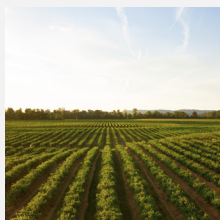
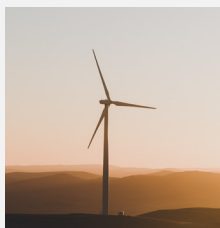
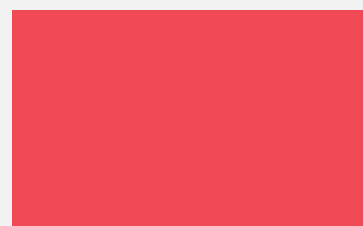
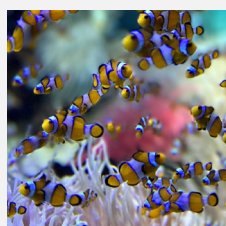
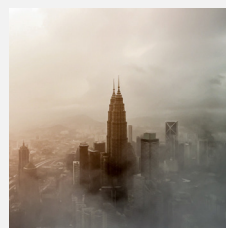
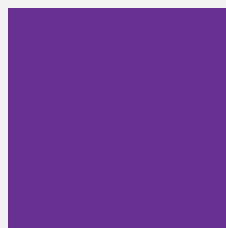


UCLG ASPAC Manifesto



2021
2025





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INTRODUCTION

The UCLG ASPAC has carried out and made concrete work on the ground as structured in its first 2015-2020 Strategic Plan, referred to as a Manifesto. Although progress in the implementation of the Strategic Plan 2015-2020 has been made, the work of UCLG ASPAC is viewed as a continuum as local governments strive to meet the demands of their citizens in an ever changing global, national and local dynamics.

This 2021-2025 Strategic Plan or Manifesto of UCLG ASPAC has been developed with foresight to further develop the underlying and principal purposes of the Organisation. The Plan will still be based on the continuation and advancement of the previous Strategic Plans particularly on the Localisation of the 2030 Agenda, Paris and New Urban Agenda, Sendai Framework for Disaster Risk Reduction. The manifesto continues to advocate for the provision of

equal and basic services, the importance of effective democratic local governments and good governance promotion. In addition, as the COVID-19 has brought long lasting social economic and cultural impacts, the Plan shall also include the recovery of cities and local governments from COVID-19 as an equal strategic component.

#1 Promote Effective Democratic Self-Government and Good Governance

Description

Within the scope of UCLG ASPAC, effective decentralisation – which encompasses the three dimensions of political, administrative and fiscal decentralisation – sits at the very core of our push for good governance within the local government structure. We see the different levels of decentralisation, as well as the variations of current enabling

environments for decentralisation within the Asia-Pacific region as a good opportunity for members to share and enrich their knowledge with regards to opportunities and challenges of the institutional reform measures, public policy to enact reform and deliver improved wellbeing.

Decentralisation is a reform measure that reconfigures power relationships between and among the different levels of a country's governance institutions. To promote sustainable smart cities and local governments, this institutional reform will create space for and demand action from local governments to understand and provide for the needs and preferences of local people, following negotiation of power and reallocation of resources from the national to sub-national governments and the creation of local fiscal space.



Strategies and targets

- 1.1. Build awareness and capacitate local governments and local governments associations towards establishing enabling environments for effective decentralisation and negotiating reallocation of authority and resources.
- 1.2. Assist to implement decentralisation at the local levels from national and supra-national institutions.
- 1.3 Provide capacity building to strengthen the competencies of local governments in creating and handling space for citizen participation, consensus building, transparency, responsiveness and accountability in local development decision making.
- 1.4 Enhance and mainstream gender equality and women empowerment in local planning and management and budget processes.
- 1.5 Increase women representation within cities and local governments in the Asia-Pacific region through improved understanding of administrative processes in mayor selection, increase activities to empower and groom women mayors/councilors and bureaucrats, as well as increase visibility for women mayors/councilors and bureaucrats.

#2 Equal and Adequate Basic Services to Improve Quality of Life and City Resilience

Description

Enabling cities and urban centers to improve the quality of life for their citizen is core to UCLG ASPAC's mission and vision.



We believe that enhancing the provision of basic services is the foundation of sustainable human settlement. The delivery of basic services including social safety nets and livelihood programmes are a critical component of resilience as they reduce the vulnerability of communities, especially marginalised ones that are prone to crisis brought about by internal and external shocks, particularly for a region that has a high frequency of natural hazard like earthquakes, flooding, tsunami and landslides. Similarly, integrating resilience and sustainability into urban planning contributes towards future-proofing public and private assets in cities and local governments, attracting more investment into the local economic development.

