

**Item 2**  
✓ For adoption

## WORK PLAN FOR 2022

### Summary and recommendations

The rich legacy of the Durban Congress (including a renewed leadership, 6 regional position papers, 5 policy papers, and 10 manifestos for the decade of action under the umbrella of a strong political declaration) have guided the work plan for 2020 and 2021.

The 2020 World Council mandated the World Organization to pursue a **Pact for the Future** of humanity, based around three principles: people, planet, and government. The work of the World Organization has been geared to develop this pact, with the aim of presenting it at a milestone moment for our organization: The 2022 World Congress in Daejeon.

2022 will build on that collective patrimony that our World Organization has developed over the worst of the pandemic, which is still impacting our world, and pursue the achievement of a **Pact** that will be anchored in the "Power of We", a concept built over 2021, in all of its five work areas. The Power of We is the strength of the municipal movement to break through and contribute to the UN Secretary General's Common Agenda: developing a pact for the future, the localization of the universal agendas, and ensuring the delivery of public services to bring about transformation.

The Daejeon Congress which preparation will constitute a big part of the energies of the World Secretariat and of the processes in the different networks will take place under the moto **Local and Regional Government Breakthrough as One**, as sign of hope for a better normal and commitment to reset models and work in solidarity towards sustainable and caring societies.

The collective learning on display over the past years will be a key building block of the policy processes that will culminate in the Congress and Summit. The **#CitiesareListening** experiences will inform and lead the renovation of our **Town Hall** process where our memberships co-creates with civil society and other actors.

The 2022 Work Plan presented in this document aims at consolidating these aspects supported by strong policy and learning development within the framework of the Global Agendas and Goals. It further builds on the strategic partnership shared with the European Union, based around democratic values, equality and green recovery. It also continues to consolidate the partnership with the Swedish Cooperation Agency, SIDA, around localization and decentralised cooperation.

Annex 1 provides an overview of activities envisaged. Annex 2 provides the updated work plans of the UCLG Consultation Mechanisms and is available directly on UCLGMeets.

### The World Council is invited to:

1. **Adopt** the 2022 work plan.

1. Our network has demonstrated an undoubted resilience and a capacity to innovate, reinstated its commitment with the global agendas, confirming its role as global actor and partner for transformation within the multilateral system, it has remained a beacon of solidarity and an instrument for transformational diplomacy with this and future generations.
2. In line with UCLG's strategic priorities and within the context of our partnership with the European Union, and enhanced by our partnership with SIDA, the 2022 Work Plan will have strengthening democratic values at its core. It will pay special attention to inclusion and equality leaving no one and no place behind. It will further focus on fostering an Ecological Transition that goes beyond technical solutions and towards a new concept of humanity where nature is part and parcel of our rights and obligations.
3. 2022 will bring to life the renewed Strategic priorities, defined in consultation with the whole membership working towards renewed pacts for people, planet and government.
4. The following practical actions are worth highlighting:
  - a) Consolidate the international spaces for dialogue that our advocacy efforts have led to, such as the Local and Regional Governments Forum within the High-Level Political Forum at the United Nations. This work will be developed through increased dialogue with national governments powered by the membership and the Global Taskforce.
  - b) Enhancing policymaking through renewed collaborations with partners, sister organizations and under the guidance of UBUNTU inspired by the Policy Councils discussions. Special attention will be given to the New Urban Agenda in its evaluation year and the Quito+5 process including the convening of the World Assembly of Local and Regional Governments.
  - c) Put equality and care at the centre of our work through researching the paths to addressing the structural inequalities (focus of our GOLD Report) that our urban era is founded upon and foster renewed local financing systems for much stronger and renewed service provisions building on the lessons learned in the COVID context (focus of our Rome and Lampedusa Charters, our work on digital rights and the IMIF fund and local finance strategy).
  - d) Scale up the capacity of UCLG as a learning network (LearningWithUCLG) through the development of new modules, trainings and platforms but also fostering decentralized cooperation and solidarity with specific tools (International Solidarity Fund).
  - e) Identify and highlight successful implementation efforts at local level through the Local4Action HUBs which should be multiplied and inform our research in 2022.
  - f) Empower the network through an external assessment process which can contribute to shaping the organization for the high expectations of its diverse membership.
5. All of the above underpinned by structural global dialogues with the civil society, as a follow-up from the Town Hall of Durban in the #CitiesAreListening Experiences.

## Item 2 – Annex 1

### WORK PLAN FOR 2022

#### 1. Implementation – We act

*UCLG will foster, identify and highlight successful efforts by the UCLG membership to achieve the global agendas through localization at the local and territorial level, in particular through the establishment of Local4ActionHubs.*

##### 1.1. Supporting members to deliver their implementation initiatives

###### CORE ACTION:

- Foster the establishment of a system of decentralized cooperation programmes to facilitate the **exchange of experiences on how to achieve the SDGs, the New Urban Agenda, the Paris Agreement and the Sendai Framework and prepare our movement for the implementation of our Common Agenda.**
- **Establishment of Local4Action Hubs**
- Develop demand-driven learning towards the localization of SDGs, supporting implementation.
- **Raise awareness** of the global goals among local and regional governments so that they can localize them.
- Implement the initiative of the **Global Compact of Mayors.**
- Develop platforms and publications that will showcase what members are doing.

