discriminatory public services that guarantee the following minimum to all its inhabitants: training, access to health, housing, energy, water, sanitation and sufficient food, under the terms outlined in this Charter-Agenda.

Particularly, in countries with rapid urban growth, the cities take urgent measures to improve the quality of life and opportunities of its inhabitants, especially those of lesser means as well as persons with disabilities.

The city is concerned with the protection of the rights of the elderly and encourages solidarity among generations.

The city takes the necessary measures to ensure a fair distribution of public services over its entire territory, in a decentralized manner.

3. City inhabitants use social services responsibly.

Suggested Action Plan

Short-term:

- a) Establishment of a social participation system in the design and monitoring of services delivery, especially with respect to quality, fee setting and front office operations. The participation system should give particular regard to the city's most vulnerable neighborhoods and groups, as well as to collectivities of persons with disabilities.
- b) Immediate abolition, where existing, of the legal, administrative and procedural requirements that bind the provision of basic public services to the legal status of city inhabitants.
- c) Review of local procedures and regulatory provisions, to provide low income persons with greater access to basic services.
- d) Establish an equitable system of local taxes and fees that takes into account the people's incomes and their use of public services; and information to users on the cost of public services and the source of the funds paying for them.

- e) Careful monitoring of the needs of transients and other nomadic populations in the area of basic public services.

Mid-term:

- a) Establish efficient measures to make sure that private sector players who manage social or public interest services respect the rights guaranteed under this Charter- Agenda fully, and without discrimination. Contracts and concessions of the city shall clearly set forth its commitment to human rights.
- b) Adoption of measures to ensure that public services report to the level of government closest to the population, with the participation of city inhabitants in their management and supervision.
- c) Encourage access to all public services and to the life of the city by the elderly.

VII. FREEDOM OF CONSCIENCE AND RELIGION, OPINION AND INFORMATION

1. a) All city inhabitants have the right to freedom of thought, conscience and religion: this right includes freedom to change their religion or belief, and freedom – either alone or with others and in public or private – to manifest their religion or belief in teaching, practice, worship and observance.

b) All city inhabitants have the right to freedom of opinion and expression. This right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media.

These rights may be subject only to such limitations that are necessary for the protection of public safety, order, health or morals, or for the protection of others' rights and freedoms, in the framework of national legislation.

2. The city ensures that its inhabitants have the freedom to manifest their religion or beliefs, including the right of parents to choose the type of schooling for their children.

The city ensures that everyone is able to hold opinions without interference, as well as to seek and receive information and ideas through any media, in private and in public.

The city undertakes to give its inhabitants free access to all existing sources of information and to facilitate the creation and the development of new free and pluralist sources of information.

The city encourages the creation and the development of free and pluralist media and information bodies, freely accessible to all inhabitants, without discrimination.

The city facilitates fact-finding for all journalists without discrimination and ensures that they have free access to the widest range of information, particularly concerning the city administration.

The city encourages debates and exchange of ideas and information. It ensures that all inhabitants have free access to public meeting places and facilitates the creation of such places.

3. City inhabitants have the duty and the responsibility to respect everyone else's religion, beliefs and opinions.

Proposed plan of action

- a) Support religious organizations in creating new places of worship and withdrawal of any obstacles through city planning to that end.
- b) Facilitate the distribution and exchange of information in view of the various faiths and beliefs of its inhabitants, without discrimination.
- c) Encourages initiatives in favour of greater tolerance and mutual understanding, among religions, beliefs and opinions.
- d) Facilitate the creation, development and accessibility of new free and pluralist sources of information; as well as the training of journalists and fostering public debate.

VIII. RIGHT TO PEACEFUL MEETING, ASSOCIATION AND TO FORM A TRADE UNION

1. a) All city inhabitants have the right to freedom of peaceful assembly and association, which includes the right of individuals to associate together and the right to form and join a trade union for the protection of their interests.

b) No one may be compelled to join an association or a trade union.

2. The city ensures that its inhabitants have the right to assemble together and meet peacefully. This right may be subject only to such limitations as are prescribed by law and are necessary for the protection of public safety, order, health or morals, or for the protection of others' rights and freedoms.

The city ensures that its inhabitants have the right form and join or not to join a trade union, without discrimination. It contributes to the full enjoyment of labor rights by its inhabitants.

3. City inhabitants, particularly those who employ others, respect everyone's right of peaceful assembly, association and to join a trade union, as well as the labor rights of workers.

Proposed plan of action:

- a) Encourage and assist in the creation and the development of associations.
- b) Withdrawal of any legal or administrative obstacles to forming associations and trade unions, and which are respectful of democratic values and human rights.
- c) Facilitate the exchange of information among associations and unions and take the necessary measures to develop meeting places to this end, including the organization of association forums.
- d) Encourage consultation and public meetings with local associations and unions in the field of public policies.
- e) Supervise and guarantee the fulfillment of workers rights in all works and services deriving from the city.