In Asia Pacific, the number of urban dwellers is expected to rise to more than 2.8 billion by 2030 and reach nearly 3.5 billion in

2050. Against this background of increasing urbanisation and global development challenges the region's city leaders will have to prepare for the increased pressure on and demand for basic services such as proper solid waste management, water and sanitation, road and transportation, digital connectivity, public space and urban safety. These services are especially crucial for vulnerable and marginalised communities, many of whom are fully dependent on them for their human rights, livelihood and security.

Strategies and Targets

- 2.1. Strengthening policy framework to enable improved basic services and maintain the standards and reach of such services as urban infrastructure and population expands.

- 2.2. Improve bankability and funding for existing programmes and projects to support the expansion of existing activities under the umbrella of basic services and resilience through evaluation and replication.
- 2.3. Fostering disaster risk and climate change resilience in the public basic services delivery system by updating and adopting resilient technical capacity and regulations, enhancing management of services adaptation, and promotion of financial tools to reduce risks.



#3 Put Global/Regional Agendas and National Commitments into Effective Local Implementation

Description

UCLG ASPAC continuously advocates for greater roles carried out by local and regional governments in not only implementation of Global Agenda, but also in the design and development of international policies, as well as reporting of the progress and achievement of the global goals.

Many of the Global Agendas cannot be achieved without being integrated and localised into sub-national planning, policy and action. In a multi-level governance structure, urban and local governments are directly responsible for delivering as much as 65 percent of the targets of the Sustainable Development Goals (SDGs).

Local solutions that are rooted in local cultural, social, environmental and economic realities and built upon experiences and approaches tested daily due to the proximity to the community and people can go a long way in advancing the Global Agenda.

Strategies and Targets

- 3.1. Capacitate local governments and local government associations in understanding, building coherence and internalising the various Global/Regional Agendas as well as National Commitments, in collaboration with local communities.
- 3.2. Capacitate local governments and local government associations in the operationalisation of the various Global/Regional Agendas, as well as National Commitments, by supporting pilot programming, technical capacity

development and establishing best practices database and exchange.

- 3.3. Establish new and strengthen existing intercity and regional collaborations and communities based on development and provision of sustainable marine services that drives economic integration and growth, based on the concepts of open, inclusive, cooperative and win-win development and a shared future. This includes policy and practices that address the drivers of destruction to marine environment and overdevelopment of marine resources, as well as nurturing region-specific connectivity, communication and innovation, taking into advantage the international focus given to marine issues in line with the SDG14: Life below Water, the Decade of Action (2020-2030), and the Decade of Ocean Science for Sustainable Development (2021-2030).

- 3.4. Build synergy and capacity through, as well as leverage on, collaboration, cooperation and integration with other global, regional, national and local agendas. This includes multilateral cooperation such as ASEAN and Regional Comprehensive Economic Partnership, bilateral cooperation including city-to-city collaboration and sister city programmes, as well as single nation-led initiatives such as Belt and Roads Initiatives, and similar city-led initiatives such as SDG Cities and Smart City aspirations.

#4 Aggregate, elevate and advocate for local voices and issues to national, regional and global levels

Description

Local governments, as the sphere of government closest to people, are ideally placed to understand the local needs and experience the realities in localising national commitments and global agenda. With its inborn understanding of the local cultural, social, environmental and economic realities and knowledge, feedback from local governments on local sensitivities and challenges can safeguard these local assets. With the local government as intermediary between the communities and higher level of governance, it is possible for national commitments and global agenda to leverage on the local government for enhanced results. With proper recognition and sufficient space for their voices at the global table, local governments can contribute to a more effective and accountable international governance.

Within the advocacy framework, UCLG ASPAC strives to strengthen the capacity and network of local governments through



training and partnership, back local government agency with knowledge and policy feedback, promote programme and project implementation at the territorial level, as well as monitor and document local and regional experiences to support evidence-based assessment. Throughout all these, UCLG ASPAC contributing to the local and regional storytelling to different levels of governance.

UCLG ASPAC represent the united voice of local self-governments within the Asia Pacific region. As we promote cooperation between governments and within the wider international communities in the region, two of our stated missions are relevant to this item: (1) to ensure the effective political representation of local government to the UN and other international communities; and (2) to be the worldwide source of key information on local government, learning, exchange, and capacity building to support democratic local governments and their associations. Within this period of 2020-2025, we maintain our full commitment towards to aggregate, elevate, advocate, representing and defending the voices of local governments and its associations.

Strategies and Targets

- 4.1. Increasing visibility of local governments and local government association’s voices at the relevant platforms.

#5 Empower and Enable COVID-19 Recovery and Resilience for Local Governments and Cities

Description

As the closest form of government to citizens, local governments from around the world have been at the forefront of the fight against COVID-19. Responding to

the immediate needs, leveraging on the experience of our members and partners, UCLG ASPAC joined the local governments at the front line by bridging the knowledge and capacity gaps in practical handling of the novel challenges through sharing of best practices and compilation of practical experience and guidelines in handling COVID-19.