#### 2. Advocacy and Policy – We advocate

*We will continue developing the policymaking of the World Organization, aimed at building stronger advocacy momentum. Greater acknowledgement and recognition of the amplified and articulated voice of the constituency will be sought through a consolidated Global Taskforce and a strengthened World Assembly of Local and Regional Governments, facilitated by UCLG with the active participation of other local and regional government networks, as joint representation mechanisms for the constituency.*

*The development of the Pact for the Future of Humanity that UCLG was mandated to develop in our World Council in 2020, will be at the core of our policy and advocacy efforts. The axes of the Pact (People, Planet, and Government) will be the guiding force on the key themes that UCLG delivers on during the year.*

*We will push for the transformation of the social contract through a strengthened partnership with the international community, the renewal of our Town Hall track with the civil society, and building on the conversations with our communities to achieve the Global Agendas through active localization of the SDGs and powered by the New Urban Agenda.*

##### 2.1. Partnerships with the international community

###### 2.1.1 Alliance with key international partners

###### CORE ACTION:

- Enhance the involvement of local and regional governments in the renewed UN-Habitat governance structure and develop advisory collaboration in its flagship programmes.
- Continue the implementation of the renewed **MoU with UN-Habitat.**
- Continue the development of the agreement with **UNICEF** on enhancing the protection of children's rights.
- Foster the implementation of an agreement with the High Commissioner on Human Rights
- Develop a collaboration agreement with FAO and the World Food Centre of Valencia
- Consolidate the **Forum of Local and Regional Governments** at the High-level Political Forum on Sustainable Development (HLPF).
- Ensuring the Secretariat of the **World Forum on Cities and Territories of Peace**
- Consolidate the partnership with the **Swedish International Development Agency (SIDA).**
- Continue the collaboration around the **Generation Equality** process, as co-chair of the **Action Coalition on Feminist movements and leadership**, engaging outcome commitments as the **Global Alliance on Care.**

- Continue the collaboration with **FAO** in of follow-up of the efforts and outcomes of the **UN Food Systems Summit**, in order to consolidate presence of local and regional governments in the multilateral agendas on food.

#### **ENHANCED ACTION:**

- Consolidate the **multi-stakeholder partnership for local action in SDG implementation**, “Local 2030”, by the United Nations Secretary General Executive Office building on the initiative “**Localizing the SDGs**”.
- Strengthen the involvement of local and regional governments in the implementation and follow-up of **National Urban Policies**, promoted by UN-Habitat, in partnership with the OECD and Cities Alliance.
- Foster the mobilization of the constituency for the **HLPF 2022**, on goals 4, 5, 14, 15, and 17, as well as for the UN General Assembly
- Foster the representation of the constituency on the forums on Financing for Development.
- Organise regular dialogues with national missions before the UN.
- Actively contribute to the implementation of the Global Compact of Migration at local level.
- Continue providing inputs to the General Assembly of Partners.
- Develop the participation of the constituency in the Stockholm +50 process

#### **ENHANCED ACTION via our partnership with SIDA:**

- Enhanced participation of **Least Developed Countries** and foster dialogue among stakeholders through the **Local4Action HUBs initiative**
- Contribute to the visibility of the Local 2030 initiative through the **Local4Action HUBs**, to complement, enhance and empower the solutions and partnerships promoted by Local2030. Integration and development of new Local4Action HUBs experiences from partner institutions or UCLG priorities, showcasing the local commitment to the 2030 Agenda, as well as new global dynamics, in line with the Global sustainability and Resilience leading to the 2022 Congress.

### **2.1.2 Relations with the EU**

#### **CORE ACTION:**

- Continue to promote a **high-level dialogue with the European Commission (EC)**: develop the high-level segment established within the Policy Forum on Development (PFD) in partnership with the other associations of local authorities (ALAs) partners, to encourage the involvement of elected representatives of local and regional governments (LRGs) in a policy dialogue with EC, EU and Member State representatives. Main focus during the next year: 1) promote an enabling environment for local authorities and civil society organizations (CSOs) for the implementation of the SDGs and within the implementation of the provisions of the new European Consensus on Development; 2) the future of the partnership between the EU and Africa Caribbean Pacific (ACP) countries.

#### **ENHANCED ACTION:**

- **Develop briefings and support the participation** of the Regional Sections and membership to influence regional fora.
- **Create training opportunities for staff of UCLG Sections** and regional leaders on the process of strategic dialogue with the EC to ensure greater involvement and follow-up (linked with Secretariats Retreats).
- Promote debates on the topics of the EU development policies and global agenda in UCLG Governing Bodies.
- Support the preparations of the EU Policy Forum on Development, the preparations of the renewal of the FPA with the European Commission and active participation within PLATFORMA.

### **2.1.3 Relations with other key partner organisations**

#### **CORE ACTION:**

- UCLG will be a co-convenor of **Urban20** 2022 under the presidency of Indonesia.
- Participation in the **Cities Coalition for Digital Rights** as part of its focus on the next generation of rights.
- Continue the implementation of the **MoU** with the **ILO**.
- Strengthen the **collaboration** with the **IOM** towards the implementation of the Global Compact on Migration.
- Strengthen the collaboration with the **FAO** towards the involvement of the constituency within processes related to food systems.
- Strengthen collaboration with the **WHO** on health in cities and health beyond healthcare
- Continue the implementation of the MoU with **OECD** to improve structural collaboration and contribute to the G20 SDG Localization Platform facilitated by OECD.
- Continue the implementation of the MoU with **AFD** and collaboration with **MAE-France**.
- Continue collaboration with **DeLog** in the framework of the process of localization and implementation of the SDGs.

- Continue the implementation of the agreement with the government of Morocco for intermediary cities.
- Development of partnership with the private sector through the **Global Compact**.
- Continue the collaboration with partners of the **#culture2030goal campaign** on the cultural dimension of the SDGs, and strengthen the partnerships with key global civil-society networks and actors on “culture in development”.

#### **ENHANCED ACTION:**

- Develop an agreement on Decent Work together with **WIEGO**, the **ILO**, and **Cities Alliance**.
- **Further promote the notion of the Right to Housing** within the Right to the City together with other partners Slum Dwellers International and International Habitat for Humanity.

### **2.1.4 Review of the New Urban Agenda**

2022 marks the year of the review of the New Urban Agenda. It is a critical milestone for the year and for our constituency, which gathers the **World Assembly of Local and Regional Governments** to follow-up and review the New Urban Agenda on a yearly basis.

#### **CORE ACTION:**

- Consolidate the **World Assembly of Local and Regional Governments** as the political voice for deliberations with the UN on the follow-up and review of the New Urban Agenda and begin preparations for the following gathering of the **WALRG in the framework of the UCLG World Congress 2022**.
- Harness the Policy Council on the New Urban Agenda in the preparations towards Quito+5
- Prepare the constituency for the UN High-Level Meeting on the Effective Implementation of the New Urban Agenda.
- Participation to the Executive Director Advisory Group (SAGE).
- Participation to the UN Habitat Executive Board.
- Contribution to the Global Assembly of Partners.