IX. CULTURAL RIGHTS

1. All city inhabitants have the right to inclusive and ongoing quality training and education, and to enjoy culture in all its diverse expressions and forms.

2. The city stimulates creativity, supports the development and diversity of expressions and cultural practices, and sport, together with venues for the dissemination of culture and the arts, in particular, local public libraries.

The city promotes training and ongoing education programs for adults.

In cooperation with cultural associations and the private sector, local authorities promote the development of a cultural urban life.

The city ensures all its inhabitants access to communication services and tools. It promotes the learning of electronic and information technologies through free public workshops.

The city respects, protects and promotes the cultural diversity of its inhabitants, the only limit being their full respect towards the rules of coexistence and universally recognized human rights. It promotes likewise the expressiveness, creativity and cultural practices of its inhabitants.

3. City inhabitants respect the city's cultural diversity and treat responsibly the public areas and facilities devoted to culture in the city.

Suggested Action Plan

- a) Adopt support measures for adult education and ongoing training, including vocational training.
- b) Expansion of a public library network throughout all the city's neighborhoods.
- c) Adopt measures to conserve, protect and sustain the city's cultural heritage, and its sustainable and respectful access by city inhabitants and tourists.
- d) Plan for the creation, expansion or maintenance of quality recreational areas open to the public without discrimination.
- e) Offer IT training workshops and adopt measures to ensure universal Internet access.
- f) Careful attention to the needs of transients and other nomad populations in the field of access to education.
- g) Support measures for cultural creation in the city, in order to improve the working conditions of culture professionals and to promote active cultural practices of all city inhabitants.
- h) Creation and maintenance of sport facilities.

X. RIGHT TO HOUSING AND ABODE:

1. All city inhabitants have the right to:

- a) Decent and sanitary housing in a living space with features of urban centrality.
- b) Security of legal title over their home and plot of land.
- c) Unconditional access to the municipal register.
- d) Migrants have the right to needs-adapted settlement areas.

2. The city reconciles its approach on land use and housing development, to adapt them to the economic, social and cultural needs of the population as a whole, particularly the most vulnerable groups.

The city takes measures to improve the regulation of the local housing market, for purposes of ensuring affordable options for the most vulnerable groups.

The city combats spatial exclusion and segregation with interventions based on social inclusion and diversity.

Furthermore, the city recognizes the right to take up abode of all its inhabitants, by promoting the guarantee of their title of occupancy, in particular for the most vulnerable groups, and especially, for the inhabitants of informal settlements.

In collaboration with other competent authorities, the city takes appropriate measures to offer a decent provisional abode to homeless populations, as well as an adequate site for migrant populations. It allows the administrative abode of homeless people at care associations, in order to ensure that they benefit from social services, particularly health services, in the city.

3. In fulfilling their responsibilities, city inhabitants use their regular home appropriately and promote neighborly relationships. Owners of multiple homes bear in mind that, together with other types of income, housing has a social function.

Suggested Action Plan:

Short-term:

- a) Assess accommodation needs as a function of the city's population profile, and create or strengthen a local service to recognize them
- b) Assess the situation of informal settlements in the city, and dialogue with their inhabitants to provide the security of their possessions and their status, and improve their living conditions.
- c) Immediate stay of evictions that do not respect due process and the principles of proportionality and just compensation as well as the establishment of an alternative protection and accommodation system for evicted people.
- d) Expansion in the availability of public land by way of urban development, planning, and well-devised, area-based distribution, through citizen participation and in favor of the low-income persons.
- e) Include migrant associations and work with them in the processes of negotiation and management of local policies and services related to the right to housing and abode.
- f) Careful attention to the housing needs of transients and other nomad populations.
- g) Adoption of a public or subsidized housing construction plan, affordable for low income people, and a plan for the provision of decent shelters for the homeless.

Mid-term:

- a) Establish a procedure for land domain regularization that establishes timeframes and is non-discriminatory, especially those detrimental to the most disfavored persons and groups. Involve the competent government in this procedure, where applicable. In the event of governmental delay or inaction, or risk of eviction, the inhabitants of informal settlements shall be entitled to legally demand the regularization of their housing.
- b) Enactment of the appropriate regulations to ensure full use of urban land, and of public and private property that is unused, underused or unoccupied, to fulfill the social function of housing. Legislative action on a regional or national scale will be promoted when necessary.
- c) Adoption of a local regulation that ensures the accessibility of housing for the disabled, and establish an inspection plan in collaboration with affected groups.
- d) Adaptation of local regulations to provide for the legal enforceability of the right to housing.

XI. RIGHT TO CLEAN WATER AND FOOD

1. All city inhabitants have the right to potable water, sanitation, and food of appropriate quality.
2. The city guarantees all its inhabitants equal access to potable water and sanitation services, in adequate amounts and quality.