Leveraging on this, UCLG ASPAC furthered the local narratives, advocacy and capacity building activities through a series of webinars that centered local response and recovery efforts by the cities and local governments. UCLG ASPAC also facilitated city-to-city humanitarian assistance through which Personal Protective Equipment (PPE) are donated to localities in need.

The COVID-19 pandemic has deeply impacted on the lives and livelihoods of people worldwide and the Asia-Pacific region, the aftershocks of which are expected to be felt long after the public health crisis has been resolved. In handling the rapid proliferation of the novel disease, Governments from around the world have faced the facts that they were unprepared for a health crisis of this scale, despite decades of warnings from scientists on potentially devastating emerging pathogens. The recovery from the pandemic ushers in new challenges as no government will be able to escape from the enormous social, economic, cultural and environmental fallout of the outbreak for years to come.

Strategies and Targets

- 5.1 Establish UCLG ASPAC as a knowledge hub for sharing the experience in tackling with large-scale public health crisis impacting economic, social and environmental aspects. The knowledge hub serves as a platform to gather and disseminate practical knowledge, smart

technology, technological and social innovation and expertise in dealing with public health crisis and its impacts among the members.

- 5.2 Recover and rebuild better inclusive, safe, sustainable and resilient cities and human settlements, taking into consideration lessons learned from the handling of the Pandemic to inform on the recovery strategies for post-COVID-19 new normal.
- 5.3 Strengthen and improve local governments’ preparedness in handling future, existing and potentially infectious disease outbreaks through establishment of and capacity building for a comprehensive response mechanism involving respective action schemes for local governments, healthcare system and communities.
- 5.4 Facilitate and, where possible, provide and enable access to technical assistance to local governments in their efforts to reactivate, mobilise and reinvigorate local economic development post-Pandemic, including through sustainable tourism and local assets such as cultural heritage.
- 5.5 Safeguarding and empowering women, youth and children, and marginalised communities in time of health crisis and post-pandemic, including those mobilised under the UCLG ASPAC Standing Committee of Women in Local Government.





#6 Strengthen performance and service delivery of the Secretariat in order to achieve the aspiration of Manifesto 2020-2025

Description

The UCLG ASPAC General Secretariat is hosted by the Jakarta Capital City Government. In 2019, UCLG ASPAC initiated its first collaboration for remote office hosted by the Kuala Lumpur City Hall. UCLG ASPAC is expecting to kick off other remote offices to be hosted by committed members.

We continuously strive for improved performance and services provided by UCLG ASPAC to further better the image of our organisation as a serious and world-class player in the local government sphere and nurture the trust of our members to carry their messages on their behalf.

Planning, designing, implementing, monitoring and communicating UCLG ASPAC’s interventions in achieving the Manifesto commitments for the period of 2021-2025 require an accountable, capacitated, efficient and effective Secretariat and programme teams. The final Manifesto commitment is dedicated to the strengthening and enhancing of the home team in enabling them to perform and serve our members and our agenda, as they navigate the overlapping and interlinked manifesto commitments.

Strategies and Targets

- 6.1 An Accountable Secretariat that provides greater transparency and accountability to its members by attaining ISO 9001, improving SOPs and upgrade of accounting systems.
- 6.2 An efficient Secretariat that expedites

- the demands placed by its members with world class services backed up with policy and technical excellence.
- 6.3 An effective Secretariat that is fit for purpose and provides future proof sustainable performance for its members that are recorded and managed through agreed KPIs.
- 6.4 A capacitated Secretariat that provides professional services and is able to develop a sound global knowledge platform and repository to advance the capacity and service of its members that promotes peer to peer exchanges.
- 6.5 An expanded and forward-thinking Organisation that promotes institutional and people to people through exchange and quality multi-media communications.

IMPLEMENTATION

The Manifesto of UCLG ASPAC 2021-2025 will be implemented, built upon the previous Manifesto 2015-2020. The current Committees of UCLG ASPAC will be optimised to meet the goals and targets set under the Manifesto. The existing Committees are:

- Culture Committee led by Jeju,
- Women Committee led by Guangzhou,
- Belt and Road Local Cooperation (BRLC) Committee led by Hangzhou with support from CPAFFC,
- The 21st Century Maritime Cooperation Committee led by Fuzhou with support from CPAFFC,
- South and Southwest Committee,
- South-East Asia Committee.

This Manifesto 2021-2025 will be used as the strategies of UCLG ASPAC towards the next 5-years. In the implementation, the Manifesto will be put in the form of annual work plan with proposed budget to

be approved by the Executive Bureau and Council Members.