## **2.2. Policy**

### **2.2.1. Develop the policymaking aspect of the World Organization**

#### **CORE ACTION:**

- Develop specific and thematic **Policy Briefings based on the deliberations of the UCLG Policy Councils** on key policy issues in the advocacy moments of the World Organization
- **Map policy areas** that will become relevant for future advocacy and policymaking of the Members
- **Translate** the inputs resulting from the Policy Councils and Committees **into policy papers and positions**
- **Seek articulation** between the policies of the Sections and the global policy development in particular through the revitalization of the **Assembly Track leading up to the UCLG World Congress 2022**
- Follow-up on the structural dialogue with civil society set up through the **Town Hall Meetings** of the World Congress, building on the **#CitiesAreListening** Experiences, contributing to align priorities between partner stakeholders and our municipal movement.

#### **ENHANCED ACTION:**

- Ensure cooperation with **PLATFORMA** through the **Specific Grant Agreement**, following the framework of the **Specific Objectives**, in particular strengthening the contribution by European local and regional governments to European development policy.
- Provide inputs for the policy campus to be developed with Sections and Consultation Mechanisms.

#### **ENHANCED ACTION via our partnership with SIDA:**

- Set up regular contributions of the **UBUNTU Advisory Panel** through papers, articles or briefings on the UCLG Knowledge platform, via UCLG Publications and in the media.
- Organize bi-annual meeting of the UCLG-UBUNTU Advisory Panel, at the UCLG Retreat and at least at one of the Annual Executive Bureaus or World Congress.
- Establishment of **regional coalitions of elected women** in local government and from the civil society to raise awareness and visibility of women’s leadership.
- Ensuring inputs from least developed countries to the policy making processes and develop special focus areas of specific interest for that part of the membership.
- Enhance the UBUNTU advisory Panel through the inclusion of more advisors, and involving further in the provision of advice, fostering in-depth debate and formulation of analysis on the role of cities in the post-crisis period. Additional experts will be called upon to provide inputs and specific guidance.

## 2.2.2 Policy Areas with special attention – Towards the Pact for the Future

### People

#### 2.2.2.1 Gender Equality -Strengthening the feminist municipal movement.

##### CORE ACTION:

- **Continue the development of the All-UCLG Gender Strategy**
- **Ensure the inclusion of the agreements reached in the Blue Prints of the Generation Equality Coalitions in the UCLG work plan**
- **Continue developing the concept of Feminist Municipal Leadership**, including **launch of third publication** on the topic, focused on responses of local and regional governments to the pandemic, in collaboration with UCLG Ubuntu Adviser on Gender.
- Continue the development of the initiative on gender-based violence, especially in public spaces, with the UCLG Committee on Social Inclusion, Participatory Democracy and Human Rights, co-led by Seine-Saint Denis.
- Continue to provide significant recommendations and spaces for exchange on addressing the disproportionate impact of crisis on women and girls, LGBTIQ+ and other communities, for example in regards to access to public services, especially on health, digital rights, decent jobs, etc
- Contribute to the **Global Alliance of Care**, emphasizing the importance of **local systems of care** by local and regional governments.
- Participate at the 66<sup>th</sup> Session of the **Commission on the Status of Women (CSW)**, as well as in the follow-up spaces of the Generation Equality Forum.
- Continue to promote gender equality in the localization of the SDGs, especially contributing to the **review of the SDG 5**, which will be carried during the High-level Political Forum in 2022 (HLPF).
- Continue to promote gender equality as a **cross-cutting agenda throughout the World Organization**.
- Continue to support regionally focused endeavours on gender and equality, as the **African Charter for Gender Equality**, promoting, when adequate, the exchange and collaboration with other global and regional processes

##### ENHANCED ACTION via our partnership with SIDA:

- Establish a **multi-stakeholder platform** to **document and advance women’s public leadership and** local gender-responsive strategies, through the **Local4Action HUB**
- Follow-up the Town Hall process on gender equality through **#CitiesAreListening**
- Develop the follow-up of the **Beijing+25 process**
- Implementation of the partnership with **UN-Women**.
- **Develop** the project with the Open Society Foundations programme for Latin America, which will analyze the different responses of local and regional governments to the pandemic and multisectoral crisis, particularly in relation to care, with a focus on the most vulnerable populations.

#### 2.2.2.2. Rights agenda – Protecting our communities and leaving no-one behind

##### CORE ACTION:

- Continue developing a joint narrative for the organization that leads policy, advocacy and practice towards the launch of the **Lampedusa Charter**, engaging the constituency through articulated consultations with Policy Councils, Regional Sections, partners and stakeholders.
- Continue ensuring the representation of the local and regional governments in global discussions on migration and in particular the **Global Compact for Migration and Global Compact for Refugees**.
- Support policy preparations and advocacy milestones of the **Global Forum on Migration and Development and Regional Fora** and the **International Migration Review Forum (IMRF)** as an active contributor to the **UN Network on Migration**.
- Strengthen connections between global migration governance and other relevant agendas, namely through SDG localization and strengthened links with the New Urban Agenda.

##### ENHANCED ACTION:

- Transferring policy and cooperation outputs to UCLG Network through **Community of Practice on Migration**, the **Policy Council on the Right to the City** and synchronized work with Regional Sections
- Development of learning activities.
- Enhance monitoring and reporting towards the International Migration Review Forum.
- Enhance multi-stakeholder spaces to strengthen partnerships and local to national dialogue and influence national and global regulations, as well as GCM and GCR implementation.
- Expand the thematic scope of core areas of work for local migration governance to address discrimination, climate, child-sensitive approaches, alternatives to detention and pathways to regularization.
- Bring the community of cities together to identify and address priority topic areas they would like to address from the framework in the Policy Paper on Inclusive and Accessible Cities.