The city guarantees adequate water and food supply for living and prohibits cuts in the supply of water for people in vulnerable situations.

Where competent, the city establishes a public and participatory system of water management and eventually recovers traditional and community systems. It promotes local alternatives for water collection.

3. The city also guarantees all its inhabitants access to sufficient healthy and nutritional food, and that no person is deprived of food for lack of economic means. The city takes measures to mitigate and relieve hunger, even in cases of natural or other types of disasters. In fulfilling their responsibilities, city inhabitants consume water in a manner that respects its conservation, and make appropriate use of facilities and equipment.

Suggested Action Plan

Short-term:

- a) Adoption of a local ordinance, when competent to do so, that prohibits outages of water, for people in precarious situations and ensures adequate quantities for survival.
- b) Establish a sliding-scale rate system which ensures that adequate quantities of water for survival is almost free or very inexpensive, and which increases in step with consumption to penalize waste.

Mid-term:

- a) Negotiate water and energy distribution terms with private sector providers, that are adequate to guarantee the rights provided for under the Charter-Agenda.
- b) Introduces quality control to guarantee food safety.
- c) Establishes in public service school the provision of meals in partnership with local farmers and producers
- d) Facilitates the creation of urban kitchen gardens and subsidized community restaurants.

XII. RIGHT TO SUSTAINABLE URBAN DEVELOPMENT

a) All city inhabitants have the right to a quality urban development, with a social focus, an adequate provision of public transportation, and respectful of the environment.

b) All city inhabitants have the right to electricity, gas and other sources of energy at home, school and in the workplace, in the framework of an ecologically sustainable city

The city ensures that urban development is undertaken with a harmonious balance among all its neighborhoods, which prevents social segregation.

The city takes the necessary measures to achieve a healthy urban environment, and makes particular efforts to consistently improve air quality, and reduce inconveniences caused by noise and traffic.

The city is equipped with an efficient mass public transit system that reaches all neighborhoods in a balanced manner.

The city guarantees equal access to gas, electricity and other sources of energy, in enough quality and quantity, to all its inhabitants

The city prohibits cuts in the supply of gas, electricity and other sources of energy for people in vulnerable situations to guarantee sufficient consumption for survival.

3. In fulfilling their responsibility, city inhabitants act in a manner that respects the conservation of the environment, energy saving and the good use of public installations, including public transportation. The inhabitants also participate in collective community efforts to promote quality urban planning and sustainable development, for the benefit of current and future generations.

Suggested Action Plan

Short-term:

- a) Adopt measures aimed at raising awareness among city inhabitants of their responsibility in the processes of climate change and biodiversity destruction, and at determining the ecological footprint of the city itself, to identify priority action areas.

- b) Adopt preventive measures to combat pollution and the disorganized occupation of land and environmentally protected areas, including energy saving, waste management and reutilization, recycling, and expansion and conservation of green spaces.
- c) Adopt measures against corruption in urban development and against incursion in protected natural land.
- d) Adopt measures to promote collective transportation services accessible and free or cheap to all the city's inhabitants and progressively introduce ecological public transport services.
- e) Where competent, adopt local legal ordinances establishing the prohibition of cuts of electricity, gas and other sources of energy at home for people in a vulnerable situation to guarantee basic need.

Mid-term:

- a) Approval of urban and inter-urban transit plans based on a public transportation system that is accessible, affordable and adequate for different environmental and social (gender, age and disability) needs.
- b) Installation of the necessary equipment in the transit and traffic system, and adaptation of all public or publicly-used buildings, work and recreational places to ensure access for the disabled.
- c) Review urban development plans to ensure that no neighborhood or community is excluded, and that they all have elements of centrality. Planning shall be transparent and organized based on priorities, with greater efforts on the most disfavored neighborhoods.
- d) Metropolitan, and potentially regional and national, planning in terms of urban development, public transportation and environmental sustainability.
- e) Establish a sliding-scale rate system which ensures that minimum consumptions of energy are almost free or very inexpensive, and which increases in step with consumption to penalize waste.
- f) Promotion of sustainable and diverse technologies for energy supply
- g) Establish measures that contribute to the protection of biodiversity on a local scale.

FINAL PROVISIONS

A. Adoption and entry into force of the Charter-Agenda at each city

- The Charter-Agenda shall become effective in each city after it goes through a consultation process that allows the inhabitants of the city to discuss it and adapt the terms of implementation of the action plan to local conditions and to the national legal framework; and upon its acceptance by the city assembly. The same mechanism shall apply for any review of the local Charter-Agenda.
- The Local Charter-Agenda so adopted will be widely disseminated among all city inhabitants.