As part of the **financial sustainability** of the Organisation, members of UCLG ASPAC are expected to meet the requirements to pay the membership fees to help increase the membership fee collection rate. External resources will be mobilised by developing high-impacted programmes and projects that will bring UCLG ASPAC closer to the achievement of this Manifesto.

Collaboration with partners including international agencies such as UN bodies and various stakeholders (private sector, academicians, philanthropy, non-profit organisations, etc) will be enhanced to

ensure the multiplier impacts of the actions. Optimal engagement of UCLG ASPAC in the sub-regional cooperation, in this case ASEAN, needs to be further enhanced through ASEAN Mayors Forum (AMF) which received the accreditation from ASEAN in August 2018. UCLG ASPAC serves as the Secretariat of AMF in which its activities are conducted as part of the South-east Asia Committee.

The Manifesto 2021-2025 will also be linked with the existing regional platforms which UCLG ASPAC has been participating, such as the Penang Platform for Sustainable Urbanisation (PPSU) and the Asia-Pacific Mayors Academy.



Annex I. Strategic Goal 1 - Promote Effective Democratic Self-Government and Good Governance

Promote Effective Democratic Self-Government and Good Governance	
1.1	Build awareness and capacitate local governments and local governments associations towards establishing enabling environments for effective decentralisation and negotiating reallocation of authority and resources.
1.1.1	<i>Advocate and raise awareness at political and policy levels for local administrative and fiscal recognition by the national governments.</i>
1.1.2	<i>Support capacity building interventions that strengthen the mandate and capability of the sub-national institutions.</i>
1.1.3	<i>Support local governments to create public policy solutions and capacities for developing new fiscal space.</i>
1.1.4	<i>Support the creation of modernised asset management systems and asset inventory databases for local governments.</i>
1.2	Assist to implement decentralisation at the local levels from national and supra-national institutions.
1.2.1	<i>Establish database/inventory of cities/local government decentralisation experience for evidence-based policy and decision making in decentralisation.</i>
1.2.2	<i>Promote new legislative and regulatory bases to support local governments access and participate in innovative SDGs financing through PPPs and debt financing instruments.</i>
1.2.3	<i>Create a policy and regulatory environment to support credit ratings for local governments and/or local government enterprises.</i>
1.3	Provide capacity building to strengthen the competencies of local governments in creating and handling space for citizen participation, consensus building, transparency, responsiveness and accountability in local development decision making.
1.3.1	<i>Continuation of the 'City Enabling Environment Rating: Assessment of the Countries in Asia and the Pacific' project.</i>
1.3.2	<i>Promotion of Gender and Participatory Budgeting methodology at UCLG ASPAC platforms.</i>
1.3.3	<i>Engagement of youth through the establishment of Standing Committee on "Youth and Local Government."</i>
1.3.4	<i>Capacitate local government officials through the newly established "UCLG ASPAC-Xian's scholarships" programme.</i>
1.4	Enhance and mainstream gender equality and women empowerment in local planning and management.
1.4.1	<i>Increase women representation at the Executive Bureau and Council of UCLG ASPAC and at UCLG level.</i>
1.4.2	<i>Reinforce target of women representation in UCLG ASPAC governing bodies at 30% as set in 2015, building on improvement from 4.35% (2012-2014) to 15.38% (2018-2020).</i>
1.5	Increase women representation within local governments and cities in the Asia-Pacific region through improved understanding of administrative processes in mayor selection, increase activities to empower and groom women mayors/councilors and bureaucrats, as well as increase visibility for women mayors/councilors and bureaucrats.
1.5.1	<i>Comparative review on administrative processes in mayoral selection in Asia and the Pacific.</i>
1.5.2	<i>Specialised training for new and existing female mayors, councilors and executives.</i>
1.6	Mainstream gender equality in local planning and budget processes.
1.6.1	<i>Activities of Standing Committee on "Women in Local Governments."</i>
1.6.2	<i>Develop and Operationalise existing MoUs for wider replication.</i>

Annex 2. Strategic Goal 2 - Equal and Adequate Basic Services to Improve Quality of Life and City Resilience