- Foster the presence of the constituency at the accessibility milestones in 2022: the Zero Project Conference, the Global Disability Summit, the meetings of the Committee on the Rights of Persons with Disabilities, the 15th COSP, the 11th World Urban Forum, High Level Political Forum and the International Day of Persons with Disabilities.
- Development of the Capacity Building and Learning Tools.
- Promote the Strategic Dialogue with UN Bodies, Civil Society and Private Sector Stakeholders.
- Accessibility and Universal Design mainstreaming in other UCLG Policy Areas.
- Research to promote evidence-based policy making and advocacy priorities.
- Improved accessibility of Secretariat.
- **Further promote the notion of the Right to Housing** within the Right to the City together with other partners, such as Slum Dwellers International and International Habitat for Humanity.
- Promote networking around the 10<sup>th</sup> anniversary of the **Global Charter-Agenda for Human Rights in the City**.
- Continue the development and fostering network of the **UCLG Community of Practice on Housing**
- Measurably increase the commitment of network to the Human Rights based approach to inclusion and equity through continued peer dialogue, exchange and learning through the Community of Practice; increased dialogue and collaboration with civil society, the United Nations mechanism and special procedures related to the rights of persons with disabilities and older persons; collection and sharing of data highlighting the strategic role of local and regional governments towards the implementation of the CRPD and the Global Compact on Inclusive and Accessible Cities.

## Planet

### 2.2.2.3. Ecological transition and resilience

#### CORE ACTION:

- Implement the **cooperation agreement** with UN-Habitat on Urban Resilience and Disaster Risk Reduction

#### ENHANCED ACTIONS:

- Foster the political mobilization of the constituency for **COP27** defining the post-2020 era of climate agreements and LRG Day together with COSLA
- **Race-to-Zero Dialogues** and workstream on climate governance and vertical integration.
- Drafting of a UCLG Position Paper on Ecological Transition.
- Continue the joint work with sister organisations on Ecological Transition and Biodiversity towards the second part of **COP15 of Convention on Biological Diversity**.
- Support and ensure political mobilisation and coordination with **ICLEI and Regions4**, preparations of the **UN Oceans Conference**.
- Continue the implementation of the agreement with the **International Union of Public Transport** to develop innovative policies on mobility that will contribute to social inclusion and the ecological transition.
- Continue building on the work of the **Community of Practice on Mobility** to facilitate knowledge and best practice exchange among local and regional government members.
- Engage in potential trainings and advocacy activities with **UITP** and targeted communications campaign on promoting trust for citizens in taking public transport as part of the **#CitiesAreListening**.
- Continue to facilitate the implementation of the Global-Regional Coherence Project, in close coordination with UCLG Regional Sections and ICLEI, and to strengthen the leading role of UCLG in **the Global-Regional Coordination Coherence Working Group** (GRC group) of the Global Covenant of Mayors (GCoM) and bilateral implementation with the Regional focal points and counterparts.
- Preparations of the **7th Global Platform on Disaster Risk Reduction**, implementation of the **partnership with UNDRR**, participation to the **Global Alliance of Urban Crisis (GAUC)** and follow-up of **CUF Solidarity Fund**.
- Preparations of the **9th World Water Forum** and participation to the Pilot Group on implementation the right to water and sanitation.
- Continue the engagement in the **Urban Food Systems Working Group** and other mechanisms developed around the UN Food Systems Summit, for the preparations of the **FAO Nutrition4Growth Summit** and towards enhancing the food democracy agenda in the world organization, including through the Forum of Regions.

#### ENHANCED ACTION via our partnership with SIDA:

- Aid African and Latin-American cities in implementing the Sendai Framework for action at the local level, building on the experience of UCLG-Africa.

## Government

### 2.2.2.4. Finance

#### CORE ACTION:

- Step up the **UCLG Strategy on Localising Financing** by identifying and engaging in the most relevant global venues and key partners with whom to promote a common agenda, based on the orientations provided by the policy paper written by Barbara Samuels, UCLG Ubuntu Advisor on local finance.
- Convene a third meeting of the **Malaga Global Coalition for Municipal Finance**.
- Consolidate the ongoing missions and multiply the offer of technical assistance and financial support for local and regional governments through the **International Municipal Investment Fund**.

#### ENHANCED ACTION:

- **Finalise the policy paper** prepared by Barbara Samuels, UCLG UBUNTU Advisor on local finance, which outlines the spaces and the crucial partnerships needed to strengthen our advocacy work in support of the municipal finance agenda.
- Promote and debate the **policy paper's recommendations with UCLG governing bodies including the Policy Council on Territorial Multilevel Governance and Sustainable Financing** and take follow-up action.
- **Convene a third meeting of the Malaga Coalition for Municipal Finance by mid-2022** (i) to update and adjust the Coalition's three core policy areas: rebuilding the local fiscal space, channelling capital towards local level investments and creating the adequate multi-stakeholder partnerships for local infrastructure and (ii) to agree on a roadmap of the Coalition for the next years.
- **Formalise the Standard Operating Procedures of the International Municipal Investment-Technical Assistance Facility (IMIF-TAF)**.
- Finalise the **financial structuring of two IMIF pilot projects** (in Kumasi, Ghana and Chefchaouen, Morocco) and put in place the corresponding financial support (loans and equity)
- **Scale up the technical assistance and financial orientation offer of the IMIF-TAF**, based on the pilot cases.

### 2.2.2.5. Intermediary Cities

#### CORE ACTIONS:

- Continue the development of the UCLG Forum on Intermediary Cities as a consultation and policy development process, building on the Kütahya Declaration, through a roadmap on the critical issues raised and agreed during the World Forum.

#### ENHANCED ACTION:

- Develop cross activities with the Forum of Regions to put resilience at the core of activities.
- Continue to develop the relationship with the G20 under this subject.

### 2.2.2.6 Forum of Regions

#### CORE ACTIONS:

- Consolidate the Forum as a statutory part of the organisation by strengthening cooperation with all the regional sections.
- Strengthen the presence of regional governments in the statutory bodies and in the Policy Councils.
- Promote the integration of regional governments in global agendas and multilateralism, in accordance with their key role in the transformation of territories.
- Implement the agreements contained in the Declaration of the 1st World Forum of Regions.
- Organize spaces for the exchange on the unique role of regional governments to enable a territorial and integrated approach in the localization and implementation of major global agendas.
- Bring together and enhance the collaboration with sister networks working with regional governments, to strengthen the collaboration and joint voice of the constituency of local and regional governments.

## Cross-cutting areas

### 2.2.2.7. Culture

#### CORE ACTIONS:

- Consolidate UCLG as the global organisation that leads the international debates on the role that culture plays in local development

- Organise the 5th edition of the “UCLG - Mexico City – Culture 21” International Award, in cooperation with Mexico City.