B. Mechanisms of application

- Cities elaborate precise indicators of the fulfillment of each of the rights and action plans established in the Local Charter-Agenda.
- Cities establish necessary bodies (expert groups, local observatories, independent commission on human rights or joint committee of elected representatives/civil society) to ensure implementation, follow-up and evaluation of the Charter-Agenda at the local level. They may also determine a complaint or mediation procedure (where available, this role could be performed by the local ombudsman).
- Cities establish a public consultation process to evaluate periodically the implementation and effects of the Charter-Agenda.
- Cities establish multi-level cooperation with other competent instances (local, regional, national) in order to ensure the right to the city

C. Role of the city in the promotion of human rights on an international scale

- Cities commit themselves to promote transnational local cooperation both in general, as well as for the implementation of this Charter-Agenda and to encourage respect for human rights worldwide.

- Cities endeavor to collaborate, within their powers, in the drafting of national policies, get involved as stakeholders in international human rights mechanisms (universal periodic review, periodic reports, etc).

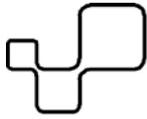
Cities encourage the participation of the civil society, associations and NGOs to the protection and promotion of human rights.



For further information:

**Committee on Social Inclusion, Participatory Democracy and Human Rights
United Cities and Local Governments (UCLG)**

cisdp@cities-localgovernments.org
www.cities-localgovernments.org/CISDP



**United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos**

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 11

✓ For decision

FINANCIAL MANAGEMENT COMMITTEE

Summary and recommendations

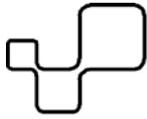
The Treasurer will orally present to the World Council the recommendations of the Executive Bureau concerning the report of the Financial Management Committee

The World Council is invited to:

- 1. Take note of** the Treasurer's report and the recommendations of the Executive Bureau
- 2. Approve** the decisions submitted.

This item of the Agenda will deal with the following issues:

- 1. Approval of the accounts and discharge for 2010**
- 2. Approval of the draft budget for 2012**



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 11.1

✓ For approval

APPROVAL OF THE ACCOUNTS AND DISCHARGE FOR 2010

Summary and recommendations

The accounts for 2010 financial year were approved by the Executive Bureau in Florence. The members of the World Council will find attached the report of the auditors Eurosud for 2010 financial year.

The following noteworthy items occurred in financial year 2010:

Membership Fees

110% of membership fees budgeted for the 2010 financial year was collected by 31 December 2010. This income represents a 41% increase compared to the 2009 financial year.

22% of the total membership fees income belongs to membership fees in arrears to secure the vote rights.

Programmes

For the 2010 programme income amounted to 1,574,441 €, which represent 39% of the total UCLG budget. The main programmes were Gold, Support to decentralization in developing countries and City Future.

Expenses

The majority of expenses are in line with the performed budget and the fact that 2010 was a Congress year.

The World Council is invited to:

1. **Note** the auditor's report ;
2. **Approve** the accounts for 2008 ;
3. **Approve** the allocation of the result according to the following distribution:
 - 47.013,71 € to voluntary reserves.
 - carrying over the remaining balance of 188.054,83 €
4. **Give final discharge** to the Presidents, the Treasurer and the Secretary General for 2010.



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15th June 2011
2011-03

AUDITORS' REPORT

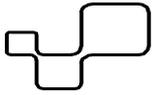
To the members of the Association United Cities and Local Governments

1. We have audited the financial statements of the Association United Cities and Local Governments which includes the balance sheet at 31 December 2010, the profit and loss account as well as the appendix for the year ended at this date. The General Secretary of the Association is responsible for preparing the financial statements of the Association, according with the financial information regulating frame applied to the entity (which is identified at the Note 2 of the joined appendix) and, in particular, with the accounting principles and criteria included in itself. Our responsibility is express an opinion about the quoted annual financial statements as a whole, based on the work realised according with the current regulation of auditing activity in Spain, which require examination, on a test basis, of evidence relevant of the financial statements, and also the evaluation of if their presentation, the accounting principles and criteria applied and the estimation realized, are in accordance with the current regulating frame of the financial information..
3. In our opinion, the enclosed financial statements of 2010 year give, in all the significant aspects, a fair image of the shareholders' equity and the financial state of the Association United Cities and Local Governments as at 31 December 2010 and as of the results of its operations and cash flow for the year ended, in accordance with the regulating frame of the current financial information and, in particular, with the accounting principles and criteria included in itself.

This drafting in English is translated from the Spanish version which is the only official document with legal value.

