United Cities and Local Governments

Cities, local governments : the future for development

Founding Congress of « **United Cities and Local Governments** »

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Cartographic reports of plenary sessions and workshops

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Document introduction:

This document is the cartographical and textual account of three plenary sessions and 15 thematic workshops held Monday the 3rd and Tuesday the 4th of May 2004 in Paris, during the Founding Convention of the new world organisation, *United Cities and Local Governments (CGLU)*. This convention brought together over three days 3,000 mayors, local elected officials and various participants involved in the international cities movement.

The document is structured as follows:

- A list, on one page, of the key discussion points in each session, organised by **issues** and **proposals**;
- A **general map of the Convention** showing the eight major orientations resulting from the cross-session analysis of the session proposals, plus a comment;
- For each **strategic orientation** identified, a map showing the most significant proposals and specifying which sessions they came from, plus a comment.

The *Charles Léopold Mayer* Foundation prepared this document on behalf of the CGLU using the "cartographic method." This method is based on producing conceptual maps that go together to allow a cross-session analysis of the Convention's major orientations.

The cartographic method, which uses the "outil carto" software, was able to gather, synthesize and analyse in real time all of the Convention discussions. Its use mobilised a 40-person multilingual team (coordinators, cartographers, reporters, computer technicians and translators) that successfully produced this summary document in three languages in time to distribute it to 3,000 convention attendees during the closing session on Wednesday, 5th of May at 15:00.

Method description:

A working method and an organisational methodology in the service of democracy

A tool for gathering, processing and organising complex data, cartography is more than a simple technical tool. It is a working method and a methodology to organise and lead meetings. It allows transparent connections between subjects held in different settings (e.g.; two seminars in the same meeting).

Cartography is also an authentic political initiative, in the sense that it lets one transform a large meeting into a collective and democratic production space of action-oriented know-how and proposals. A space where working plans and common agendas are developed and where, without a method, there would only be a disorganised proliferation of ideas. Consequently, it serves to enhance the richness of an exchange as much as it favours a really participative democracy.

This method was implemented during various types of large and very large meetings. It was initially developed to prepare a World Citizens' Assembly[1], to lead its discussions and to identify the strategic orientations that came out of the work of 400 participants from diverse cultural and social backgrounds. Next it was used to summarise the 2002 Earth Dialogues[2]; enhance the proposals, convergences and divergences of the 2003 World Social Forum[3] and the Carthagena Thematic Social Forum[4]; identify the recommendations of the 2003 Yaounde Africities meeting[5], etc.

Finally it enabled the FPH to collectively prepare its own budget.

1 http://www.alliance21.org/lille/en/
2 http://www.earthdialogues.org/
3 http://www.forumsocialmundial.org.br/
4 http://www.fsmt.org.co/relatorias.htm/
5 http://www.pdm-net.org/africites/new/eng/index.htm

Identify the recommendations from the CGLU's Founding Convention

In the case of the CGLU's Founding Convention, the challenge was to provide, as soon as the meeting ended, a document that would identify, based on the discussions during the seminars and plenary sessions, the organisation's priority action orientations.

In order to meet the real time and multilingualism challenges, make it possible to compare the points of view expressed in the 18 workshops and plenary sessions and produce relevant cross-session maps, the team responsible for these syntheses decided to use simple rules and to operate in three phases.

The first phase was devoted to producing the 18 summary maps for each session, by distinguishing the confirmed aspects of the proposals. To make the analyses simpler, each descriptor needed to be precise, concise and self-sufficient (i.e.; be understood without the need to mobilise other data or knowledge). In order to make sure that each of these summaries was not overly influenced by the cartographer's subjectivity, they were all validated by the session reporters, themselves chosen by the organisers. These workshop and plenary session summaries constitute the Convention's official report.

Once these 18 summary maps had been prepared, the team of cartographers worked, under Pierre Calame's direction, to produce a global map across all of the seminars and plenary sessions. By comparing the 18 maps, eight recurring points (or orientations) were identified. They represent the major preoccupations formulated from seminar to seminar, irrespective of its theme. These eight orientations are what the participants at the CGLU's Founding Convention consider as the new organisation's eight major work orientations.

In order to precisely clarify what these orientations cover, the cartographic software was then used to develop a map of each one. These maps show how the orientation was constituted based on convergent contributions from the various workshops and plenary sessions. They let one see in which seminars or plenary sessions the orientations were discussed and from which angle. These maps, which are included at the end of the document, form the core of the recommendations formulated during the Founding Convention.

OpenSource

Cartography is a technical tool, a working method and an organisational methodology. It opens new prospects for all democratic and participative processes. It lets one construct and organise collective work processes transparently. In accordance with its objectives, the technical tool is opensource that everyone can acquire and improve in a spirit of free sharing.

Plenary sessions and workshops

Plenary A - Human rights in our cities

- **Issues**
  - Cities and States both act in the same arenas. Their future relations should thus imply a cooperative instead of a competitive division of responsibilities. Sometimes there is direct confrontation (ex. Disarming the civil population in Bogota or granting voting rights to foreigners in Venice).
  - Unity while respecting diversity is necessary in all cities as well as between cities on a global scale; their situations are not identical but their problems are often similar.
  - Globalisation increases the gap between rich and poor while diminishing the State's regulating powers. Cities are in the front line when it comes to facing the needs of citizens. This is particularly relevant in cities struck by terrorism and violence (like Moscow, Bogota, Madrid, Istanbul, and cities in Iraq).
  - Cities can no longer limit themselves to implementing sectoral policies. Human rights are to be considered as a whole with an integral and transversal perspective, not only in the short term but also taking into account future generations (ex.: protection of property rights, housing, health, and employment).
  - The world is changing rapidly and its institutional framework no longer corresponds to reality. Local governements are becoming laboratories for innovative solutions in all matters (ex.: Telecentres in Sao Paolo against the digital gap).
  - In order to maintain a harmonious city and integrate all citizens there must be a balance between the rights of individuals and the interests of the community as a whole.
  - Cities are more and more inter-cultural places, characterized by diversity and difference between communities. They should face these issues through the implementation of policies of integration, tolerance and openness (ex.: the “New Neighbours” programme in Madrid).
- **Proposals**
  - Make UCLG a platform of knowledge sharing so as to develop work and assessment methods on the new types of governance. UCLG will have to equip itself with efficient tools to train and reinforce the skills and capacities of its members.
  - UCLG must turn itself into a vehicle for the appreciation and valuing of innovative practices in the technological, social and institutional aspects of local government.
  - By working through UCLG, local governments throughout the world must invent new ways of addressing local and global issues. This should be done through networking, so as to establish a new political relationship with international organisations such as the U.N., and influence their policies (ex.: as stated in the Millenium Development Goals).
  - Citizenship should imply a balance between the rights and the responsibilities of individuals.
  - Confronted with globalisation, local authorities must act in solidarity and cooperation rather than in competition. Networking must be strengthened through the sharing of experiences and the implementation of common policies (Ex. International Coalition of Cities against Racism. Network of Cities for Peace).
  - Local authorities must implement concrete actions in defence of human rights, beyond State declarations and policies (ex.: implementation of the European Charter on the Rights of City Dwellers). This can happen through projects on decentralised cooperation, regional programmes, or thematic coalitions.

Workshop A1 - Local government's role in poverty alleviation and social inclusion

- **Issues**
  - Due to their proximity to inhabitants, local government can play a key role in the struggle against poverty. It can invite citizens into the management of the city, listen to their concerns and foster their sense of responsibility.
  - Any strategy on poverty alleviation also requires a struggle for peace and actions against crime and fanaticism.
  - The expansion of urban populations is putting enormous pressure on planetary resources and the quality of life.
  - In both North and South, poverty is on the rise and city resources are proving insufficient to cope with the growing social demands of urban populations.
  - Poverty is hard to define or to quantify, in spite of mechanisms provided by governments to determine poverty levels (the poor do not want to be defined as such).
  - Exclusion is pervasive at every level, creating increasingly wide social gaps which must be addressed by all stakeholders alike: citizens and institutions, public and private sectors, political and civil society.
- **Proposals**
  - The State's civil system should be modernised and used as an educational tool in order to help the poorer populations to better understand and exercise their rights.
  - There is a need to define policies of civil participation as real mechanisms for social inclusion and poverty alleviation.
  - In order to alleviate poverty, cities will have to produce higher incomes and distribute them evenly among its citizens (primarily by creating income generating activities for the most destitute, such as micro-credit schemes, micro-companies and other traditional communal financial instruments).
  - To alleviate poverty is indeed a political choice. It means guaranteeing inhabitants access to basic social services like health, clean water, education, electricity, waste collection, as well as to social security.
  - The responsibilities and duties of all (State, local governments, citizens) should be clarified and integrated in the administrative processes, by ensuring citizen control of financial instruments and decisions, as well as by transferring both the powers and the means from the State to the local governments.
  - An efficient policy against exclusion requires that measures taken to alleviate poverty be articulated in all levels: local authorities, international cooperation agencies, public and private stakeholders and citizens.
  - Cities should be recognised as key partners of international organisations (on the same level as States). They could play a leading role in the implementation of the United Nations Millenium Development Goals. (A new project on city twinning could be implemented).

Workshop A2 - Local action for the environment

- **Issues**
  - Stakeholders in any given territory (citizens, associations, local authorities, private companies) also bear responsibilities.
  - The deterioration of the local and global environment is damaging both the quality of life of citizens and the possibilities for a sustainable development.
  - It is not possible to obtain results without the involvement of all stakeholders. Environmental matters must be approached through long term perspectives.
  - Networks of cities and local governments are very important for the sharing of knowledge and the transfer of skills and methods.
  - Decentralisation, cooperation and partnership at local, regional, national and international levels are of the utmost significance.
- **Proposals**
  - Local elected officials are responsible for involving all stakeholders in a given territory (concerted participation with the local communities, and innovative proposals for the private sector).
  - Local governments should promote platforms for dialogue and allow for the construction of common grounds between local stakeholders. Urban issues should be placed in their general context (relationship between cities and rural areas, with State bodies, etc.).
  - Elected local officials generally have four types of environmental responsibilities: problem identification, establishment of objectives and policies, implementation of actions, assessment of results.
  - It is important to foster the sharing of knowledge in a transparent manner between cities and within city networks.
  - There is a need to promote responsible behaviour.