#### ENHANCED ACTIONS:

- Prepare the 5th UCLG Culture Summit (city TBC) in April-June 2023.
- Organise a range of online seminars, webinars and meetings on the role of culture in sustainable development.
- Support the UCLG Sections in the implementation of the capacity-building programmes on culture in the localisation of the SDGs.
- Transferring policy outputs to the UCLG Policy Councils, particularly the **Policy Council on Opportunities for All, Culture and City Diplomacy**, and aligning with their narrative, and strengthening synergies with other core policy areas.
- Involve members and partners in the implementation of the Rome Charter.
- Consolidate the peer-learning programmes on culture in sustainable cities (Leading Cities and Culture21LAB), evaluate the programme of Pilot Cities and expand the programme of Seven Keys.
- Consolidate the global portal of good practices “OBS” on culture in sustainable cities.
- Continue the collaboration with partners of the #culture2030goal campaign on the cultural dimension of the SDGs and a standalone Culture Goal, and strengthen the partnerships with key global civil-society networks and actors on “culture in development”.
- Disseminate the reports on “Culture and Gender Equality”, “Culture and Climate-resilient Development” and “The place of culture in the Voluntary Local Reviews”, and explore the realization of a new report on “Culture in the implementation of the SDGs: synergies (positive interactions) and trade-offs (negative interactions)”.

### 2.2.2.8 Health beyond healthcare

#### CORE ACTIONS:

- Build on the collaboration between WHO and UCLG
- Harness the full potential of the partnership between **UHC2030** Movement and **UCLG** to bring the voices of the municipal movement to the high-level meeting on health in 2023
- Support and deliver advocacy on the need to achieve Universal Healthcare through initiatives such as the #CitiesAreListening and Town Hall track of the UCLG World Summit, and campaigns for global health coverage during World Health Coverage Day

### 2.2.2.9 Peace

#### CORE ACTIONS:

- Consolidate, in collaboration with UNDP, the Forum of Cities and Territories of Peace as the leading local-global gathering on peacebuilding, develop the Secretariat of the Forum and facilitate the transition between the city of Mexico, host of the 3<sup>rd</sup> World Forum, and Bogota, host of the upcoming 4<sup>th</sup> World Forum that will take place in 2023.
- Promote and disseminate the outcome document of the 3<sup>rd</sup> World Forum on Cities and Territories of Peace within the World Organization, as an integral part of the Pact for the Future and as part of the UCLG strategy on Peace.
- Renew the **UCLG Peace Prize**, in collaboration with VNG international, and develop stronger linkages between the **Prize** and the **Forum**
- Promote the UCLG narrative on Peace and develop, jointly with the city of Daejeon, the element of peace for the upcoming **UCLG World Congress**.

## 2.3. Representation and amplification

### 2.3.1. Strengthening of the Global Taskforce

#### CORE ACTION:

- Consolidate the **Global Taskforce (GTF)** of LRGs as the constituency’s technical consultation mechanism.
- Continue revitalizing the **United Nations Advisory Committee for Local Authorities (UNACLA)**.
- **Ensure the leading role of the Global Taskforce through the High-Level Political Forum and the UNGA, among other key policy issues.**
- Represent local governments in the **Cities Alliance Governing Structure**.

#### ENHANCED ACTION:

- Ensure **links between the GTF and the PFD**, in collaboration with the AIMF, CEMR and PLATFORMA, CLGF and UCLG Africa.
- **Facilitate regular meetings and communication between GTF members**; including support for attendance, and the preparation of the Annual Meeting of the Global Taskforce.

### 2.3.2. Strengthen the representation of the global UCLG network

#### CORE ACTION:

- Participation of specific **UCLG Sections at key international events**.
- Support **publications on policy positions by specific UCLG Sections**.
- Develop a **dedicated newsletter** and briefing materials on the above-mentioned summits.
- Put in place **policy dialogues** with other constituencies, as well as with key actors in the international community.
- Develop messaging and **awareness campaign strategies**.

## 3. Monitoring and reporting – We research

*The aim of the next GOLD VI Report on "Pathways to urban and territorial equality: Addressing inequalities through local transformation strategies" to be published in 2022 is precisely to tackle the need for equality. It will approach the multidimensional focus on inequalities and promote a broad participatory methodology involving UCLG network, civil society organizations and academia.*

*The GOLD VI report will analyse evidence of and articulate possible responses to the multiple manifestations of inequalities, mainly on their territorial dimension, and the opportunities for local and regional governments to take practical and collective actions against those inequalities. We will contribute to local and regional governments' storytelling, informing the reporting by national governments and other stakeholders. We will strive to ensure that local experiences influence the actual implementation and assessment of the agenda.*

### 3.1. Showcasing the contribution of local and regional governments to the SDGs

#### CORE ACTION:

- Co-organize **thematic dialogues** on the priorities identified by the Executive Bureau.
- Strengthen the **UCLG-UBUNTU Advisory Panel**, gathering experts and institutional partners to help develop intelligence and a forward-thinking agenda.
- Continue consultations with task teams of local leaders from different regions, with the support of UCLG policy development and consultation mechanisms and experts, to follow up on the results of the implementation.

#### ENHANCED ACTION:

- Organize consultations to promote a broad debate at all levels on key issues relevant to the agenda of LRGs.

### 3.2. Global Observatory on Local Democracy and Decentralization

#### 3.2.1. GOLD REPORT

#### CORE ACTION:

- Final revision of the content, edition and publication of the **sixth Report of the Global Observatory on Local Democracy and Decentralization (GOLD VI)** focused on the state of urban and territorial inequalities worldwide
- Dissemination of the report and ensuring the key findings are useful to improve the policy-making process

#### ENHANCED ACTION:

- Collect case studies and evidence-based practices through the **sixth GOLD Report on the state of urban and territorial inequalities worldwide**.
- Develop, review and validate the different GOLD VI Report contributions following a participative approach developed by UCLG members, the main civil society networks and academia partners.

- Develop and **disseminate the GOLD VI sub-products** foreseen: both related to the contents and to the process.
- Promote the inclusion of the GOLD V and GOLD VI Reports findings and recommendations in relevant for a and work areas and to improve the policy-making process.
- Promote GOLD VI process and gather academic expertise and use a methodology that involves directly engagement with local and regional governments, civil society organizations and experts from around the world.