EUROSUD AUDITORIA S.L.
ROAC n° S1392

Fdo : **Philippe ARRAOU**
ROAC n° 17984



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

**ABRIDGED BALANCE SHEET
2010 FINANCIAL YEAR**

Assets	2010	2009
A) UNCALLED CONTRIBUTIONS FROM FOUNDERS/ASSOCIATES	0,00	0,00
B) FIXED ASSETS	87.079,57	97.685,31
I. Start-up expenses	0,00	0,00
II. Intangible fixed assets	0,00	0,00
III. Property of historic heritage	0,00	0,00
IV. Tangible fixed assets	86.915,61	94.360,10
V. Investments	163,96	3.325,21
C) EXPENSES TO BE SPREAD OVER SEVERAL FINANCIAL YEARS	0,00	0,00
D) CURRENT ASSETS	2.390.726,02	2.554.012,96
I. Contributions called up from founders/associates	0,00	0,00
II. Inventories	0,00	0,00
III. Members and associated receivables	680.615,95	433.800,00
IV. Other accounts receivable	8,31	84.051,59
V. Short-term investments	3.265,21	0,00
VI. Cash and banks	1.702.484,53	2.030.237,45
VII. Accruals and prepayments	4.352,02	5.923,92
TOTAL ASSETS	2.477.805,59	2.651.698,27
Liabilities	2010	2009
A) CAPITAL STOCK	1.561.372,10	1.326.303,56
I. Founding endowment/Accumulated fund		0,00
II. Revalorization reserve		0,00
III. Reserves	216.486,38	211.463,65
IV. Profit/Loss from previous financial years	1.109.817,18	1.089.726,22
V. Profit/Loss for the period	235.068,54	25.113,69
B) RETAINED EARNINGS	309.481,86	818.910,39
C) RESERVE FOR RISKS AND EXPENSES	81.764,31	208.501,93
D) LONG-TERM ACCOUNTS PAYABLE	0,00	0,00
E) SHORT-TERM ACCOUNTS PAYABLE	525.187,32	297.982,39
TOTAL LIABILITIES	2.477.805,59	2.651.698,27



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

**ABRIDGED PROFIT AND LOSS ACCOUNT
2010 FINANCIAL YEAR**

Debit	2010	2009
A) EXPENSES	3.557.279,62	2.265.374,48
1) Monetary aid and others	762.403,27	105.166,82
a) Monetary aid	762.403,27	105.166,82
b) Collaborations and governing body		
c) Reimbursements of aid		
2) Operating expenses	0	0
3) Personnel expenses	1.476.780,87	1.142.266,03
a) Wages and salaries	1.271.334,76	961.606,61
b) Wage costs	205.446,11	180.659,42
4) Reserve for depreciation of fixed assets	24.017,19	46.281,49
5) Other operating expenses	1.434.062,45	844.556,98
6) Variation in operating provisions	-163.664,43	120.845,57
I) OPERATING PROFIT	224.268,25	
7) Financial charges	0	0
a) For debts with group bodies		
b) For debts with associate bodies		
c) For other debts		
d) Losses from investments		
8) Variation in provisions for investments	0	0
9) Exchange losses	12.461,92	3.534,91
II) FINANCIAL PROFIT		8.415,82
III) PROFIT FROM ORDINARY ACTIVITIES	217.902,73	
10) Variation in provisions for tangible and intangible fixed assets and majority holdings	0	0
11) Loss from tangible and intangible fixed assets and majority holdings	0	0
12) Loss from operations with own debentures	0	0
13) Extraordinary expenses	2.538,77	193,32
14) Expenses and losses from previous financial years	7.848,60	0
IV) EXTRAORDINARY PROFIT	17.996,79	55.020,66
V) EARNINGS BEFORE TAX	235.899,52	27.643,05
15) Profit tax	830,98	2.529,36
16) Other taxes		
VI) PROFIT FOR THE FINANCIAL YEAR	235.068,54	25.113,69



United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos

ABRIDGED PROFIT AND LOSS ACCOUNT
2010 FINANCIAL YEAR

Credit	2010	2009
B) I N C O M E	3.792.348,16	2.290.488,17
1) Operating revenue	3.632.715,97	2.088.691,79
a) Membership fees	1.325.275,43	936.984,20
b) Income from promotions, sponsorship and collaborations	733.000,00	136.372,33
c) Grants, donations and legacies attributed to the financial year	1.574.440,54	1.015.335,26
d) Reimbursement of grants, donations and legacies		
2) Sales and other ordinary revenue from commercial activities		
3) Other income	125.151,63	134.631,67
I) OPERATING LOSS		35.793,43
4) Financial income	3.323,93	10.117,43
a) Group bodies		
b) Associate bodies		
c) Other	3.323,93	10.117,43
d) Profit from investments		
5) Exchange profits	2.772,47	1.833,30
II) FINANCIAL LOSSES	6.365,52	
III) LOSS FROM ORDINARY ACTIVITIES		27.377,61
6) Profits from disposal of tangible and intangible fixed assets and control portfolio	0	0
7) Profits from operations with own debentures	0	0
8) Grants, donations and legacies of shareholder equity and others relating to commercial activities attributed to the financial year	13.753,91	39.570,77
9) Extraordinary income	0	98,70
10) Income and profits from previous financial years	14.630,25	15.544,51
IV) EXTRAORDINARY LOSS	0	0
V) EXTRAORDINARY LOSS BEFORE TAX	0	0
VI) LOSS FOR THE FINANCIAL YEAR	0	0