Workshop A3 - Local management of water

- **Issues**
  - There is a great diversity of stakeholders, in an array of different sectors (agricultural, industrial, domestic) and institutional levels as regards water management.
  - In the “South”, advances made in water accessibility have not been parallel to progresses made in water sanitation.
  - There is a loss in the notion of the value of water and of its natural cycle.
  - One of the main problems in the countries of the "South" is access to drinking water, while in the "North", the problems are mostly related to the quality of water and water services.
  - Imports of technology are not beneficial in the medium term due to the high costs of maintenance.
  - Public and private partnerships can only develop properly when there is a minimum acceptable level of existing infraestructure. This is particularly evident for sewerage and sanitation.
  - Non transparency in water management costs (ex.: Xalapa, and the cities in the “South” in general) as well as unprotected legislation for private companies (ex.: Zimbabwe) makes the water sector unpopular for investors.
- **Proposals**
  - Water management should be done with a global vision on the natural water cycle. This should be done by articulating the different levels, roles and responsibilities of stakeholders (regional, national and local).
  - It is important to facilitate the communication and promotion of a Charter stipulating the rights and responsibilities of all stakeholders involved in water management.
  - Water must remain as aninviolable resource. The provision of water should be kept under the control of the public sector and the political authorities, sole legitimate referees between the different stakeholders.
  - UCLG must represent local authorities in all intergovernmental processes concerned with water (i.e. via an ad-hoc commission to design and implement UCLG recommendations on water management).
  - It is important to equally address the problems of access to drinking water and sanitation, particularly in those countries where sanitation has not been properly addressed (ex.: Zimbabwe).
  - Water companies must reinvest their profits back into the water sector (on accessibility and sanitation, but also in the implementation of national and international North/South solidarity programmes; like taxing water invoices in the North countries, taxing military spending, etc.).

Workshop A4 - The multicultural city

- **Issues**
  - Thinking in terms of majorities and minorities is not a proper way to address the city. Majorities and minorities are in themselves diverse and multicultural.
  - The city is the place where citizens live the consequences of State's policies.
  - Cities are in need of common rules when it comes to respecting fondamental values. A common language is mandatory.
  - Multiculturalism does not only imply unemployment and insecurity.
  - Cities are not capable of everything. They do not have all the powers and competences (ex.: voting rights for foreigners).
  - Cities are more reactive than States.
  - Migrants, and among them the poorest ones, are the main victims of social and economic injustice.
  - Modern cities are multicultural by nature. Multiculturalism should be conceived as a challenge and an opportunity, rather than as a source of problems.
  - It is necessary to search for values that are common to every cultural group that is present in the city.
- **Proposals**
  - Cities can set up systems of participatory budget that involve all inhabitants (ex.: « Neighbourhood Strategies » project in Saint-Denis).
  - Cities can strengthen or reduce the social effects of national policies, whether those policies are relevant or irrelevant.
  - Identities should be valorized in the context of exchanges.
  - The meeting between different cultures should be based on a common project and a common vision about the kind of future that is to be constructed.
  - Local governments should render regional and national authorities accountable.
  - Cities must create new platforms for more dialogue and concertation as well as a better implication of all in local policies (ex.: Councils for foreign nationals).
  - Should local government foster systems for positive discrimination? Or should every citizen be treated on an equal basis?
  - Local governments should create economic opportunities to integrate foreign nationals and reduce their level of poverty.
  - Local government should provide with proper schemes for valuing the knowledge and professional experience of migrant populations, thus avoiding that they remain determined exclusively by their cultural origins.
  - Local governments should act to help citizens change their minds and emphasize the values of cultural diversity.
  - Local governments should give priority to education policies as a means to valuing their cultural diversity.
  - Every tradition is to be respected et valued (ex.: religious celebrations).

Workshop A5 - City management in a globalising world

- **Issues**
  - It is at the local level that the most efficient and socially relevant solutions can be found.
  - Cities are increasingly becoming cosmopolitan and multicultural spaces.
  - Immigration puts pressure on urban populations, generating economic and social exclusion and spatial segregation within the city. In certain cases this causes an increase in violence and insecurity.
  - Due to a lack of income and human resources, administrative decentralisation does not always entail the effective enhancement of local government.
  - Globalisation creates problems for cities (intense competition, population increase, etc.) but also opportunities (knowledge networks, increased tolerance of diversity, public-private partnerships for the construction of infrastructures, etc.).
- **Proposals**
  - The autonomy and representation of cities and local authorities in national and international processes must be strengthened.
  - An active partnership between the United Nations and local authorities could considerably contribute to the development of the most disadvantaged cities.
  - Given the complexity of citizens' needs and of urban problems, a new type of local government must be imagined. It should be built on the basis of responsibility, the political determination of elected authorities, transparency and citizen participation.
  - Cooperation between local governments helps to strengthen democracy.
  - Education and training for all citizens is essential. Basic and continuous education for all is a key element for local governance.
  - A shared vision of the city must be constructed in collaboration with all stakeholders, and in the respect of all cultural identities.
  - City networks must be strengthened in order to promote cooperation, transfers of knowledge and the sharing of experiences.

Plenary B - Decentralisation and local democracy

- **Issues**
  - Globalisation calls for more decentralisation. From one country to another it is evolving at different rates and different levels. Even in the economical field, development does not work if it does not begin at the local level.
  - There is no unique model for democracy and decentralisation.
  - Decentralisation is not a panacea. In order to build the legitimacy of elected local authorities it must also include a modification of cultural policy and local governance so as to give back power to the powerless, beyond just electoral democracy.
  - A pervasive loss of trust in central governments is apparent all over the world. Decentralisation must address this lack of legitimacy.
  - Obstacles and resistance to decentralisation abound, making evident the gap between political discourse and action. Local authorities often receive new responsibilities but not the corresponding financial and human means, nor the legal recognition of local self-governance at the constitutional level (ex.: Australia and Nepal).
  - Decentralisation must imply partnerships between different levels of governance; in an interdependent subsidiary framework and within the city itself too. Decentralisation fails if it turns into a mere competition between State and local authorities. Different types of inter-local cooperation and articulations are essential for a new kind of governance.
- **Proposals**
  - UCLG must establish a global observatory on decentralisation and become a key strengthening element in its promotion with States and international organisations, along the same lines as the World Charter for Local Self Governance, and the Millenium Development Goals.
  - Local authorities must make decentralisation a tool for the reconstruction of society and the promotion of a dynamic local government. International financial organisations must participate in this approach by directly financing local authorities, without interference from the State.
  - Local governments must not stop at formal democracy but must support multiple forms of participatory democracy (ex.: referendum, the ability to revoke an elected mandate, citizen initiatives, co-management of services, participatory budget).
  - UCLG must not content itself with simply distributing and promoting general, politically correct speeches, or universal models for local self-governance. There is a real risk of becoming a new organisation of the classic variety. UCLG must be a place for daily exchanges as regards methods and practices between different cultural traditions.
  - UCLG must support the institutional capacity building of national associations of local government and its members. It should promote knowledge sharing among them and implement a well defined framework to systematise the training of local executives and improve the management of cities at the local, national and international levels.

Workshop B1 - Decentralisation trends around the globe

- **Issues**
  - The local level should be recognized as the foundation of democracy, development, and the national economy. For example, in developing countries, decentralisation is often triggered by donor agencies and/or States.
  - Decentralisation is only a part of a multi dimensional context where several levels interfere. In practice, national policies shape decentralisation.
  - Decentralisation is not limited to the transfer of responsibilities and authority. It also requires a solid financial base, and appropriate human resources.
  - In most developing countries decentralisation is a recent and fragile process. It often disrupts the balance of power between central and local governments.
  - Decentralisation must be built on the basis of transparent and democratic participatory procedures.
- **Proposals**
  - It is important to encourage the delegation of responsibilities, bottom-up approaches, the expression of urban communities at national, regional and international levels, particularly within UN agencies.
  - Local governments must understand that they have rights and duties. They should create programmes based on the recommendations of the World Charter for Local Self-Government, or of the 1996 Habitat II Conference. They must put into practice their decentralisation objectives.
  - It is important to promote the principle of subsidiarity and dialogue between different authorities at different levels (State, civil society and private sector).
  - It is important to reduce, as far as possible, the centralisation and concentration of political, economic, and legislative powers; redefining the role of the State through negotiations with the respective populations.
  - It is important to decentralise financial funds, and exchange best-practices.

Workshop B2 - Women in local decision-making: local opportunities

- **Issues**
  - The involvement of women in politics is a way to introduce new debates into the public sphere, about issues not always considered political (domestic violence, reconciliation between professional and private life, daycare, etc.).
  - The mere principle of equal opportunity is not enough to guarantee the participation of women.
  - UCLG does not guarantee gender equality. Women are not properly represented, they are mentioned only in one paragraph of the Final Declaration regarding minorities.
  - Governance is efficient only when women are fully involved.
  - Women are not a social category, they represent half of the planet's population.
- **Proposals**
  - Women must get involved in all decision making processes and not only consulted on gender issues.
  - Bridges must be built between representatives and elected local officials of both sexes and grassroot movements, particularly grassroot women movements.
  - Women must not only work among themselves, they must join political parties and transform them from the inside.
  - Networks for the exchange of experiences on women's political practice must be developed. UCLG must support such networks.
  - UCLG must create an ad-hoc commission on gender equality, with its own budget and resources.
  - Gender equality must be guaranteed in all executive bodies, particularly the local ones, as well as in legislative assemblies.
  - The Final Declaration of UCLG's Congress must further emphasize the need for gender equality.
  - The principle of gender equality must be formally included in all UCLG legal documents and in its Constitution.
  - Gender equality must be guaranteed at all of UCLG conferences.
  - Gender equality must be guaranteed in UCLG, in its structures and decisions, at the global level as well as in its regional sections.
  - Local authorities must create surveillance bodies regarding gender equality (ex.: The observatory of Equality in Paris).

Workshop B3 - Local democracy and citizen participation

- **Issues**
  - Civil society is an essential stakeholder in development. Through long term planning citizens can contribute to build the kind of democracy that they aspire.
  - Participatory budget is a three dimensional instrument for social justice: financial, distributive and political (ex.: Porto Alegre).
  - Decentralisation has often consisted on the transfer of duties and responsibilities instead of the financial resources.
  - The city is where different schemes of coordination and local action take place. In spite of this, cities are often considered as politically conflictual areas instead of places where civil participation is to be fostered (ex.: Ivory Coast).
  - By encouraging inhabitants to participate in the choices concerning them, local authorities can better develop methods and services for the entire city (Ex. Day care centres, traffic planning, collective housing in Copenhagen).
  - The dialogue between citizens and local authorities is often used as an alibi by the central government, or only during elections (this can be accentuated by the media or by the particular interests of certain politicians).
- **Proposals**
  - Municipalities should better appeal to inhabitants by launching a massive campaign to promote the use of new information and communication technologies (ex.: Germany).
  - Local authorities should share experiences and encourage South-South cooperation, also reinforcing direct links between peripheral cities.
  - Citizen participation must first be strengthened in small territories while increasing the community's say in local strategic planning. There should be a closer link between the needs and the demands of the people.
  - In order to construct real long term partnerships between local authorities and citizens, it is necessary to define clearly the role of each one in civic, professional and ethical terms, through collective responsibility.
  - It is important to build a new “citizen culture” where rights and duties are performed responsibly, and solutions to the most urgent problems are found collectively. Clear rules of governance are also to be defined.
  - Democracy is not only about electing governments and allowing them to do what may. It requires citizens to control the transparency of public administration and local decisions, through direct community participation.