Equal and Adequate Basic Services to Improve Quality of Life and City Resilience	
2.1	Strengthening policy framework to enable improved basic services and maintain the standards and reach of such services as urban infrastructure and population expands.
2.1.1	<i>Establish best practices/case studies of cities/local government experience in improving basic services provisioning and the impacts on quality of life and resilience for evidence-based policy and decision making.</i>
2.1.2	<i>Pilot projects in selected cities on public space development activities that incorporate participatory design, mapping and assessment of space and applying circular economy practice in collaboration with the private sector</i>
2.1.3	<i>Support cities access to new financing instruments through the UCLG – UNCDF International Municipal Investment Fund via provision of technical services for developing bankable projects.</i>
2.1.4	<i>Assess, identify and build capacity of selected cities/local governments on green economy and green financing for basic and public service provision.</i>
2.1.5	<i>Strengthen urban governance system and capacity to include online solutions, for development.</i>
2.1.6	<i>Support and align activities with the implementation of SDG1, SDG5, SDG 11 and SDG 13, in urban and interlinked sub-urban and rural areas.</i>
2.2	Fostering disaster risk and climate change resilience in the public basic services delivery system by updating and adopting resilient technical capacity and regulations, enhancing management of services adaptation, and promotion of financial tools to reduce risks.
2.2.1	<i>Assessment on access due to bureaucracy and legal status of resilient intervention to reducing vulnerability, particularly when targeted at disaster and climate vulnerable localities, in collaboration with cities and local governments.</i>
2.2.2	<i>Enhance basic service and infrastructure resilience within urban centers through a mix of, disaster and climate proofing. Actions include localised sustainability assessments in climate and environment fragile territorial areas vulnerable to climate extremes and disasters.</i>
2.2.3	<i>The promotion and piloting digital technology towards development and strengthening of Smart Cities, towards more convenient and effective services for residents and to optimise own source revenues.</i>
2.3	Improve bankability and funding for existing programmes and projects to support the expansion of existing activities under the umbrella of basic services and resilience through evaluation, replication, expansion, and - where needed –
2.3.1	<i>Sendai Framework for Disaster Risk Reduction 2015–2030, such as the Disaster Risk Reduction and the Making Cities Resilient Campaign, Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR), Jakarta Resilient Secretariat, Palu DRR fund for post disaster rehabilitation and city-to-city cooperation programme, COVID-19 guideline and lessons learnt, and others.</i>
2.3.2	<i>Localising SDG 6.2, sanitation for all with support from Bill and Melinda Gates Foundation (BMGF) that aims to strengthen policy framework and capacity of local governments in providing basic sanitation services in the region.</i>
2.3.3	<i>Localising SDG 7 on Affordable and Clean Energy that aims to capacitate cities and local governments to adopt in operationalising its policies and planning for sustainable energy consumption</i>
2.3.4	<i>Create new public space through collaboration- or single member-driven projects and programmes.</i>



Annex 3. Strategic Goal 3 - Put Global/Regional Agendas and National Commitments into Effective Local Implementation

Put Global/Regional Agendas and National Commitments into Effective Local Implementation	
3.1	Capacitate local governments and local government associations in understanding, building coherence and internalising the various Global/Regional Agendas as well as National Commitments, in collaboration with local communities.
3.1.1	Produce and disseminate publication/brief on the various Global Agenda relevant to cities and local governments, and urbanisation and the linkages between the agenda.
3.1.2	Establish and deploy standard training module for local governments to understand the Agenda 2030 and its goals, align Agenda 2030 to local policies and plans, prioritise specific goals that are important for the local context, and identify local policies, actions and resources that could support SDGs implementation and vice versa.
3.3.3	Showcase Agenda 2030 actions and projects to all members and the international community, sharing knowledge products and best practices.
3.2	Capacitate local governments and local government associations in the operationalisation of the various Global/Regional Agendas, as well as National Commitments, by supporting pilot programming, technical capacity development and establishing best practices database and exchange.
3.2.1	Improve bankability and secure funding for existing programmes and projects on Global and National Agendas at the local levels, including, but not limited to:
3.2.1a	Programmes related to Agenda 2030, such as LOCALISE SDGs in Indonesia, LEAD for SDG in Pakistan, Rights-based Approach in Localisation of SDGs in Asia-Pacific region, and others.
3.2.1b	Programmes related to Paris Agreement, such as the Global Covenant of Mayors for Climate and Energy, and others.
3.2.1c	Programmes related to Sendai Framework for Disaster Risk Reduction 2015–2030.
3.2.1d	Programmes related to Sustainable Green Economy and Circular economy, such as projects related to fecal sludge management.
3.3	Capacitate local governments and local government associations in the operationalisation of the various Global/Regional Agendas, as well as National Commitments, by supporting pilot programming, technical capacity development and establishing best practices database and exchange.
3.3.1	improve bankability and secure funding for existing programmes and projects on Global and National Agendas at the local levels, including, but not limited to:
3.3.1a	Programmes related to Sustainable Green Economy and Circular economy.
3.3.1b	Programmes that contribute towards identifying, nurturing and giving visibility to a pool of mayors/councilors of cities/local governments that support the localisation of Global Agenda at various national, regional and international platforms.
3.3.1c	Establish pilot projects in capacitate involving selected local governments/cities on prioritize goals and local projects to support SDGs achievements.
3.3.1d	Establish database/inventory on good practices and localisation of Global Agenda at the city/local government level to be used for peer-to-peer learning.
3.4	Establish new and strengthen existing intercity and regional collaborations and communities based on development and provision of sustainable marine services that drives economic integration and growth, based on the concepts of open, inclusive, cooperative and win-win development and a shared future. This includes policy and practices that address the drivers of destruction to marine environment and overdevelopment of marine resources, as well as nurturing region-specific connectivity, communication and innovation, taking into advantage the international focus given to marine issues in line with the SDG14: Life below Water, the Decade of Action (2020-2030), and the Decade of Ocean Science for Sustainable Development (2021-2030).
3.4.1	Develop local blue economy through joint projects such as marine economic demonstration zones, science and technology parks for maritime cooperation, coastal tourism resorts and marine professionals training bases, with the focus on industries of mariculture, fishing, aquatic product processing, ocean engineering