ABRIDGED ANNUAL REPORT FOR THE 2010 FINANCIAL YEAR

1. ACTIVITY

The World Organization of United Cities and Local Governments was constituted on 23 October 2003. Its objectives are set out in Articles 2 and 3 of its Statutes, as follows:

Article 2 Mission

The mission of the World Organization is:

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

Article 3 Objectives

To achieve this mission, the World Organization shall pursue the following objectives:

- a. To promote strong and effective democratic local self-government throughout the world.
- b. To promote unity and cooperation amongst members.
- c. To ensure the effective political representation of local government to the international community, in particular the United Nations and its agencies.
- d. To be the worldwide source of key information and intelligence regarding local government.
- e. To be the worldwide source of learning, exchange and capacity-building, supporting the establishment and strengthening of free and autonomous local governments and their national associations.
- f. To promote economic, social, cultural, vocational and environmental development and service to the population based on the principles of good governance, sustainability and social inclusion.
- g. To promote race and gender equality, and to combat all forms of discrimination that are illegal with regard to international law, and/or illegitimate in relation to the values and policies of the organization.
- h. To be a strong democratic organization, reflecting in its composition and functioning the diversity of the local spheres of governance.
- i. To promote decentralized cooperation and international cooperation between local governments and their associations.
- j. To promote twinning and partnerships as a means for mutual learning and friendship between peoples.
- k. To develop policies, programmes and initiatives within the framework of the World Organization's mission, values and objectives, this implies seeking appropriate means to implement them, within the internal rules of the Organization.

2. CRITERIA FOR THE PRESENTATION OF THE ANNUAL ACCOUNTS

a) FAITHFUL IMAGE

The annual accounts are taken from the accounting registers of the non-profit making association in accordance with current legal accounting provisions. The accounting principles of the General Chart of Accounts for non-profit making associations have been applied in order to faithfully reflect all significant aspects of the wealth, financial situation and results of the World Organization.

b) ACCOUNTING PRINCIPLES

The **WORLD ORGANIZATION OF UNITED CITIES AND LOCAL GOVERNMENTS** has applied the accounting principles established in the General Chart of Accounts for non-profit making associations.

c) COMPARISON OF INFORMATION

The accounting framework used by the World Organization allows it to draw up the annual accounts using the form and content of the different headings established in the General Chart of Accounts for non-profit making associations and applying all obligatory accounting principles and valuation criteria that appear in the General Chart of Accounts for non-profit making associations when recording operations.

3. PROFIT FOR THE FINANCIAL YEAR

The proposed distribution of the 2010 financial-year profit is as follows:

Distribution Base	Amount
Total profit for the financial year	235.068,54
Carried forward from previous fin. year	
Voluntary reserves	
Other reserves	
Total	235.068,54
Distribution	
Remainder	235.068,54
Total	235.068,54

4. VALUATION CRITERIA

The accounting criteria applied to the main headings are as follows:

a) Intangible fixed assets:

This heading is made up of:

- Two computer programs (an accounting program and a Windows server program) valued at their acquisition price. In accordance with Article 11 of Spanish Law 43/1995, Corporate Tax Regulation Annexe (Royal Decree 537/1997) and Article 174 of Law 13/1995, depreciation was carried out following the straight-line method, applying the maximum coefficient of 33%.

b) Tangible fixed assets:

The assets included under this heading were valued at their acquisition price. The assets acquired free of charge were entered into the accounts at their fair market value. The tangible fixed assets for the 2010 financial year were made up of:

- Furniture. Depreciation was carried out following the straight-line method (coefficient: 10%). The furniture received from Barcelona City Council is included under this heading.
- IT equipment. Depreciation was carried out following the straight-line method (coefficient: 25%). The equipment received free of charge from Barcelona City Council is included under this heading.
- Photocopy machines. Depreciation was carried out following the straight-line method (coefficient: 15%). The photocopy machines sold by the Barcelona City Council are included under this heading.

Furthermore, under the transfer agreement by means of which Barcelona City Council transferred the assets mentioned above, in 2005 it also granted the UCLG the right to use the offices occupied by the World Organization headquarters for 20 years, free of charge.

c) Investments:

The amount recorded under this heading corresponds to money deposited corresponding to the obligations of contracts with a duration of more than one financial year.

d) Other Group-1 provisions:

This heading includes a provision for €41.100,70 which was considered prudent in view of the obligations assumed with respect to certain contracts.

The provision for €40,663.61 corresponds to the amount that may be claimed from the organization for grants to delegates who participated in the Founding Congress.

e) Accounts payable:

The organization's debts are all payable in the short term.

f) Profit tax:

The income and expenses of the World Organization are not subject to profit tax, except for bank-account interest.

g) Transactions in foreign currency:

The WORLD ORGANIZATION OF UNITED CITIES AND LOCAL GOVERNMENTS works with three bank accounts: one in euros, one in US dollars and one in dirham. Exchange losses amounting to €12.461,92 were recorded at the close of the financial year, as a result of the difference between the official US dollar-euro exchange rate at 31 December 2010.