Workshop B4 - Financing local government

- **Issues**
  - In a number of countries decentralisation has been an ever changing policy which has never actually met the expectations of local government.
  - The percentage of transfers from the Central State to finance local governments is too high.
  - Central government financing is not enough to cover the rising costs of social policies (ex.: health expenses linked to the ageing population in Finland, or the demand for services in general).
  - The decentralisation of responsibilities has not been accompanied by a corresponding increase in the financial means to implement it.
  - In certain cases local authorities do not have sufficient expertise in the use of public funds received from the State (ex.: Brighton, Pachuca).
- **Proposals**
  - Cooperation between local authorities must be a primary tool of development.
  - It is essential to clearly define the State's commitment towards local public services.
  - Local authorities must try to diversify their sources of income (taxes, duties, treasury bonds, and other financial tools) in order to increase the percentage of self-financing.
  - The State must decentralise public financing while simultaneously decentralising its responsibilities (for example, by allowing local government to collect corporate taxes. Ile-de-France favours the transfer of fiscal capacities instead of grants from the central govt.).
  - Partnerships between local authorities and non governmental agents should increase (i.e. public/private partnership).
  - Local governments can resort to public/private partnership to improve the quality of public services.
  - The new model for local financing should allow for economic independence. This mostly implies transparent finances, as well as a change of mentality (for example, in Mexico there is a shift from a paternalist attitude, towards greater local participation. Ile-de-France Region is now searching funds in the financial markets).
  - Local authorities must keep the control of public services and rates fixing (ex.: management of public infrastructures by private operators in accordance with a specific contract which demands compulsory results and guarantees public ownership at the end of the contract).

Workshop B5 - Local democracy: the role of public-private partnerships

- **Issues**
  - Sustainable development cannot take place without the involvement of the private economic sector.
  - It is important to implement a participatory approach that includes all users.
  - UCLG recognizes that public/private partnerships can be crucial for the efficient management of resources and the improvement of public services.
  - Public/private partnership models are numerous and complex.
  - The necessary conditions for a fruitful private/public partnership are clear determination of responsibilities, competition, transparency, flow of information to decision makers, and clearly defined criteria for assesment.
  - Political choices remain the privilege of local government who, as the “organisational authority”, is responsible to make the choice that it considers more appropriate.
- **Proposals**
  - A consultative commission on local public services should be created.
  - Public/private partnerships should participate more actively in poverty alleviation policies, regardless of higher financial risks.
  - UCLG should create a permanent working group on public/private partnerships.
  - There is a need to adapt general models to the operational needs and conditions of the local level.

Plenary C - Cooperation and diplomacy: a challenge for our cities

- **Issues**
  - Collaboration between cities in different countries involving local stakeholders is a means to undermine conflict between States, ensuring mutual recognition of social identities. This is particularly important when constructing a sustainable peace (ex.: Peace Conference between Serbian, Bosnian and Croatian towns, or direct links between Washington and Beijing vs U.S. and China).
  - City-to-city cooperation and networking are essential instruments of international cooperation, making it more efficient and direct. By facing common challenges, they can act in unison so as to find solutions to specific global problems (ex. Cities Alliance is a network of local governments against poverty, or the Association Capacity Building-ACB programme).
  - The world is “glocal”: global and local are two facets of the same reality. The economy is made of mutually related urban economic networks.
  - Because of the diversity of their populations, local authorities are crucial stakeholders in conflict management and the integration of communities cohabiting on the same territory (ex.: Marseille Esperance project).
- **Proposals**
  - By sharing the same values, UCLG members should contribute to the invention of a new world governance. This can be done by knowledge sharing in order to achieve an alternative development model.
  - UCLG must foster city-to-city cooperation in partnership with regional networks of local governments. This should imply the systematisation of methods and the implementation of effective programmes with donor agencies (ex.: Observatory on international cooperation, international funding, training of local officials).
  - UCLG should foster city diplomacy in all realms of local life, most importantly concerning peace efforts (Ex. UCLG must follow UTO and IULA's efforts towards the re-establishment of dialogue between the Palestinian and Israeli peoples).
  - International institutions (the U.N.) and States must recognize UCLG as the legitimate representative and spokesperson of local government throughout the world. UCLG should actively advocate for the integration of local government concerns in the politcal agenda of international institutions.

Workshop C1 - City development strategies

- **Issues**
  - In certain cities, programmes on urban investment tend to consider private stakeholders as more effective and better prone to assimilate new skills and knowledges, in comparison to existing public bodies.
  - The U.N. is expecting an urban population increase of more than 2 billion fot the year 2030, one billion of whom will live in slums if appropriate city development strategies are not implemented.
  - In the city, the world's problems and tensions are accentuated, particularly in cities located in war zones (ex. Ivory Coast) or in areas where there is no control on population growth.
  - Over half of the world's population lives in cities, which means that city development strategies are central for the harmonious development of the planet.
  - In the decentralisation process, local authorities do not always have true financial and budgetary autonomy, and remain too dependent on the central State (ex. Africa's former colonies).
  - There is a lack of connection and articulation between different levels of government (regional, national, local) when implementing development policies.
- **Proposals**
  - There should be a diversification of local financing sources and strenghening of partnerships between private and public sectors, particularly in developing countries, so as to alleviate the shortage of public funds.
  - Changes in the scale of urban phenomena require a new way of understanding this phenomena.
  - City development strategies must be defined and implemented in conjunction with the different levels of decision-making, in order to respect their respective needs and interests.
  - It is important to implement coherent and permanent development strategies (cities cannot do everything, it is essential to concentrate on specific choices and follow specific objectives).
  - Cooperation between cities and city associations must be developed so as to promote knowledge sharing (ex.: Tetouan with Spanish cities; network of cities in South Africa).
  - The development strategy of cities must be an integrated and global process encompassing all economical, social, environmental, managerial and institutional elements which meet at the local level.

Workshop C2 - City diplomacy (promoting peace and managing conflicts)

- **Issues**
  - Conflict prevention means fostering social values through eduction, recognising others, abolishing stereotypes, promoting dialogue (particularly among young people); it also implies struggle against poverty and AIDS (ex. cooperation between Addis-Abeba and Johannesbourg).
  - The underlying philosophy supporting city diplomacy in peace initiatives is a "positive" vision of peace, that is not limited to the absence of war.
  - Cities are bound to play an international role; elected local authorities are responsible for promoting peace in their own countries and in the international arena.
  - Local governments must develop South-South cooperation.
  - City diplomacy is different from State diplomacy in that it brings people closer together by directly involving citizens, and because it provides opportunities for discussion even in situation of conflict (Ex. Between Israeli, Palestian, and European local authorities).
- **Proposals**
  - Given the perilous times we live in (wars, terrorism, extreme poverty, etc.) peace and conflict issues must be a primary focus of UCLG.
  - UCLG must create an Ad-hoc committee devoted to conflict management and the promotion of peace. This should serve to attract cities, facilitate knowledge exchange and implement concrete actions like braodening to global level the existing European network for peace in the Middle East, implementating the Convention between cities and the U.N. on peace keeping operations, and creating a database and a list of experts on conflict resolution.

Workshop C3 - New information and communication technologies in local government

- **Issues**
  - The transition from an industrial to a digital era, characterized by the existence of a society of knowledge and an economy of knowledge, entails the risk of further accentuating the digital gap.
  - Information and Communication Technologies should not only be considered as a managing tool but also as a means to defend cultural differences, most notably linguistic diversity.
  - There is a need to collaborate on a global scale and to foster networking.
  - Widespread access to information, communication between governments, between governments and citizens, and citizens among themselves at national, regional, and global levels is of the utmost importance.
  - Local governments are often too far from citizens. They are considered by many as generally inefficient, lacking in transparency and too costly.
- **Proposals**
  - We should not repeat the same mistakes made in the industrial era and include developing countries in the current processes (i.e. by creating financial funds for digital solidarity).
  - One should struggle against cultural and linguistic homogeneity, while ensuring that culture is accesible to all.
  - A global network that includes all regional and national networks and allows for the technological support and exchange of best-practices in business, must be implemented.
  - Information should be democratised, allowing all kinds of exchanges, bringing governments closer to citizens and rendering them more transparent (ex.: implementation of databases and Internet kiosks).
  - It is important to modernise local administrations by making them capable of incorporating proposals from the private sector, notably with the aim to cut expenses.

Workshop C4 - Local governments fighting AIDS and promoting healthy cities

- **Issues**
  - The AIDS epidemic is an unprecedented human catastrophe, particularly in sub-Saharian Africa, which is spreading to more and more regions of the world (Southern and South East Asia, Eastern Europe). Challenging the spread of AIDS/VIH must be one of the priorities of all local authorities.
  - Health is not limited to diseases. It encompasses a wide spectrum of factors linked to the quality of life in general.
- **Proposals**
  - As local leaders, mayors and councillors must support all actions aiming to deal with AIDS/HIV's challenges, discuss AIDS at every opportunity, paying particular attention to vulnerable populations, as women and youth. They must denounce homophobia and promote the social integration of people living with HIV.
  - Local authorities must be on the front line against AIDS/HIV. As the government bodies closest to the people, they are in the best position to implement efficient preventive policies, support vulnerable populations, and minimise the socio-economic impact of AIDS/HIV.
  - A permanent commission must be created in UCLG to discuss the contributions of local authorities regarding AIDS/HIV.
  - City-to-city cooperation must be developed so as to implement concrete common actions against HIV/AIDS.
  - In order to face AIDS/HIV, local authorities must implement multidisciplinary and multidimensional policies. AIDS/HIV must not be isolated from other problems dealt with by local governments.
  - It is crucial to sustain, reinforce and broaden existing networks such as the African Alliance of Mayors on AIDS/HIV, as well as programmes such as the ONU-AMICAALL partnership.
  - Local authorities must develop alliances and expand their partnerships with civil society, NGO's, the private sector, States, and international organisations to fight AIDS effectively. To be successful, national policies must be implemented in a decentralised fashion, in cooperation with civil society.

Workshop C5 - Decentralised cooperation and local capacity building

- **Issues**
  - The increase in the number of stakeholders and finance sources in international cooperation, requires new tools for local governments, so as to help them create adequate conditions for development.
  - Donors generally dislike working with local stakeholders, and prefer to work with State authorities and central governments.
  - Cooperation projects pay increasingly less attention to local populations. These projects, are often short lived, they undermine the role of local government, and hesitate when it comes to working with political authorities.
  - Globalisation tends to erase national frontiers, strengthening the role of cities and allowing for more and more solutions to problems at the local level.
  - Local governments play a key role in poverty alleviation and the promotion of social cohesion.
- **Proposals**
  - The time has come to transcend verticalism, paternalism and centralism in favour of decentralised cooperation (J. Araya, Mayor of San Jose).
  - UCLG must support the future Forum on decentralised cooperation in Lyon, which aims to foster on a permanent basis the debate and the exchanges on the nature of decentralised cooperation.
  - Underlining the promotion and enhancement of decentralised cooperation is a primary development tool for local authorities and a key goal for UCLG; along with poverty alleviation, social inclusion and sustainable development.
  - Cooperation between cities should be strengthened. Central governments should communicate directly with local authorities, and encourage the private sector to participate in the economic development of cities.
  - It is important to strengthen the sharing of knowledge and initiatives and the establishment of networks of cities.
  - It is important to promote the “Decentralised Cooperation Charter”, as the link between city diplomacy and sustainable development.