### 3.2.2. Emergency Governance Initiative

#### CORE ACTION:

- Coordination of the development of the Emergency Governance Initiative for Cities and Regions to analyse the impact of the current global health crisis and the recovery process on the governance of our cities and territories.

#### ENHANCED ACTION:

- Develop and disseminate the Analytics Notes and Policy Briefs on the impact of COVID-19 in the institutional framework and decentralization/recentralization trends for the future; access to public services and urban development policies; citizen participation, democracy and representation; and governing housing and climate emergencies.
- Production of the final report that will summarize the analyze developed between 2020 and 2022, to be published for UCLG's World Congress in 2022: "Towards an emergency governance framework"

### 3.2.3. HLPF Report and SDG localization

#### CORE ACTION:

- Facilitation and coordination of the Local and Regional Governments' Report to the 2022 HLPF.
- Enhance consultation with UCLG members and GTF partners on the country-by-country evolution of the SDGs localization process (analysis based on the VNRs presented to the HLPF in 2022 as well as those presented the previous years, and on the GTF annual survey distributed by UCLG, its sections and GTF members)
- Development of other actions (Voluntary Subnational Reviews, Community of Practice on VLRs, Cross-Institutional Working Group) that aim to support the SDG localization process around the world.

#### ENHANCED ACTION:

- Collect case studies and evidence-based practices through the **HLPF Report on the Localization of the SDGs**. It will also strengthen the follow-up of the implementation of the New Urban Agenda.
- Support the Permanent Working Group on Capacity and Institution Building and UCLG Sections to gather information on Local Government Association consultations for SDGs implementation.
- Support several national local government associations from some of the reporting countries in the development of Voluntary Subnational Reviews that give account of the state of SDG localization in their countries, permeate the national reporting process and advocate towards an enabling environment for local and regional governments in the country. Coordination and follow-up on the work of the previous associations that elaborated a VSR in 14 countries in 2020 and 2021, and publication of the VSR Guidelines.
- Continue to develop the collaboration with UN-Habitat on the VLR Guidelines Series; the third volume on Megacities and VLRs is scheduled to be published in the last quarter of 2022.
- Continue to **support the Cross-Institutional Working Group on SDG monitoring** that aims to improve the different processes related to monitoring the localization of the SDGs.

### 3.2.4. World Observatory on Subnational Government Finance and Investment

#### CORE ACTION:

- Carry out the **full update of the financial data and qualitative information for a third edition of the Report of the World Observatory on Subnational Government Finance and Investment**.
- Promote the access to reliable data on subnational government finance and incentivise the exchange on best practices and innovative experiences on the ground, through the dissemination of the **UCLG MOOC on Subnational Government Finance, the World Observatory's 2022 report and the FMDV-led Local Finance Knowledge Hub**.

#### ENHANCED ACTION:

- **Launch and monitor the update of 60+ country profiles for the 2022 report of the World Observatory**, including a specific section dedicated to the financial impacts of the COVID-19 crisis.
- **Organise two webinars and draft a research paper on the state and trends of property taxes** (as part of an effort to strengthen municipalities' own-source revenues in developing countries), based on the findings of the Observatory.

- **Publish the third report of the World Observatory**, including an extensive summary of key findings
- In collaboration with the OECD, **organise an international conference** to promote the report and further disseminate its findings in several national, regional and international venues (e.g. Africities 9)
- Support the FMDV in the **expansion of the Local Finance Knowledge Hub**, with the continued production of interviews with practitioners regarding their work to support subnational government finance.

### 3.2.5. Monitoring component of the Local4Action HUB

#### ENHANCED ACTION via our partnership with SIDA:

- Develop the monitoring component of the **UCLG Local4Action HUBs** with SIDA support.
- Enhance the **GOLD online platform** with new tools and capacities, as part of the UCLG Local4Action HUB, with:
  - **Good Practices and Experiences** developed by local and regional governments that illustrate innovative strategies for the localization of the SDGs and the NUA
  - Support specific **UCLG Sections' research work on enabling environments for sustainable urbanization**.
  - Send a Newsletter to all members with new features and contents

## 4. Learning – We learn

*UCLG will consolidate itself as a learning network through three main axes the training of trainers, facilitating peer to peer learning experiences and pay particular attention to the trainer community gathered in the learning forum. The Learning Strategy of UCLG has evolved over the last years; and we will continue to disseminate our work around localization with local and regional governments associations, bringing localization to life by developing new methodologies to train trainers, developing on-line tools and helping to enhance local governments policies and public services.*

*Drawing on members' experience and mechanisms, UCLG will continue to transform practical and network knowledge into learning modules that allow upscaling of lessons learned and enhancing learning methodologies, as well as renewed partnerships building on cooperation and peer-to-peer learning*

### 4.1 The learning agenda

#### CORE ACTION:

- Enhance and interconnect **learning opportunities**. Connect practical knowledge and existing initiatives of members and networks, and facilitate connections between members and networks themselves (Sections, Committees, Fora, Working Groups, Communities of Practice and partners).
- Densify and highlight the opportunities of files and knowledge lead inside the UCLG secretariats
- Foster cooperation & learning between donors, experts and practitioners around certain topics.
- Connect global policy narrative to practical learning and evidence of cases
- Build further on the existing partnership with UN Habitat, in localizing and in resilience and planning
- Engage UNDP and UN Habitat in the process of module roll out (development, roll out, monitor)
- Expand partnership activities with UNDRR and the MCR, including associates
- Continue the South-South learning partnership and LED with the **ILO**
- Evaluate and upscale Peer learning on migration in Mediterranean project
- Continue partnership with connective cities to broaden peer learning on several themes
- Support the Guangzhou award with methodological advice

#### ENHANCED ACTION:

- Develop **Training of Trainers** and **peer-to-peer learning events** around the world to contribute to the localization of the SDGs, the New Urban Agenda and the Sendai Framework.
- Engage and support trainers and skills
- Support and **document learning** methodologies and good practices of members

#### ENHANCED ACTION via our partnership with SIDA:

- Support the overall UCLG strategy with targeted training of trainers on global agendas.
- Develop **training of trainers' activities** to broaden the scope of action of members involved in the localization process of the Sendai **Framework**.
- Support and promote a **Learning Guide** that will provide local governments with guidance for crisis preparedness and response strategies.
- Expand the localization of SDG through practical long-term engagement of members
- Support African and Asia-Pacific cities to include a culture dimension in local policies.
- Organize **learning events for specific UCLG Sections**.