All currency operations were entered into the accounts at the exchange rate of the day.

h) Income and expenses:

Expenses:

The World Organization respects the accrual accounting principle. Aid is therefore recorded at the time and for the amount it is granted.

All expenses incurred for purchases and services, including transport costs and any tax on purchases (including VAT), are recorded in the account corresponding to Subgroup 6.

Income:

The income of the World Organization was recorded in accordance with the following criteria:

Membership fees are recorded as income.

All subsidies are recorded when formal notification is received and for the amount granted, except for subsidies from Cities Alliance, which are granted in US dollars and recorded on the date the funds are received in order to keep exchange fluctuations to the minimum. Adjustments are made at the end of the financial year to regularize any modifications.

5. FIXED ASSETS

INTANGIBLE FIXED ASSETS

The movements of intangible fixed assets during the financial year were as follows:

Account €	Initial Balance	Increase	Decrease	Final Balance
Intangible fixed assets Subgroup 21	27.749,64		25.872,64	1.877.00
Depreciation and provisions Subgroup 281 Subgroup 291	27.749,64		25.872,64	1.877.00
Total balance	0,00		0,00	0,00

TANGIBLE FIXED ASSETS

The movements of tangible fixed assets during the financial year were as follows:

Account €	Initial Balance	Increase	Decrease	Final Balance
Tangible fixed assets Subgroup 22	304.217,14	16.572,70		320.789,84
Depreciation and provisions Subgroup 282 Subgroup 292	209.857,04	24.017,19		233.874,23
Total balance	94.360,10			86.915,61

INVESTMENTS

The movements under this heading for the financial year were as follows:

Account €	Initial Balance	Increase	Decrease	Final Balance
Investments Subgroup 26	3.325,21		3.265,21	163,96
Provisions				
Total balance	3.325,21		3.265,21	163,96

6. PROPERTY OF HISTORIC HERITAGE

Not applicable.

7. MEMBERS AND ASSOCIATED RECEIVABLES

The movements under this heading for the financial year were as follows:

Account	Initial Balance	Final Balance
Members and associated receivables	517.851,59	678.441,14
Total balance	517.851,59	678.441,14

8. GRANTS, DONATIONS AND LEGACIES ATTRIBUTED TO THE FINANCIAL YEAR

The amount and characteristics of the grants, donations and legacies are as follows:

Account	2009	2010
Grants, donations and legacies	1.015.335,26	1.574.440,54
Total balance	1.015.335,26	1.574.440,54

The grants recorded under income for the financial year (725) correspond to the expenses incurred in 2010.

9. ACCOUNTS PAYABLE

The organization has no accounts payable with a term of more than 5 years.
Short-term accounts payable amounted to €525.187,32.

10. GROUP AND ASSOCIATE BODIES

The World Organization does not belong to any group or have any subsidiaries.

11. TAX SITUATION

The tax situation of the World Organization was as follows:

Financial-year book result	235.899,52	
	Increase	Decrease
Permanent differences:		
Tax-exempt revenue	3.720.113,07	3.952.688,66
Other differences		
Tax on financial income		
Temporary differences:		
From the current financial year		
From previous financial years		
Offsetting of negative tax bases in previous financial years		
Tax base (tax result)	3.323,93	
Tax rate 25%	0,25	
Total tax liability	830,98	
Withholdings	631,55	
Payments on account	1.025,77	
Tax liability on financial income:		
Total tax to pay off	-826,34	

12. INCOME AND EXPENSES

Income for the financial year amounted to €3.792.348,16.

The monetary aid granted by the organization within the framework of its activity amounted to €762.403,27.

Social security for the financial year amounted to €205.446,11.

13. USE OF PROPERTY FOR OWN PURPOSES

Not applicable.

14. OTHER INFORMATION

STRUCTURE OF GOVERNING BODY

The World Organization is governed by:

- a. the General Assembly
- b. the World Council
- c. the Executive Bureau

GENERAL ASSEMBLY

The General Assembly is made up of the duly appointed representatives of all the members of the World Organization.

WORLD COUNCIL

The members of the World Council receive no remuneration for their work.

EXECUTIVE BUREAU

The members of the Executive Bureau receive no remuneration for their work.

15. STATEMENT OF SOURCE AND APPLICATION OF FUNDS

The following Statement of Source and Application of Funds summarizes the resources obtained during the 2009 financial year, their application and the effect of the operations on the working capital.