Cross-analysis

Comments on the cross-analysis of all sessions

The foundation of UCLG is the combined result of a long effort and the beginning of a new era. This Congress has revealed the magnitude of the challenges facing this new organisation. There is not only the crucial need to unify the voice of local governments when addressing States and international bodies, but great expectations in a vast number of matters. Participants in the Congress expect that UCLG will help them to reflect and act more efficiently; not by suggesting ready-made answers but by organising joint knowledge and know-how through the sharing of experiences.

The strategic axes emerging from this Congress correspond to the key issues which affect cities and local governments. Eight strategic axes are identified in the following pages. They have been divided into five main groups:

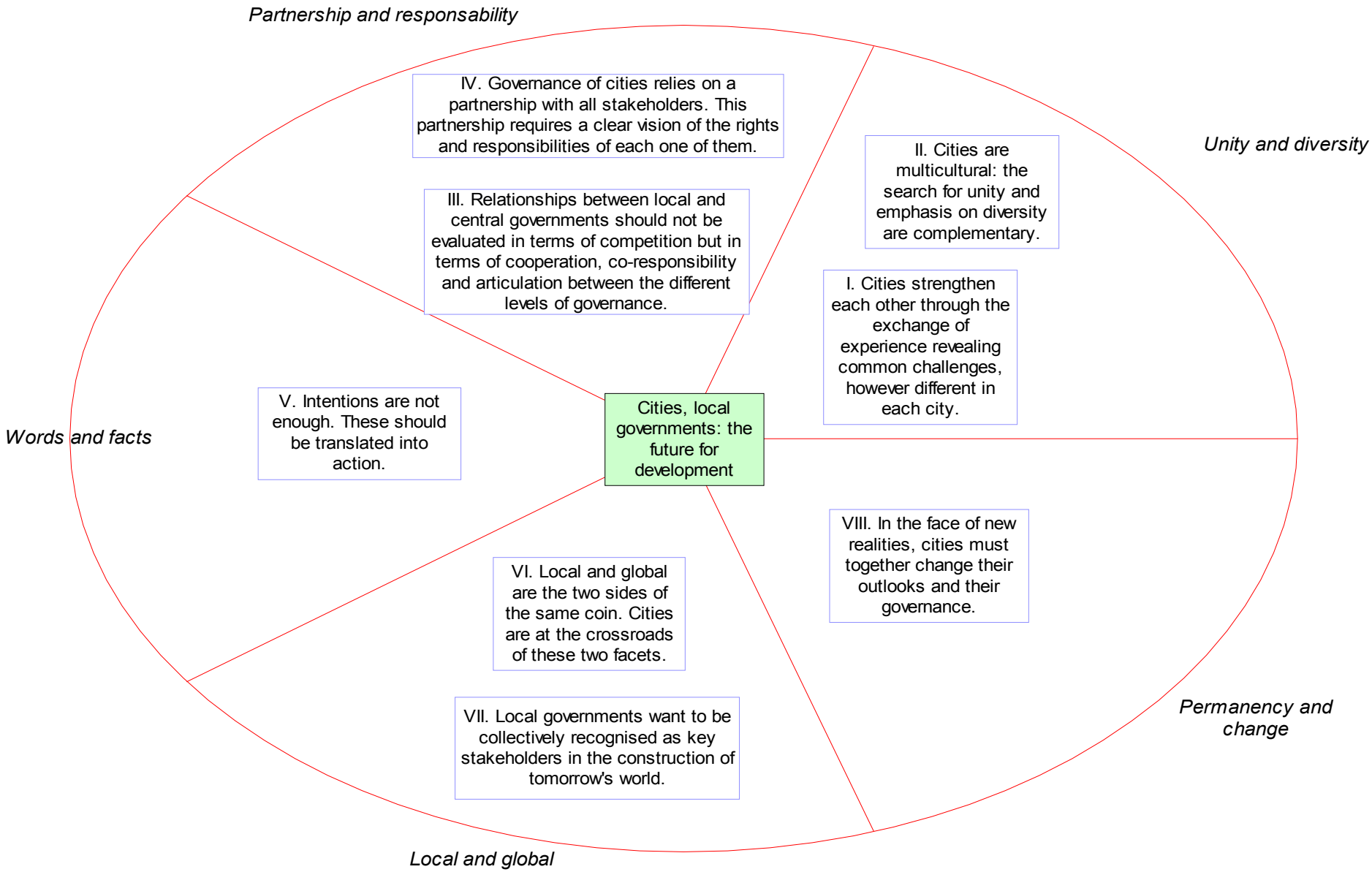
1) *Valuing both unity and diversity:* this applies to every city, in particular multicultural ones, as well as to relationships between different cities.

2) *Building authentic, cooperative and effective partnerships*, instead of thinking in divisive, competitive and fragmented terms whilst maintaining a balance of rights and responsibilities. Cooperation and responsibility are a priority in all levels of governance (mostly between the State and the local governments), including the relationship between authorities and other stake-holders and between local governments themselves.

3) *Establishing new relations between local and global levels.* Local governments are the first to face the contradictory elements of globalisation. Local and global are two sides of the same coin. Cities cannot limit themselves to local action, they must actively participate in the pursuit of a peaceful, plural, responsible and sustainable world.

4) *Transforming words into action*. Everybody is indeed in favour of democracy, decentralisation and the respect of human rights. But there is often quite a distance between words and actions! There is a loss of legitimacy in elected authorities and governments when policies fall short of intentions, when democracy is a mere formality and decentralisation is interrupted.

5) *Changing mind sets and practices.* The rate at which economic and technological changes are taking place, added to the complexity and interdependance of problems, warrants the serious revision of mind sets, institutions and trends in governance. This challenge calls for the use of new information technologies, a closer link between economic and social initiatives and a more integrated approach to public policy.


Partnership and responsability
IV. Governance of cities relies on a partnership with all stakeholders. This partnership requires a clear vision of the rights and responsibilities of each one of them.
III. Relationships between local and central governments should not be evaluated in terms of competition but in terms of cooperation, co-responsibility and articulation between the different levels of governance.
Unity and diversity
II. Cities are multicultural: the search for unity and emphasis on diversity are complementary.
I. Cities strengthen each other through the exchange of experience revealing common challenges, however different in each city.
Words and facts
V. Intentions are not enough. These should be translated into action.
Cities, local governments: the future for development
VI. Local and global are the two sides of the same coin. Cities are at the crossroads of these two facets.
VIII. In the face of new realities, cities must together change their outlooks and their governance.
VII. Local governments want to be collectively recognised as key stakeholders in the construction of tomorrow's world.
Permanency and change
Local and global

I. Cities strengthen each other through the exchange of experience revealing common challenges, however different in each city.

In every workshop of the Congress experience sharing between local governments has appeared as an element of the utmost importance, as well as the key role that UCLG will have to play in order to facilitate this objective. This finding has revealed a number of key issues.

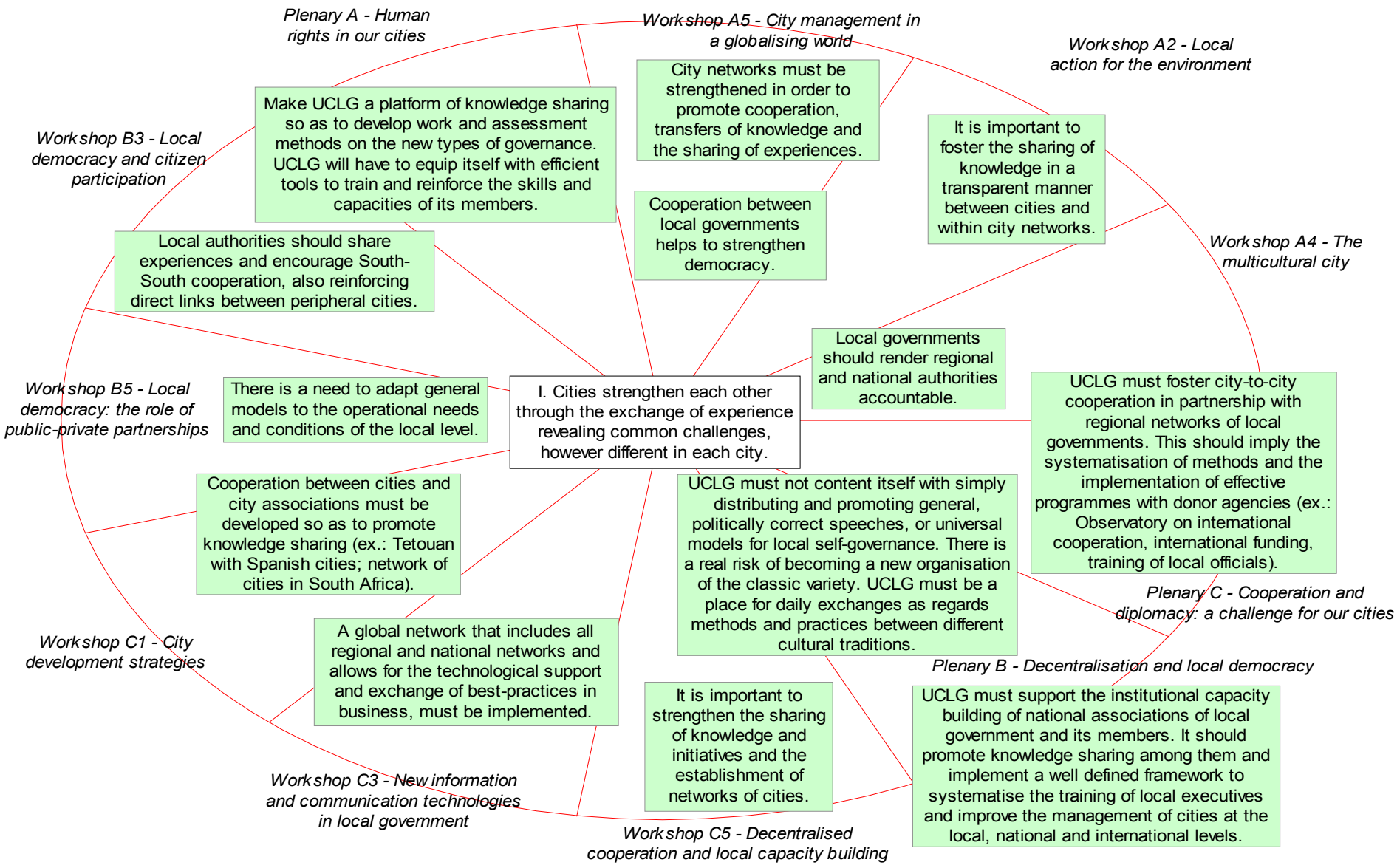
Firstly, UCLG cannot merely adopt a general policy to promote the notion of local self-government. On the contrary, the strength of cities is based on their "local conditions" and the specific nature of their particular local situation. The battle is against standardization and in favour of diversity.