	equipment, new energy and renewable energy, desalination of seawater, marine biopharmaceutical and marine tourism
3.4.2	Build a smart ocean by promoting win-win cooperation and sharing among regional enterprises in the marine-based digital information service sectors of Internet, big data, artificial intelligence and blockchain to improve technology infrastructure and support for smart development, as well as prevent and reduce impacts of marine disasters.
3.4.3	Better management marine geographical areas by establishing joint projects and programmes and institutions focused on research, technical exchange, policy and application development for marine environmental and resources conservation, especially in addressing to key regional challenges including marine pollution (i.e. plastic debris) and fishery resources degradation.
3.5	Build synergy and capacity through, as well as leverage on, collaboration, cooperation and integration with other global, regional, national and local agendas. This includes multilateral cooperation such as ASEAN and Regional Comprehensive Economic Partnership, bilateral cooperation including city-to-city collaboration and sister city programmes, as well as single nation-led initiatives such as Belt and Roads Initiatives, and similar city-led initiatives such as SDGs Cities and Smart City aspirations.



Annex 4. Strategic Goal 4 - Aggregate, Elevate and Advocate for Local Voices and Issues to National, Regional and Global Levels

Aggregate, Elevate and Advocate for Local Voices and Issues to National, Regional and Global Levels	
4.1	Increasing visibility of local governments and local government association's voices at the relevant platforms.
4.1.1	<i>Establish 5-year and annual advocacy strategies to identify strength, weakness, opportunities and threats at the regional and global levels to the process of aggregating, elevating and advocating for local governments' voices. The strategy will include the enhancement of APLG (Asia-Pacific Local Governments) Coordinating Body that was set up by UCLG ASPAC with support of UN ESCAP.</i>
4.1.2	<i>Maintain peer-to-peer networking, sister city programmes, and city-to-city coordination and collaboration between local governments and local government associations within the Asia-Pacific region to enable them to represent and advocate for the local government agendas to the national governments and supra-national bodies.</i>
4.1.3	<i>Establish long-term cooperation between cities, national governments, regional associations, international organisations, research centers, private sectors and technology developers on key integrated sustainable urbanisation issues including, but not limited to, decentralisation, good governance, climate change, disaster risk management and resilience building, food security, security, and socio-economic development. This will be achieved through various existing platforms and mechanisms such as the UCLG ASPAC Statutory Meetings and the UCLG ASPAC Congress, as well as the various UCLG ASPAC's Standing Committee, and introducing new activities such as a best practices/case studies database, and city-to-city trade relationship. This also include access to member directory, secondments, continuous advocacy and capacitation on local-national cooperation mechanisms.</i>
4.1.4	<i>Support local governments and local government associations with training, capacity building, knowledge generation and documentation to support evidence-based public policies, plans, budgeting and decision making. This include existing programmes such as the ASEAN Mayors Forum, as well as setting up of a regional knowledge platform on policy and practice of local governance.</i>
4.1.5	<i>Support Local Governments Associations (LGAs) with training and capacity building, especially in order for them to be able to build the capacity and awareness of their members. This includes continuous advocacy of local narratives, LGAs capacitation including through guidelines and training on regional LGAs collaboration mechanisms and events, road mapping and programming for LGA recognition in national legislation and regulatory frameworks.</i>
4.1.6	<i>Ensure and maintain significant presence of UCLG ASPAC at the key platforms/forums in the region, in addition to existing reporting mechanisms such as the Asia-Pacific Forum on Sustainable Development and High-Level Political Forum on Sustainable Development Goals.</i>
4.1.7	<i>Regular production and dissemination of knowledge products in all forms, including video, animation, webinars, and social media content, on all relevant areas of expertise to give visibility to local government and local government associations causes.</i>
4.1.8	<i>Exploration and establishment of new committees based on thematic issues or geographical regions that are relevant to the needs of members. Going into the period of 2021-2025, several suggestions were raised for exploratory discussion for new members' committees on Youth, Resilience, and the Pacific.</i>