APPLICATIONS	2010	2009	SOURCE	2010	2009
1. Funds used in operations	16.676,66	2.014,49	1. Funds from operations	1.125.260,32	-759.018,07
2. Start-up expenses and debt payments			2. Contributions	748.179,90	1.265.029,05
3. Acquisition of fixed assets			3. Grants, donations and legacies of capital and other		
4. Reductions in founding endowment/accumulated fund			4. Long-term debts		
5. Redemption or transfer of long-term debt to short-term			5. Disposal of fixed assets		
6. Provisions for risks and expenses			6. Early redemption or transfer of investments to short-term	3.265,21	
Total Applications	16.676,66	2.014,49	Total Source	-	506.010,98
Excess of Sources over Applications (increase in working capital)	-390.491,87	503.996,49	Excess of Applications over Sources (Decrease in working capital)	373.815,21	

	2010		2009		
CHANGES IN WORKING CAPITAL	€	Increase	Decrease	Increase	Decrease
1. Founders and other called-up contributions		0,00	0,00	0,00	0,00
2. Inventories		0,00	0,00	0,00	0,00
3. Accounts receivable		162.772,67	0,00	194.689,00	0,00
4. Accounts payable		0,00	227.204,93	0,00	-158.258,53
5. Short-term investments		3.265,21	0,00	0,00	0,00
6. Cash and banks		0,00	327.752,92	150.779,91	0,00
7. Accruals and prepayments		0,00	1.571,90	269,05	0,00
TOTAL		166.037,88	556.529,75	345.737,96	-158.258,53
CHANGE IN WORKING CAPITAL		-390.491,87		503.996,49	

16. CRITERIA FOR BUDGET PRESENTATION

The World Council meeting in Guangzhou (11 November 2009) approved the draft budget for 2010.

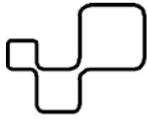
17. BUDGET REALIZATION

The following table shows the budget for the current year, with an indication of the actual figures and differences.

Budget realization (€)

Headings	Expenses			Headings	Income		
	Budgeted	Actual	Difference		Budgeted	Actual	Difference
Operations				Operations			
1. Monetary aid		762.403,27	-762.403,27	1. Profit/Loss from commercial activities			0,00
2. Collaborations and expenses incurred by governing body	2.188.000,00		2.188.000,00	2. Membership fees	1.200.000,00	1.325.275,43	-125.275,43
3. Miscellaneous operating expenses (*)		1.291.539,52	-1.291.539,52	3. Income from promotions, sponsorship and collaborations	720.000,00	733.000,00	-13.000,00
4. Staff costs	925.000,00	1.476.780,87	-551.780,87	4. Grants, donations and legacies attributed to the financial year	1.068.000,00	1.574.440,54	-506.440,54
5. Depreciation, provisions and other expenses	65.000,00	24.017,19	40.982,81	5. Other income	170.000,00	159.632,19	10.367,81
6. Financial charges and similar			0,00	6. Financial income	20.000,00		20.000,00
7. Extraordinary expenses		2.538,77	-2.538,77	7. Extraordinary income			0,00
Total operating expenses	3.178.000,00	3.557.279,62	-379.279,62	Total operating income	3.178.000,00	3.792.348,16	-614.348,16

(*) Miscellaneous operating expenses include consulting services, administrative expenses and overheads, travelling and representation expenses, programme expenses and unforeseen expenses.



**United Cities and Local Governments
Cités et Gouvernements Locaux Unis
Ciudades y Gobiernos Locales Unidos**

UCLG World Council
10 -11 December 2011
Florence, Italy

Item 11.2

✓ For decision

DRAFT BUDGET FOR 2012

Summary and recommendations

The Draft Budget for 2012 was presented to the Executive Bureau in Rabat. The Treasurer will inform the World Council of the Executive Bureau recommendations.

The World Council is invited to:

- 1. Approve** the draft budget for 2012.

	BUDGET 2010	Real 2010	BUDGET 2011	BUDGETARY PROSPECTS 2012
INCOME				
Membership fees	1,200,000	1,325,275	1,268,000	1,155,000
Congress 2013	720,000	725,000	90,000	330,000
Programmes	1,068,000	1,574,441	977,000	884,000
Grant from Catalan Government	125,000	122,606	125,000	100,000
Other grants	45,000	28,384	14,000	13,000
Other Incomes	20,000	16,642	8,000	108,000
Release of provisions		204,803		-
Total Income	3,178,000	3,997,151	2,482,000	2,590,000
EXPENDITURE				
Salaries and charges	925,000	975,252	935,000	960,000
Fees	170,000	154,250	140,000	125,000
Overheads	140,000	179,742	140,000	130,000
Travel and Representation	230,000	242,651	210,000	160,000
Communication and Publications	40,000	49,668	40,000	40,000
Congress	50,000	41,950		
Promotion Congress 2013	470,000	474,261		250,000
Provisions		41,138		
Programmes	1,068,000	1,572,654	977,000	884,000
Unforeseen costs	20,000	7,849	15,000	14,000
Depreciation	65,000	22,668	25,000	27,000
Total Expenditure	3,178,000	3,762,083	2,482,000	2,590,000
RESULT	0	235,068	0	0