However, and this is the second issue at stake, one city cannot, on its own, come up with all the answers and solutions. International cooperation between local governments is a step in the right direction, but certainly not sufficient; nor is the sole existence of national associations of local governments. It is only through a vast effort to create international exchange networks, that new schemes for learning and strengthening local governments will arise. This will pave the way to new operational techniques that will in turn help to perfect their democratic processes. In this context of partnership, and sharing of experiences, diversity is indeed a valuable asset.

Thirdly, experience sharing must be done for concrete purposes so as to turn it into a useful instrument for action. Several thematic networks can be organized with the participation of interested cities and without the need to depend on intermediary institutions to establish them. Some possible topics are suburban cities, managing procedures, or proper access to international cooperation.

The fourth issue highlights the importance of sharing experiences in the transfer of skills and know-how, as a key element to train personnel employed by local governments.

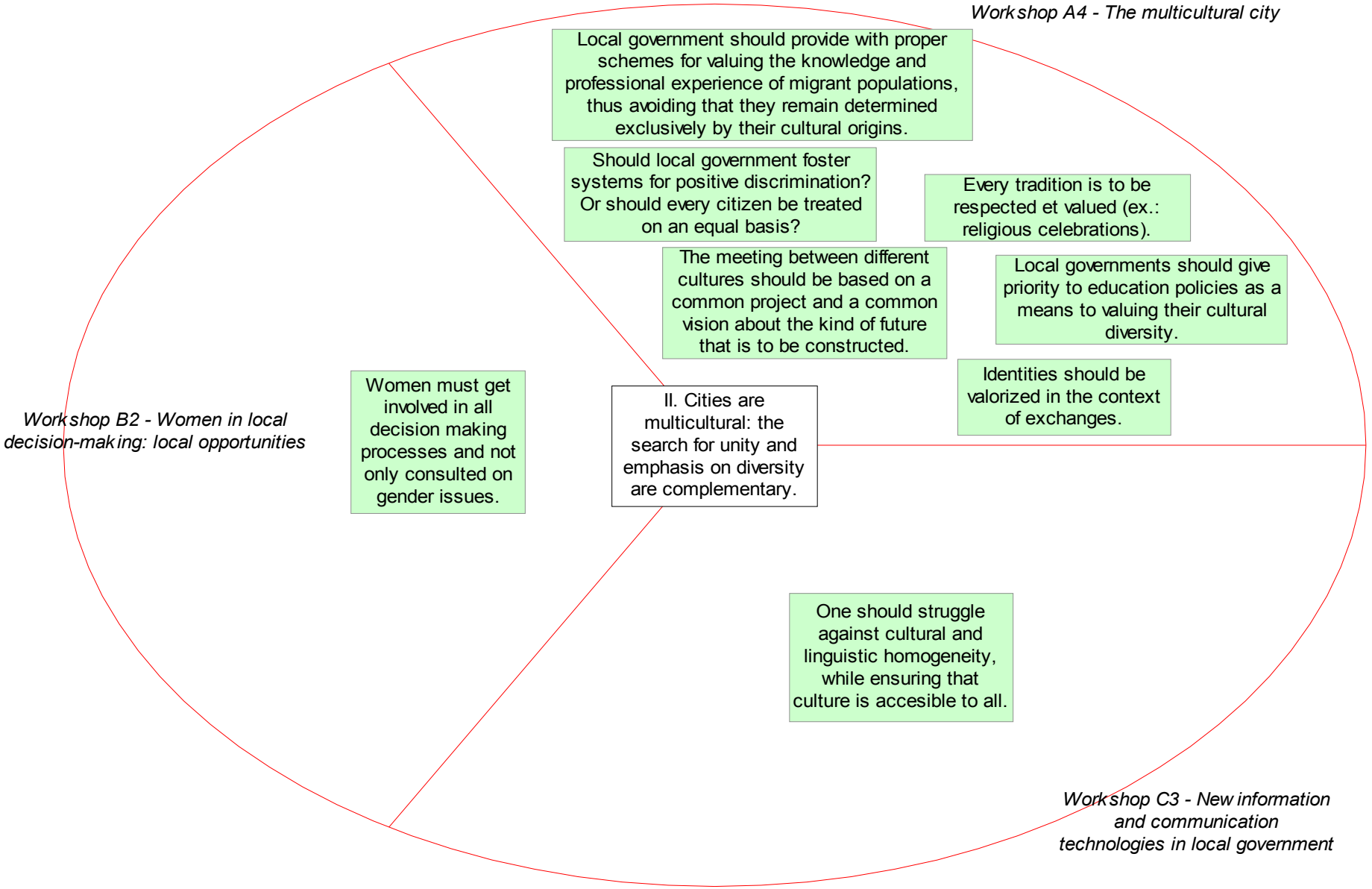
Finally, it is only by working side by side that cities will manage to appeal to regional, national governments and multilateral institutions.


Plenary A - Human rights in our cities
Workshop A5 - City management in a globalising world
Workshop A2 - Local action for the environment
Workshop B3 - Local democracy and citizen participation
Workshop A4 - The multicultural city
Workshop B5 - Local democracy: the role of public-private partnerships
Plenary C - Cooperation and diplomacy: a challenge for our cities
Workshop C1 - City development strategies
Plenary B - Decentralisation and local democracy
Workshop C3 - New information and communication technologies in local government
Workshop C5 - Decentralised cooperation and local capacity building
Make UCLG a platform of knowledge sharing so as to develop work and assessment methods on the new types of governance. UCLG will have to equip itself with efficient tools to train and reinforce the skills and capacities of its members.
City networks must be strengthened in order to promote cooperation, transfers of knowledge and the sharing of experiences.
It is important to foster the sharing of knowledge in a transparent manner between cities and within city networks.
Cooperation between local governments helps to strengthen democracy.
Local authorities should share experiences and encourage South-South cooperation, also reinforcing direct links between peripheral cities.
Local governments should render regional and national authorities accountable.
There is a need to adapt general models to the operational needs and conditions of the local level.
I. Cities strengthen each other through the exchange of experience revealing common challenges, however different in each city.
UCLG must foster city-to-city cooperation in partnership with regional networks of local governments. This should imply the systematisation of methods and the implementation of effective programmes with donor agencies (ex.: Observatory on international cooperation, international funding, training of local officials).
Cooperation between cities and city associations must be developed so as to promote knowledge sharing (ex.: Tetouan with Spanish cities; network of cities in South Africa).
UCLG must not content itself with simply distributing and promoting general, politically correct speeches, or universal models for local self-governance. There is a real risk of becoming a new organisation of the classic variety. UCLG must be a place for daily exchanges as regards methods and practices between different cultural traditions.
A global network that includes all regional and national networks and allows for the technological support and exchange of best-practices in business, must be implemented.
It is important to strengthen the sharing of knowledge and initiatives and the establishment of networks of cities.
UCLG must support the institutional capacity building of national associations of local government and its members. It should promote knowledge sharing among them and implement a well defined framework to systematise the training of local executives and improve the management of cities at the local, national and international levels.

II. Cities are multicultural: the search for unity and emphasis on diversity are complementary.

While the notion of experience sharing at an international level (Axis I) has emphasized the need for unity and for the valuing of diversity between cities, this second axis of the Congress underlines the same principle, but within each individual city.

After an old tradition that placed governance as the affirmation of group unity against an external world considered foreign, a new trend has now emerged. The world is infinitely diverse and its diversity extends to every city and every community. Governance has since evolved into an art that aims to construct unity, **not against** diversity, but **on the basis of the recognition**, acceptance and valuing of such diversity.

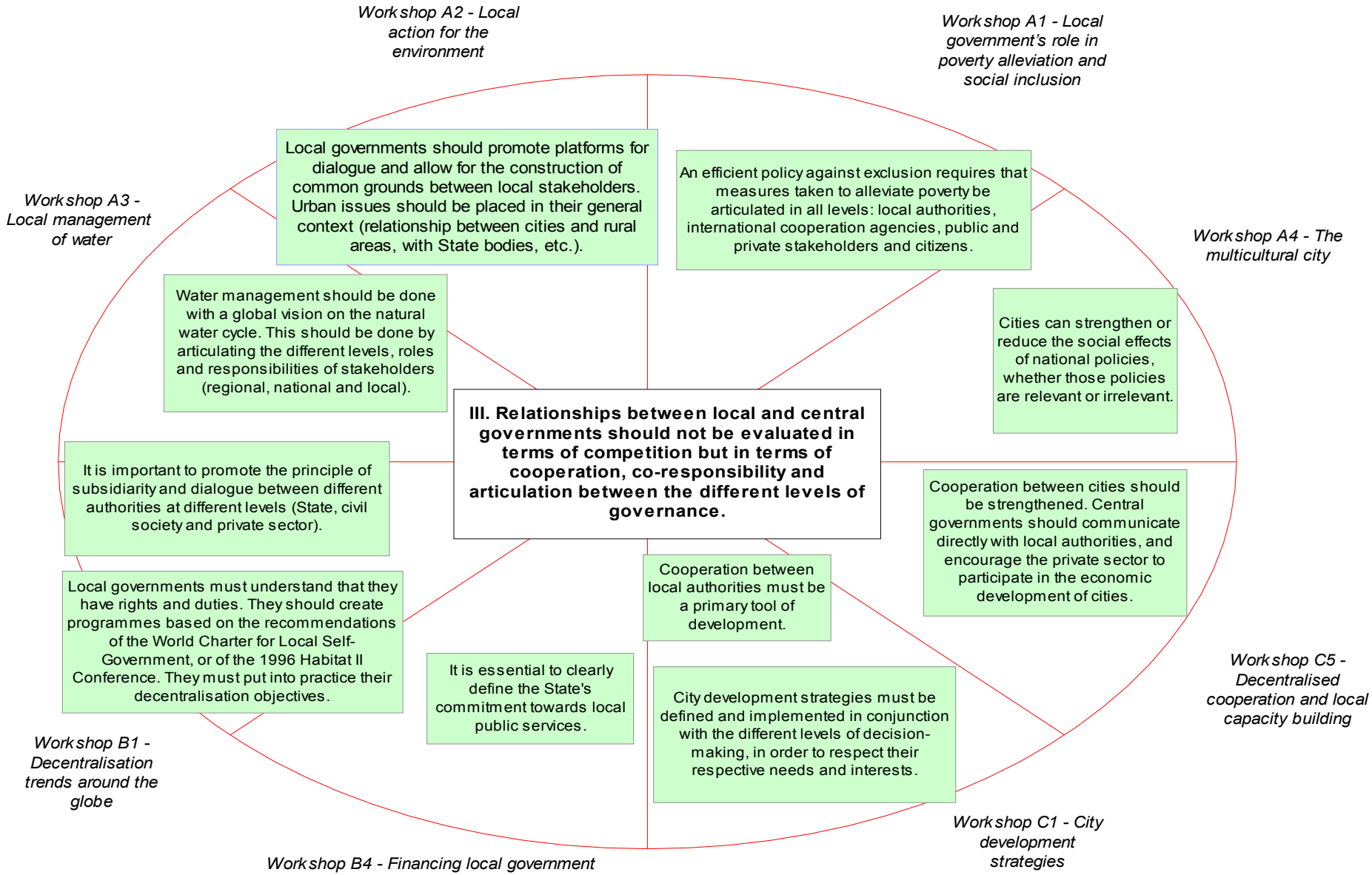

Workshop A4 - The multicultural city
Local government should provide with proper schemes for valuing the knowledge and professional experience of migrant populations, thus avoiding that they remain determined exclusively by their cultural origins.
Should local government foster systems for positive discrimination? Or should every citizen be treated on an equal basis?
Every tradition is to be respected et valued (ex.: religious celebrations).
The meeting between different cultures should be based on a common project and a common vision about the kind of future that is to be constructed.
Local governments should give priority to education policies as a means to valuing their cultural diversity.
Identities should be valorized in the context of exchanges.
Workshop B2 - Women in local decision-making: local opportunities
Women must get involved in all decision making processes and not only consulted on gender issues.
II. Cities are multicultural: the search for unity and emphasis on diversity are complementary.
One should struggle against cultural and linguistic homogeneity, while ensuring that culture is accesible to all.
Workshop C3 - New information and communication technologies in local government