Annex 5. Strategic Goal 5 - Empower and Enable COVID-19 Recovery and Resilience for Local Governments and Cities

Empower and Enable COVID-19 Recovery and Resilience for Local Governments and Cities	
5.1	Establish UCLG ASPAC as a knowledge hub for sharing the experience in tackling with large-scale public health crisis. The knowledge hub serves as a platform to gather and disseminate practical knowledge, smart technology, technological and social innovation and expertise in dealing with public health crisis among the members.
5.1.1	<i>Conduct research and build database on COVID-19 response and recovery at the local level, as well as social, economic and environmental impacts of the pandemic on cities and urban settlements</i>
5.1.2	<i>Facilitate exchanges of knowledge and practices amongst cities and regions, as a continuation of the published brief guide on what local governments need to know about COVID-19.</i>
5.1.3	<i>Organise discussions and webinars on thematic discussions to update the current regional and local challenges, strategies and practices adopted by local governments in facing the global pandemic.</i>
5.14	<i>Facilitate and germinate collaborations between member cities and local governments in projects/programmes related to COVID-19 response and recovery, for example for a regional telemedicine project and/or medical staff exchange practice.</i>
5.2	Recover and rebuild better inclusive, safe, sustainable and resilient cities and human settlements, taking into consideration lessons learned from the handling of the Pandemic to inform on the recovery strategies for post-COVID-19 new normal.
5.2.1	<i>Establish best practices and guideline for cities to assess risks, strategies, design, establish and grow urban settlements that are fitted to the post-Pandemic new normal.</i>
5.2.2	<i>Establish and maintain crisis-proof local supply chains of essential goods including food, households and consumers goods, through the establishment and strengthening of local and hyper-localised food system and digital markets, as well as improving and crowdsourcing of investment for local small and micro agricultural projects</i>
5.2.3	<i>Map and strengthen the formal and informal social safety nets found within cities and urban settlements, including mobilising local food banks and crowd-sourced funds, and voluntary services, as well as crisis-proofing city- and regional-level coordination system to ensure availability (production, incoming/outgoing, storage, etc.) and accessibility (pricing, maintenance of infrastructure, etc.), and stability (longer-term investment in infrastructure, policies, etc.) of utilities such as water, electricity, energy and telecommunication services, in times of emergency.</i>
5.2.4	<i>Improve knowledge and practices in affordable housing and proper sanitation provisions that contribute towards transmission containment measures against infectious diseases.</i>
5.2.5	<i>Regenerate community use and mobility in public space and services, incorporating social and technological innovations and arts, including by and for women, youths, aged, disabled and marginalised communities.</i>
5.2.6	<i>Foster local governments' capacity and efforts in maintaining social order and stability through addressing of mental health issues and potential social problems by providing access to knowledge and services on psychological counseling to manage stresses, undertaking public campaigns to cultivate healthy and positive mindset, as well as strengthening mechanisms to defuse local disputes.</i>
5.2.7	<i>Improve local data gathering and management on impact of COVID-19 in health, socio-economic, environmental and spatial planning aspect for better support programmes.</i>
5.3	Strengthen and improve local governments' preparedness in handling future, existing and potentially infectious disease outbreaks through establishment of and capacity building for a comprehensive response mechanism involving respective action schemes for local governments, healthcare system and communities.
5.3.1	<i>Improve vertical collaboration between national, regional and local governments in handling COVID-19 pandemic through engagement, discussion, research and collaboration.</i>
5.3.2	<i>Undertake capacity development activities in using various tools to improve local government preparedness in handling COVID-19 during and post-Pandemic, including the framework, as well as best policy and practice evidence.</i>

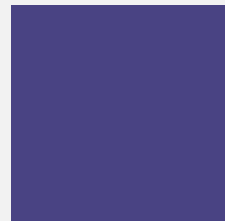
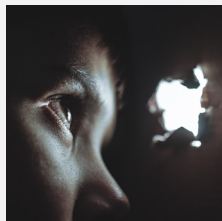
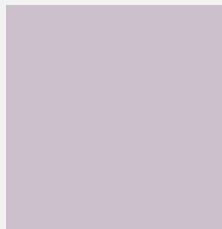