## 4.2 Learning Forum

### CORE ACTION:

- Offer a virtual space for member to learn and share
- Develop self-paced online training in order to scale up the UCLG Learning Activities.
- Develop partnerships with academia and learning labs.
- Support and involve members of Committees, Communities of Practice, Working Groups and Fora to create learning activities and tools.
- Strengthen the online learning platform #LearningWithUCLG, providing Massive and Open Online Courses (MOOCs), based on the network existing knowledge, as an open space for the UCLG Learning community to participate and offer their online courses
- Facilitate the development and integration of members and UCLG working areas, to take active part in #LearningWithUCLG platform develop self-paced learning in a shorter format (Mini-MOOCs)

### • ENHANCED ACTION:

- Use the congress and retreat to care and motivate the learning community to share more, produce short learning pills and support **Training of Trainers** and **peer-to-peer learning events** around the world
- Systematic coaching for facilitators before and during the congress (ToT)

## 4.3 Develop and roll out the Learning Modules for localizing the SDGs and resilient strategies

### CORE ACTION:

- Consolidate and update the module I and II on building resilience
- Consolidate and update the module I to III on localizing the SDG
- Roll out the learning module 4 on decentralized cooperation and SDG with all regional sections
- Collaborate with partners UN Habitat and UNDRR on the roll out and implementation of the MCR making cities resilient
- Collaborate with partners, PLATFORMA, UN Habitat and UNDP and Barcelona Provincial Council on the roll out and implementation of trainings
- Collaborate closely with the CIB Working group to gather more cases and assist more LGA on Peer learning and capacity improvement
- Connect, promote and inspire policy work with documentation and gathering of practices around resilience, in particular those recommended by the Guangzhou award
- Develop, implement and monitor local strategies related to the global agendas and the agenda on resilience
- support UCLG Sections (in particular ASPAC, Metropolis, Eurasia, MEWA and Latin America) to assess capacity and to design regional resilience training strategies
- continue to promote the modules as an open strategy for partners and cities in international events
- develop and roll out massive online course
- Continue Online **Courses**, such as the one about **the Localization of the SDGs**, developed with the Barcelona Provincial Council, with support of UN-Habitat and UNDP-Art, training new trainers online.

### ENHANCED ACTION:

- Reach out to partners of Global partners and connect existing learning resources with the module roll out strategy
- Explore a 3<sup>rd</sup> resilience modules on climate change and resilience
- Develop or partner for a hybrid online course on resilience as well as in physical learnings
- Develop an online course on module 4 and roll out with provincial council Barcelona
- Regionalize the SDG modules, in particular the Module 4, and strategic advice to the regional UCLG sections
- Explore the development of specific module for training of trainers on gender and SDG5

## 4.4 Promote decentralized cooperation between cities, association and network members

### CORE ACTION:

- Support localization efforts through the consolidation of a UCLG Training of Trainers system, among other learning tools.
- Support UCLG Sections (in particular ASPAC, Metropolis, Eurasia, MEWA and Latin America) to assess **capacity demands within regions and associations**.
- Support the establishment of **city networks fostering solidarity**.
- Foster **decentralised cooperation** initiatives among members.
- Promote city-to-city and peer learning and cooperation in international events.
- Participate in debates on decentralized cooperation and promote the policy paper developed by CIB working group

## ENHANCED ACTION:

- Promote bottom-up learning by supporting sections to organize learning events.
- Contribute to the enhancement of the activity of the Capacity and Institution Building Working Group (**CIB**) to reflect and share knowledge on capacity building with greater Southern participation.
- Explore collaboration schemes between universities, cities and their networks and associations.
- Implement and promote **tools and methodologies** of learning, implementation, monitoring and evaluation used in development cooperation programmes with the CIB Working Group and others.

## 5. Strengthening the network, leadership and governance – We meet, we listen, we communicate.

*In 2022, UCLG will move forward in its strategic priorities with a renewed political leadership that will contribute to consolidate the mechanisms for active political participation and policy debate. The UCLG World Congress and Local and Regional Leaders Summit in Daejeon will become the scene for showcasing the UCLG Pact for the Future, ushering in a new era the World Organization. Leading towards our World Congress, the synchronization of the work of the secretariats of the Sections will be essential as will be the coordination between the work of the policy councils and the entirety of the World Organization.*

*The World Organization will develop its cohesion strategies to enhance its capacity to act as a network by strengthening the themes it addresses, the links between its different parts, and by reinforcing the Secretariats at both global and regional levels. The organization will further develop all UCLG strategies and tools that will further enhance its transparency, democratic participation and accountability, and continue to develop processes such as the #CitiesAreListening Experiences, which will feed our Town Hall Process in the Daejeon World Congress.*

*The UCLG cross-cutting activities for 2022 will aim at strengthening the links among the five areas of the strategic priorities, and develop tools to synchronize the work of the World Organization, including the dissemination of the renewed narrative of UCLG leading to the Pact for the Future through the #PowerOfWe website, and facilitating access to the political documents of UCLG through #UCLGMeets.*

*The outreach and communication activities of UCLG will play a prominent role in the dissemination of the UCLG World Congress, harnessing the #PowerOfWe narrative and in collaboration with the Daejeon hosts.*

### 5.1 Setting the ground of the Daejeon World Congress and Local and Regional Leaders Summit

#### CORE ACTION:

- **Co-creation of the Congress programme** with the municipality of Daejeon
- **Organizing consultations on the Pact for the Future**, building on the conversations held within the #CitiesAreListening Experiences and the priorities of the UCLG Regional Sections, as well as the themes explored within the UCLG Policy Councils
- **Co-creation process of the UCLG Daejeon Declaration** between local and regional leaders, partners, and the hosts of the Daejeon

### 5.2 Co-creating with civil society: #CitiesAreListening and the road to the Town Hall within the UCLG World Congress

#### CORE ACTION:

- Consolidate **#CitiesAreListening as a space for structural dialogue**, following building towards the next generation of the UCLG Town Hall at the 2022 UCLG World Congress, through a strengthened partnership with the civil societies.
- Ensure sharing of experiences is fostered, following the **Live Learning Experiences**, and transformed into policy recommendations that feed into the Pact for the Future and the Daejeon Political Declaration
- Strengthen joint advocacy between constituencies.
- Develop the relationship between #CitiesAreListening and the spaces that already give visibility to the resources that UCLG is sharing (the **Local4Action Hubs**).