III. Relationships between local and central governments should not be evaluated in terms of competition but in terms of cooperation, co-responsibility and articulation between the different levels of governance.

Traditionally, claims of local governments have centered on the issues of self-government, the decentralization of powers and the transfer of the corresponding funds towards them, as well as on the clear distribution of responsibilities between them and the State.

Without having completely disappeared from the debates of the Congress, this issue is no longer a priority. In this sense, the founding Congress has marked an important date. Several workshops have emphasized not only on the **need to cooperate** between different cities, but mostly between the State and local governments.

The current problems of society (environment, economic development, health, war on poverty) cannot be dealt with on one level only. Local and national governments cannot act while ignoring each other, each one restricted to its particular field of responsibility. The issue is no longer about how to distribute responsibilities, but about how to act together, under transparent rules of dialogue, and through the cooperative fulfillment of such responsibilities.


Workshop A2 - Local action for the environment
Workshop A1 - Local government's role in poverty alleviation and social inclusion
Workshop A3 - Local management of water
Workshop A4 - The multicultural city
Local governments should promote platforms for dialogue and allow for the construction of common grounds between local stakeholders. Urban issues should be placed in their general context (relationship between cities and rural areas, with State bodies, etc.).
An efficient policy against exclusion requires that measures taken to alleviate poverty be articulated in all levels: local authorities, international cooperation agencies, public and private stakeholders and citizens.
Water management should be done with a global vision on the natural water cycle. This should be done by articulating the different levels, roles and responsibilities of stakeholders (regional, national and local).
Cities can strengthen or reduce the social effects of national policies, whether those policies are relevant or irrelevant.
III. Relationships between local and central governments should not be evaluated in terms of competition but in terms of cooperation, co-responsibility and articulation between the different levels of governance.
It is important to promote the principle of subsidiarity and dialogue between different authorities at different levels (State, civil society and private sector).
Cooperation between cities should be strengthened. Central governments should communicate directly with local authorities, and encourage the private sector to participate in the economic development of cities.
Local governments must understand that they have rights and duties. They should create programmes based on the recommendations of the World Charter for Local Self-Government, or of the 1996 Habitat II Conference. They must put into practice their decentralisation objectives.
Cooperation between local authorities must be a primary tool of development.
Workshop C5 - Decentralised cooperation and local capacity building
Workshop B1 - Decentralisation trends around the globe
It is essential to clearly define the State's commitment towards local public services.
City development strategies must be defined and implemented in conjunction with the different levels of decision-making, in order to respect their respective needs and interests.
Workshop C1 - City development strategies
Workshop B4 - Financing local government

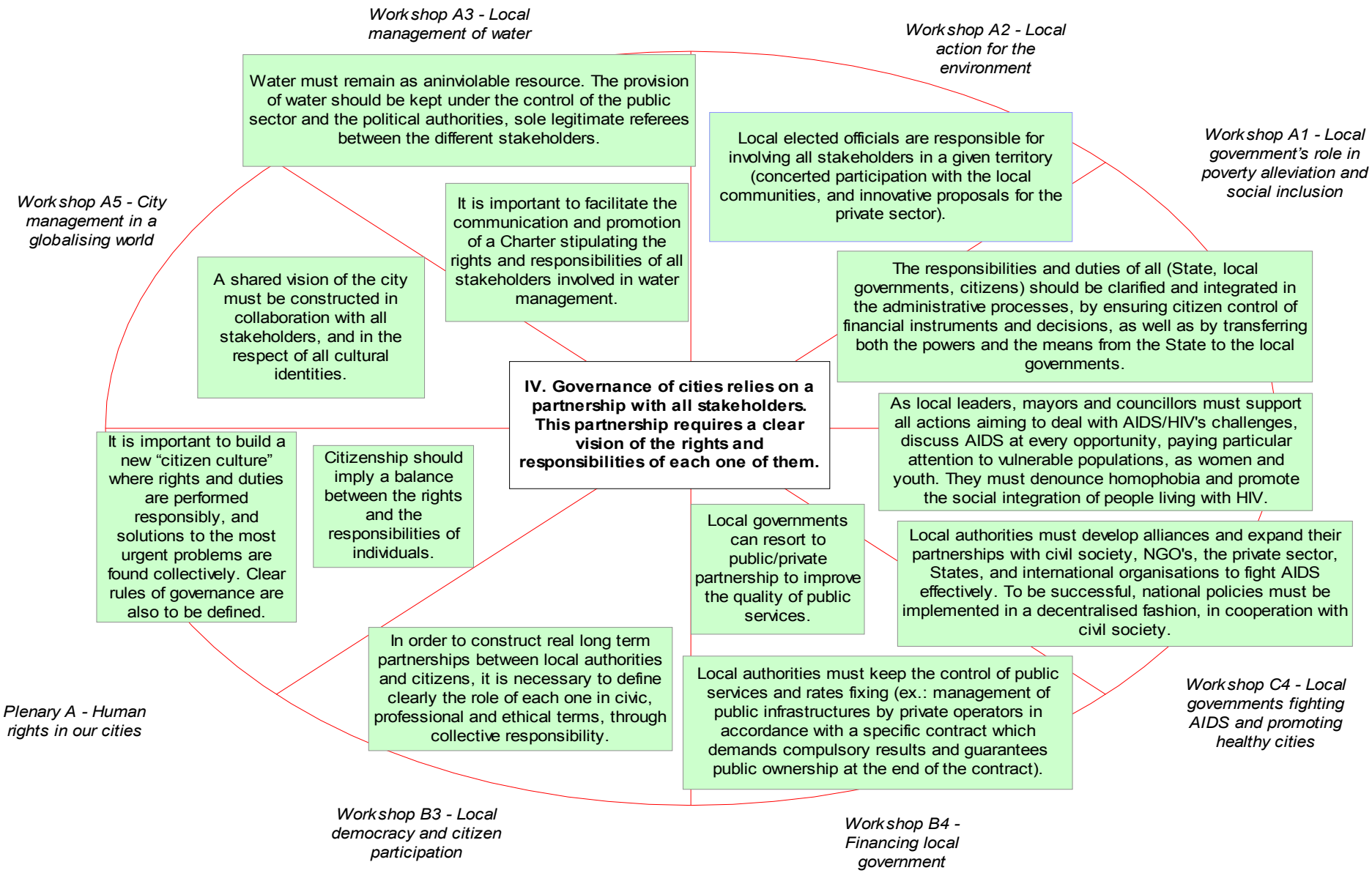
IV. Governance of cities relies on a partnership with all stakeholders. This partnership requires a clear vision of the rights and responsibilities of each one of them.

This fourth axis is a continuation of the third one. While they are both about cooperation and partnership, this one emphasizes the need of local public authorities to cooperate with other local stakeholders.

The third axis stated that social challenges cannot be dealt with at only one level of governance, while this fourth axis underlines the fact they cannot be solved by any player acting individually.

There is indeed a need for real partnerships with citizens, NGO's, the economic sector and international organizations. Gone are the days when the field of public activity seemed as an impenetrable barrier. However, the idea of public authorities renouncing their political responsibility is out of the question. Their role and importance are not replaceable, nor their duty to arbitrate and regulate, however profound the changes in the means to implement such duties.

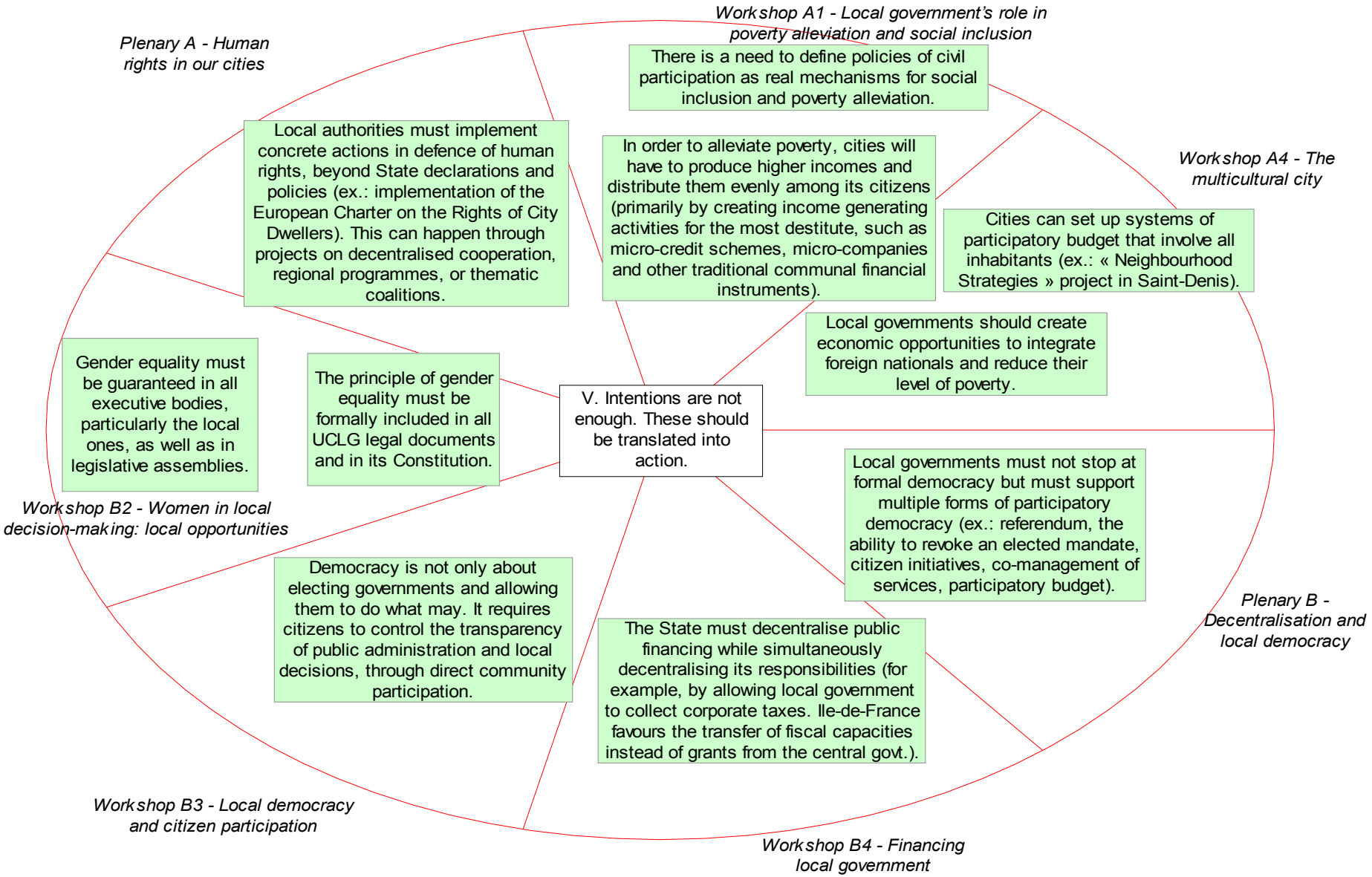
The exercise of sharing responsibilities (where individual responsibility is the priority) cannot be improvised or sketched in a provisional fashion. The definition of each role, of the conditions for citizen control of public policies, of the rules of partnership and the implementation of alliances require collective elaboration and great transparency.