- 5.4 Facilitate and, where possible, provide and enable access to technical assistance to cities and local governments in their efforts to reactivate, mobilise and reinvigorate local economic development post-Pandemic, including through sustainable tourism and local assets such as cultural heritage.
 - 5.4.1 *Organise training for regional and local government on establishing and communicating clear and concise Standard Operating Procedures (SOP) for each industry approaching economic reopening, backed by sufficient stimulus packages especially for local, small and micro businesses, to regenerate the economy, if any.*
 - 5.4.2 *Support local governments create new fiscal space through their generation of new own source revenue streams, productive infrastructure and the development of a responsible local incremental tax system to support re-investment into cities and urban centers.*
 - 5.4.3 *Organise training for regional and local governments on regenerating urban centers and territories, building back better towards a net zero carbon future addressing reskilling needs against the local new normal, and piloting intervention programmes for citizens affected economically by the Pandemic.*
 - 5.4.4 *Organise training for regional and local governments on stabilising and/or fostering financing, trade, investment and market expectation, to create new local value chains that trigger interest from market players.*
- 5.5 Safeguarding and empowering women, youth and children, and marginalised communities in time of health crisis and post-pandemic, including those mobilised under the UCLG ASPAC Standing Committee of Women in Local Government.
 - 5.5.1 *Establish and contribute to mapping and body of knowledge on access to health services and education, as well as the impacts (socio-economic, health, mental health, food security, safety, etc.) of COVID-19 pandemic on women, youth, children and other marginalised communities in urban setting. This includes lessons learned, best practices and community-based initiatives to counter the impacts.*
 - 5.5.2 *Underscore and center women and youth issues, as well as participation and agency, in provision of training and capacity building for post-Pandemic urban recovery for local governments. This includes income generation and economic regeneration, particularly in regionally-relevant issues such as returning migrants and remittance.*



Annex 6. Strategic Goal 6 - Strengthen Performance and Service Delivery of the Secretariat in order to Achieve the Aspiration of Manifesto 2021-2025

Strengthen performance and service delivery of the Secretariat in order to achieve the aspiration of Manifesto 2021-2025	
6.1	An Accountable Secretariat that establishes transparency and accountability through annual financial reports and improve service deployment of the finance department in 2020-2021 by:
6.1.1	<i>Register the Standard Operating Procedures (SOP) to the relevant Ministry of Indonesia (Labor Ministry) to legalise SOP.</i>
6.1.2	<i>Upgrade accounting software or system to support transparent financial reporting base on Indonesian Government's requirement.</i>
6.1.3	<i>Target the compliance to and certification for ISO 9001 for Financial Management through improving transparency.</i>
6.1.4	<i>Update SOP (first established by UCLG ASPAC Secretariat in 2014) for administrative functions such as procurement, travel and leave, to incorporate feedback and team happiness.</i>
6.2	An efficient Secretariat
6.2.1	<i>Undertake competency needs assessment and current competency assessment for key programmes/projects and positions to deliver Manifesto 2021-2025 to identify necessary competency and achieve a lean team.</i>
6.2.2	<i>Strengthen the cooperation between the Secretariat and Members by carrying out talent training and exchange programmes and projects.</i>
6.3	An effective Secretariat
6.3.1	<i>Establish clear parameter (Key Performance Indicator or KPI) for programmes/projects and team successes. KPI will be included in the system for easy monitoring and evaluation. SMART KPIs are monitored and reported for action.</i>
6.3.2	<i>Establish mechanism for reflection and institutional learning to ensure lessons learnt are incorporated for future betterment, including towards increasing retainment.</i>
6.3.3	<i>Establish quality management system to standardise the implementation of programmes/projects and meet reporting requirements of funding and partner agencies.</i>
6.4	A capacitated Secretariat
6.4.1	<i>Establish knowledge generation structure and capacity to support data and situational analysis, documentation, as well as development of narratives, to support the aspirations of Manifesto 2021-2025.</i>
6.4.2	<i>Ensure staff and project team members undergo annual professional capacity development review. Ensure the assessment and recommendations are carried out. Outcome should be linked to performance assessment.</i>
6.4.3	<i>Mapping of professional expertise in key thematic areas and road mapping to achieve the desired level identified.</i>
6.5	An expanded Organization
6.5.1	<i>Revisit, review, restructure and communicate membership fees, benefits and activities for local governments and local government associations, to encourage increased membership by and retention of local governments and local government associations. This includes focused activity in linking membership services and fees, as well as a tiered membership based on the level of services and capacity support needed, as well as financial status of local government and local government association.</i>
6.5.2	<i>Strengthen internal capacity in member service management and facilitation for city-to-city learning. This includes language capacity (training or use of technology/apps), in-depth understanding of product and services and rapport building and stakeholder engagement with a wide range of stakeholder such as city representatives, LGAs, people's council representatives, legislative associations, and communities with different interests and level of capacitation.</i>
6.5.3	<i>Identify and establish effective communications and channels for disseminating relevant information on campaigns, activities and capacity building to members, as well as to potential members. This includes through publication, face-to-face and online, towards promoting UCLG ASPAC to local governments and local government associations and building collaboration.</i>



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