### 5.3 #UCLGMeets and the #PowerOfWe: UCLG as a platform of platforms

#### CORE ACTION:

- Ensure the development and follow-up of #UCLGMeets platform, central to bring together representatives from the UCLG regional sections, the UCLG global leadership, and that of the UCLG political and consultation mechanisms to facilitate decision-making ahead of the UCLG World Congress
- Develop pooling and survey systems that enable UCLG to directly access opinions and views of the LRG constituency to support dialogues among members and provide inputs to the Pact for the Future, through #UCLGMeets
- Develop the #PowerOfWe Platform as a space to ensure the renewal of the narrative of the World Organization as one that cares for its communities. Develop links to the work areas and the UCLG Regional Sections to bring the world organization together under the power of we and care
- Develop links with our communication and outreach strategies to disseminate the renewed narrative ahead of the UCLG World Congress 2022.

### 5.4 Mobilization of the UCLG membership, outreach and communication

#### CORE ACTION:

- Enhance the reach of the **network through social media**, as platforms for exchange and advocacy.
- Increase **partnerships using influential blogs** that deal with issues of relevance to UCLG's membership, and can contribute to highlight the
- Support the visibility of products and positions of different parts of the UCLG network.
- Increase visibility on specialized online media.

#### ENHANCED ACTION:

- Development and dissemination of the UCLG Congress website
- Develop UCLG audio-visual content with UCLG TV and podcast.
- Audio-visual documentation of UCLG Pact for the Future narrative.
- Enhance contributions to specialised media.
- Organize UCLG Communication Campuses with Sections.

#### ENHANCED ACTION via our partnership with SIDA:

- Develop the **Local4Action HUB platform, Communication HUB and website**

### 5.5 Policy Councils, Committees, Fora, Working Groups and Communities of Practice

#### CORE ACTION:

- Facilitate the **UCLG Policy Councils**.
- **Ensure cross-pollination between the work of the Policy Councils and the thematic priorities of the World Organization**, leading to the development of the Pact for the Future and the Daejeon Declaration
- Support the development of **policy recommendations** by Policy Councils.
- Support the **cross-cutting work** among the policy development and consultation mechanisms.
- Ensure **contributions** of the mechanisms in general policymaking.

#### ENHANCED ACTION:

- Mobilising the political leadership for the renewal at the World Congress
- Support the work programme of UCLG Committees by ensuring regular exchanges with the World Secretariat and mobilizing membership.
- Support the work programme of permanent Working Groups by hosting specific meetings during the meetings of the UCLG Governing Bodies.
- Enhance information exchange on UCLG Communities of Practice and support the identification of international partners.

### 5.6 Knowledge management

#### CORE ACTION:

- Put in motion the online **gateway UCLGMeets platform** empowering the UCLG **Local4Action Hub**.
- Continue implementing a **robust knowledge strategy** aiming to strengthen UCLG's capacities to monitor the evolution of networks and assess members' needs and requests.

- Capitalize on the **knowledge** gathered across the different parts of the network, in particular through the international awards, by making it available to the membership.
- Develop a **renewed membership strategy**.
- Enhance **networking options** among members.

#### ENHANCED ACTION:

- Dedicate the Annual Retreat to developing the Power of We and the content of the World Congress.
- Put in place interdisciplinary missions to document key activities that will contribute to the Pact for the Future based on membership practices
- Update the Live Learning Experiences and the CitiesAreListening Experiences, exploring their relationship with the UCLG Town Hall Process ahead of the UCLG World Congress.
- 

#### ENHANCED ACTION via our partnership with SIDA:

- Develop the integrated platform showcasing the activities of the Local4Action Hubs and showcasing the interaction with the resto of the work of UCLG in the **UCLG Local4Action Hub**
- **Promote the creation of Local4Action Hubs that feed into the Pact for the Future**

## 5.7 Relations with statutory bodies and members

#### CORE ACTION:

- Enhance the **representation** and **operational capacity** of all parts of the network, in particular **UCLG Sections**
- Foster meetings of the **Presidency and their exchange with other parts of the network**.
- Organization of UCLG **statutory meetings**.
- **Facilitate the implementation** of the multi-annual strategy.
- **Organize the UCLG Policy Councils**.

#### ENHANCED ACTION:

- Develop leadership-only spaces of the UCLGMeets platform
- Advance in the definition of a political dialogue between regions and municipalities that guarantees the coverage of the citizens' needs and reinforces the multilevel governance through the Forum of Regions
- Organize the **UCLG Secretariats Retreat**, gathering staff from Sections in order to develop joint activity plans, including the communication strategy. Special session on self-assessment.
- Support **Regional Retreats** in specific UCLG Sections.
- Support the development of coordination mechanisms to enhance policy alignment between sections, and among sections and the World Secretariat.
- Design and implement an internal monitoring system to assess the strategy as well as evaluate and improve the implementation process.

## 5.8 Enhancing internal synergies

#### ENHANCED ACTION:

- Enhance **monitoring mechanisms** for the implementation of the work plan and strategy.
- Support to **UCLG Communities of Practice**.
- **Support the engagement of specialized staffers** in learning, administration, policy and communication in specific UCLG Sections.
- **Workshops on strategy** organized in specific UCLG Sections.
- Support specific UCLG Sections to participate in the **UCLG Annual Retreat**.
- Organize **staff trainings** to develop expertise in the application of new tools and platforms in day-to-day work.

## 5.9 Resource mobilization

#### CORE ACTION:

- Continue discussions with UCLG Sections to fine-tune membership fee schemes.
- **Continue developing new partnership with all stakeholders**.