Workshop A3 - Local management of water
Workshop A2 - Local action for the environment
Workshop A1 - Local government's role in poverty alleviation and social inclusion
Workshop A5 - City management in a globalising world
Plenary A - Human rights in our cities
Workshop C4 - Local governments fighting AIDS and promoting healthy cities
Workshop B3 - Local democracy and citizen participation
Workshop B4 - Financing local government
Water must remain as aninviolable resource. The provision of water should be kept under the control of the public sector and the political authorities, sole legitimate referees between the different stakeholders.
Local elected officials are responsible for involving all stakeholders in a given territory (concerted participation with the local communities, and innovative proposals for the private sector).
It is important to facilitate the communication and promotion of a Charter stipulating the rights and responsibilities of all stakeholders involved in water management.
A shared vision of the city must be constructed in collaboration with all stakeholders, and in the respect of all cultural identities.
The responsibilities and duties of all (State, local governments, citizens) should be clarified and integrated in the administrative processes, by ensuring citizen control of financial instruments and decisions, as well as by transferring both the powers and the means from the State to the local governments.
IV. Governance of cities relies on a partnership with all stakeholders. This partnership requires a clear vision of the rights and responsibilities of each one of them.
As local leaders, mayors and councillors must support all actions aiming to deal with AIDS/HIV's challenges, discuss AIDS at every opportunity, paying particular attention to vulnerable populations, as women and youth. They must denounce homophobia and promote the social integration of people living with HIV.
It is important to build a new "citizen culture" where rights and duties are performed responsibly, and solutions to the most urgent problems are found collectively. Clear rules of governance are also to be defined.
Citizenship should imply a balance between the rights and the responsibilities of individuals.
Local governments can resort to public/private partnership to improve the quality of public services.
Local authorities must develop alliances and expand their partnerships with civil society, NGO's, the private sector, States, and international organisations to fight AIDS effectively. To be successful, national policies must be implemented in a decentralised fashion, in cooperation with civil society.
In order to construct real long term partnerships between local authorities and citizens, it is necessary to define clearly the role of each one in civic, professional and ethical terms, through collective responsibility.
Local authorities must keep the control of public services and rates fixing (ex.: management of public infrastructures by private operators in accordance with a specific contract which demands compulsory results and guarantees public ownership at the end of the contract).

V. Intentions are not enough. These should be translated into action.

During the Congress, delegates have addressed the need to bring public authorities closer to the public, relieve the State of some of its traditional roles, recognize cultural diversity, promote a more participative democracy, foster gender equality and reinforce the war on poverty. Who could possibly be against all this?

"It is against the wall that you find the mason", goes the proverb. And this is particularly true for local governments since they are under direct scrutiny from citizens. Good intentions are not enough. Willpower should be accompanied by concrete means and specific policies to fulfill expectations or there will be widespread disappointment. This is the common denominator of all issues concerned by this axis and perhaps one of the reasons for the emphasis on the need to share experiences. Goals are clear, but the means to attain them are yet to be implemented.


Plenary A - Human rights in our cities
Workshop A1 - Local government's role in poverty alleviation and social inclusion
There is a need to define policies of civil participation as real mechanisms for social inclusion and poverty alleviation.
Local authorities must implement concrete actions in defence of human rights, beyond State declarations and policies (ex.: implementation of the European Charter on the Rights of City Dwellers). This can happen through projects on decentralised cooperation, regional programmes, or thematic coalitions.
In order to alleviate poverty, cities will have to produce higher incomes and distribute them evenly among its citizens (primarily by creating income generating activities for the most destitute, such as micro-credit schemes, micro-companies and other traditional communal financial instruments).
Workshop A4 - The multicultural city
Cities can set up systems of participatory budget that involve all inhabitants (ex.: « Neighbourhood Strategies » project in Saint-Denis).
Local governments should create economic opportunities to integrate foreign nationals and reduce their level of poverty.
Gender equality must be guaranteed in all executive bodies, particularly the local ones, as well as in legislative assemblies.
The principle of gender equality must be formally included in all UCLG legal documents and in its Constitution.
V. Intentions are not enough. These should be translated into action.
Workshop B2 - Women in local decision-making: local opportunities
Local governments must not stop at formal democracy but must support multiple forms of participatory democracy (ex.: referendum, the ability to revoke an elected mandate, citizen initiatives, co-management of services, participatory budget).
Democracy is not only about electing governments and allowing them to do what may. It requires citizens to control the transparency of public administration and local decisions, through direct community participation.
Plenary B - Decentralisation and local democracy
The State must decentralise public financing while simultaneously decentralising its responsibilities (for example, by allowing local government to collect corporate taxes. Ile-de-France favours the transfer of fiscal capacities instead of grants from the central govt.).
Workshop B3 - Local democracy and citizen participation
Workshop B4 - Financing local government

VI. Local and global are the two sides of the same coin. Cities are at the crossroads of these two facets.

As seen in the two previous axes concerning unity and diversity firstly, and partnership between different levels of governance secondly, there is no such thing as “local problems” on the one side and “global problems” on the other. In a global and interdependent society everything is potentially global; each community, municipality and city being a particular configuration of such global realities. Although local governments are certainly in the forefront, they cannot solve locally, nor in isolation, global problems like HIV-AIDS. This is why working in international networks is so important.

Plenary A - Human rights in our cities

By working through UCLG, local governments throughout the world must invent new ways of addressing local and global issues. This should be done through networking, so as to establish a new political relationship with international organisations such as the U.N., and influence their policies (ex.: as stated in the Millenium Development Goals).

VI. Local and global are the two sides of the same coin. Cities are at the crossroads of these two facets.

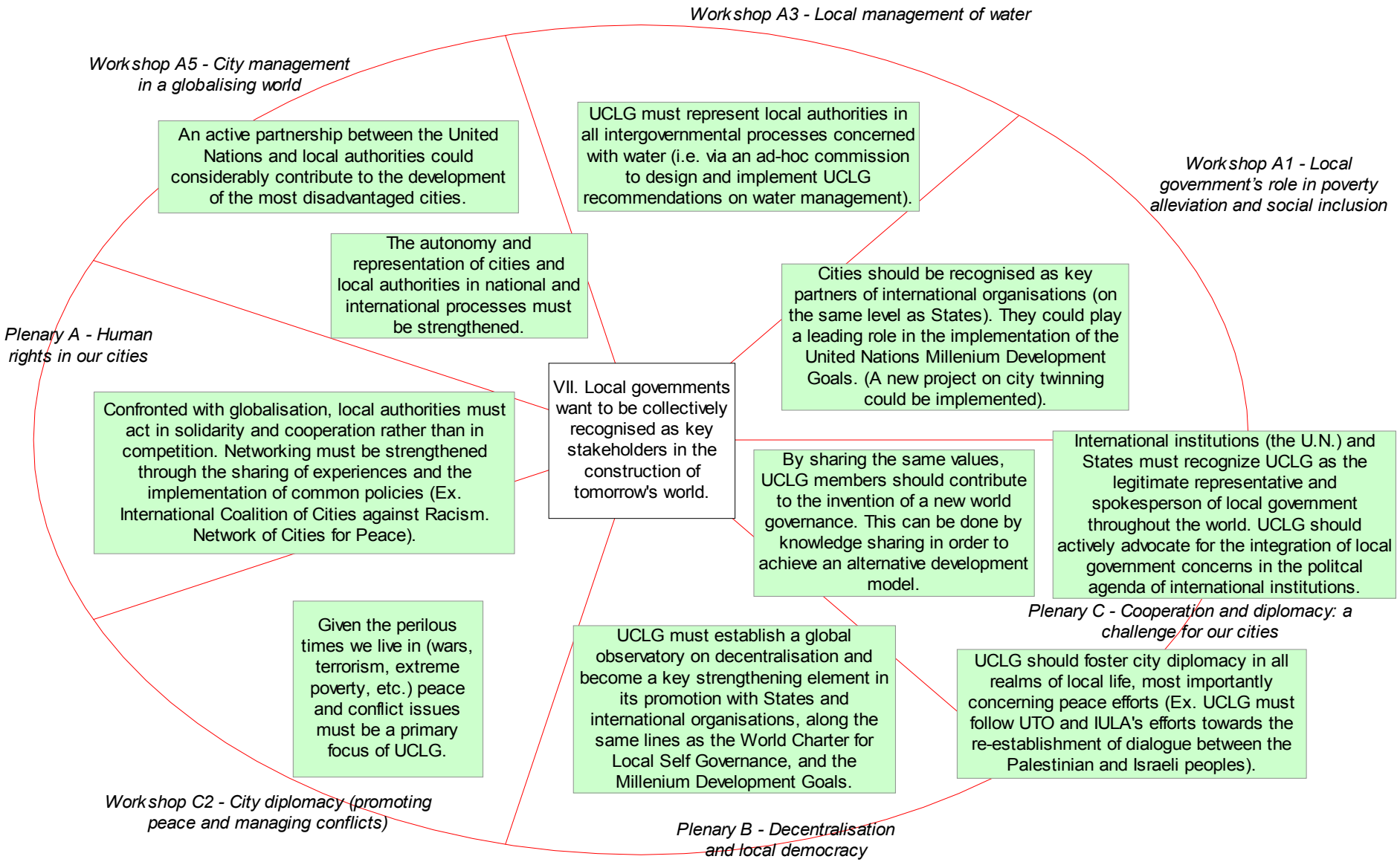
Local authorities must be on the front line against AIDS/HIV. As the government bodies closest to the people, they are in the best position to implement efficient preventive policies, support vulnerable populations, and minimise the socio-economic impact of AIDS/HIV.

Workshop C4
Local governments fighting AIDS and promoting healthy cities

VII. Local governments want to be collectively recognised as key stakeholders in the construction of tomorrow's world.

Because there is no such thing as local problems on the one hand and global problems on the other, local governments are necessarily global players. The issue is no longer cities trying to gain recognition by others as legitimate international stakeholders, but to be up to the task of this new ambition. Local governments no longer wish to be represented by their States but by their own networks. They want to participate in the setting of strategies traditionally reserved to national authorities, such as peace building. They commit themselves to the achievement of the Millenium Developmental Goals and wish to advance their own proposals to address common problems like water and sustainable development. Local governments aspire to influence the construction of a new world governance.

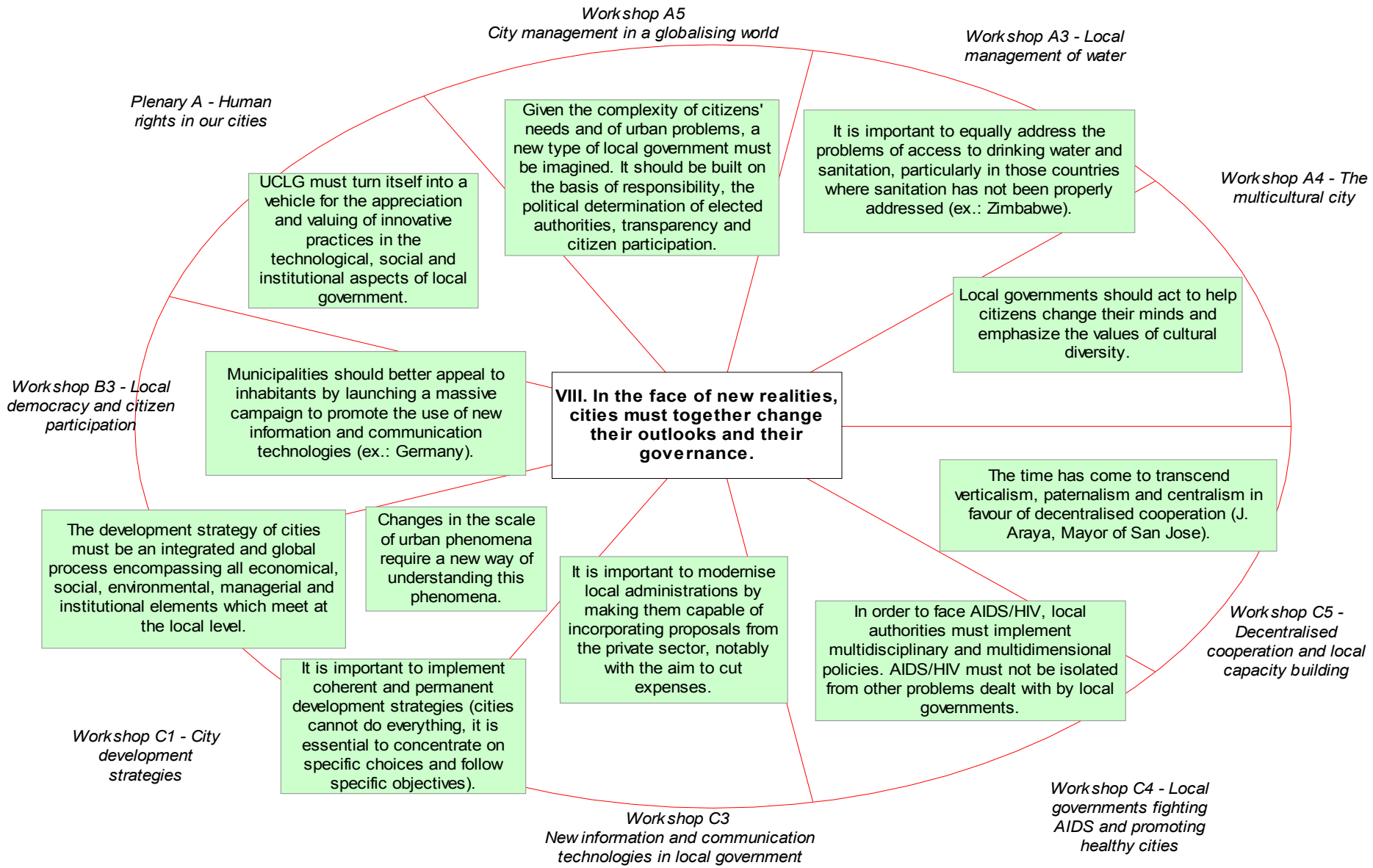
The creation of UCLG was intended to reserve local governments a seat in the orchestra. No sooner has it been created that UCLG is now expected to perform correspondingly.


Workshop A3 - Local management of water
Workshop A5 - City management in a globalising world
An active partnership between the United Nations and local authorities could considerably contribute to the development of the most disadvantaged cities.
UCLG must represent local authorities in all intergovernmental processes concerned with water (i.e. via an ad-hoc commission to design and implement UCLG recommendations on water management).
Workshop A1 - Local government's role in poverty alleviation and social inclusion
The autonomy and representation of cities and local authorities in national and international processes must be strengthened.
Cities should be recognised as key partners of international organisations (on the same level as States). They could play a leading role in the implementation of the United Nations Millenium Development Goals. (A new project on city twinning could be implemented).
Plenary A - Human rights in our cities
VII. Local governments want to be collectively recognised as key stakeholders in the construction of tomorrow's world.
Confronted with globalisation, local authorities must act in solidarity and cooperation rather than in competition. Networking must be strengthened through the sharing of experiences and the implementation of common policies (Ex. International Coalition of Cities against Racism. Network of Cities for Peace).
By sharing the same values, UCLG members should contribute to the invention of a new world governance. This can be done by knowledge sharing in order to achieve an alternative development model.
International institutions (the U.N.) and States must recognize UCLG as the legitimate representative and spokesperson of local government throughout the world. UCLG should actively advocate for the integration of local government concerns in the politcal agenda of international institutions.
Plenary C - Cooperation and diplomacy: a challenge for our cities
Given the perilous times we live in (wars, terrorism, extreme poverty, etc.) peace and conflict issues must be a primary focus of UCLG.
UCLG must establish a global observatory on decentralisation and become a key strengthening element in its promotion with States and international organisations, along the same lines as the World Charter for Local Self Governance, and the Millenium Development Goals.
UCLG should foster city diplomacy in all realms of local life, most importantly concerning peace efforts (Ex. UCLG must follow UTO and IULA's efforts towards the re-establishment of dialogue between the Palestinian and Israeli peoples).
Workshop C2 - City diplomacy (promoting peace and managing conflicts)
Plenary B - Decentralisation and local democracy

VIII. In the face of new realities, cities must together change their outlooks and their governance.

UCLG was not born in a stable world with proven recipes for governance. Instead, it has been created in a world that is undergoing mutations, where old formulas for action and public policy are no longer certain nor relevant, where changes demand to be directed and new technologies mastered, so as to respond to the ever more complex and urgent public needs. The old methods of dividing the administration by sectors, through paternalism and solely under representative democracies, have now expired.

It is in their capacity for technical, social and institutional innovation that local governments will be evaluated. Only through the implementation of integrated policies will they prove the superiority of local management in contrast to more centralized forms of government. In this context, UCLG is called upon to reveal, stimulate, strengthen and share local governments' inherent capacities and obligations to innovate.


Workshop A5
City management in a globalising world
Workshop A3 - Local management of water
Plenary A - Human rights in our cities
Given the complexity of citizens' needs and of urban problems, a new type of local government must be imagined. It should be built on the basis of responsibility, the political determination of elected authorities, transparency and citizen participation.
It is important to equally address the problems of access to drinking water and sanitation, particularly in those countries where sanitation has not been properly addressed (ex.: Zimbabwe).
Workshop A4 - The multicultural city
UCLG must turn itself into a vehicle for the appreciation and valuing of innovative practices in the technological, social and institutional aspects of local government.
Local governments should act to help citizens change their minds and emphasize the values of cultural diversity.
Workshop B3 - Local democracy and citizen participation
Municipalities should better appeal to inhabitants by launching a massive campaign to promote the use of new information and communication technologies (ex.: Germany).
VIII. In the face of new realities, cities must together change their outlooks and their governance.
The time has come to transcend verticalism, paternalism and centralism in favour of decentralised cooperation (J. Araya, Mayor of San Jose).
The development strategy of cities must be an integrated and global process encompassing all economical, social, environmental, managerial and institutional elements which meet at the local level.
Changes in the scale of urban phenomena require a new way of understanding this phenomena.
It is important to modernise local administrations by making them capable of incorporating proposals from the private sector, notably with the aim to cut expenses.
In order to face AIDS/HIV, local authorities must implement multidisciplinary and multidimensional policies. AIDS/HIV must not be isolated from other problems dealt with by local governments.
Workshop C5 - Decentralised cooperation and local capacity building
It is important to implement coherent and permanent development strategies (cities cannot do everything, it is essential to concentrate on specific choices and follow specific objectives).
Workshop C1 - City development strategies
Workshop C3
New information and communication technologies in local government
Workshop C4 - Local governments fighting AIDS and promoting healthy cities

The producers:

Vladimir Ugarte and Eugène Zapata-Garesche (Almedio Consulting) provided general coordination of the cartographic process for the CGLU's Founding Convention with support from the CGLU thematic area managers: Edgardo Bilsky, Emilia Saiz and Mohammed Boussraoui. Vincent Calame and Nicolas Haeringer (Exemole) designed and applied the software at the CGLU Convention. Elisabeth Gateau, Secretary General of the CGLU and Pierre Calame, Director of the FPH provided general management for the process.

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FPH presentation:

The *Charles Léopold Mayer* Foundation for the Progress of Humankind (FPH) is an independent foundation under Swiss law. It is committed to helping bring about long-term changes in our societies. To accomplish this, it supports the emergence of a world community by building relations in a radically interdependent world where everything exists together, humans and things. This world community must be capable of conceiving and effecting three major changes: a new concept of governance, other methods of development and common ethical principles.

In this conception, the Foundation focuses in particular on how to build collective intelligence and action. This is why it agreed to support, both methodologically and financially, the Founding Convention of the United Cities and Local Governments.

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Exemole presentation

Exemole is a consulting firm specialised in the linkage of information technology tools to working methods. Among other projects, Exemole is responsible for the development, on behalf of the Charles Leopold Mayer Foundation for the Progress of Humankind (FPH), of the software « OutilCarto » enabling the technical application of the cartographic method. Contact : Nicolas Haeringer (nicolas.haeringer@exemole.fr)