

MUNICIPAL times.

TANGIER, 26 JUNE 2026

ENGLISH VERSION

ISSUE
NO.19

A publication developed with UCLG to leverage the knowledge mobilised by local and regional governments and stakeholders in key global events

 [urbanjournalism.institute/
municipaltimes](https://urbanjournalism.institute/municipaltimes)

A NEW MANDATE BEGINS



The UCLG World Congress closed in Tangier with a democratic handover and a new political roadmap for the municipal movement.

After two days of General Assembly and World Council deliberations, delegates elected **Uğur İbrahim Altay**, Mayor of Konya, as President of UCLG for the 2026–2029 mandate. The new Co-Presidency brings together **Bheke Stofile**, President of SALGA; **Aysen Nikolaev**, Head of the Sakha Republic; **Jan van Zanen**, Mayor of The Hague; **Cristian Zamora**, Mayor of Cuenca; **Berry Vrbanovic**, Mayor of Kitchener; and **Fatimetou Abdel Malick**, President of the Nouakchott Region, President of UCLG Women and Chair of the Standing Committee on Gender Equality. **Fatiha El Moudni**, Mayor of Rabat and President of Metropolis, continues in her role as UCLG Treasurer.

The vote brought to a close an intense institutional process that had opened the previous day with debates on the post-2030 agenda, local multilateralism for peace, everyday essentials, housing, care and the future of public services. Before the election results were announced, delegates approved the **Tangier Outcome Document**, which will guide the municipal movement from 2026 into 2027 and beyond. With its official approval, several mechanisms for collective action, accountability, learning and implementation were adopted.

The roadmap emerging from Tangier builds on the Pact for the Future adopted in Daejeon, the achievements of the previous mandate, and priorities reaffirmed throughout the Congress. At its centre is the principle of care: care for people, care for the planet, care for democratic governance, and care for the UCLG network.

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A ROADMAP FROM TANGIER TO ACTION

The Tangier Outcome Document approved for the UCLG General Assembly sets in motion a new phase of collective action. The political commitments adopted by the UCLG membership are now linked to a series of concrete initiatives designed to help local and regional governments turn the principles of the Local Social Covenant into policies, partnerships and practical solutions.

From housing justice and innovation in local public services to decentralized cooperation, social dialogue and gender equality, these mechanisms provide the roadmap that will guide the municipal movement from Tangier towards implementation, ensuring that shared ambitions are matched by the tools, knowledge and collaboration needed to deliver change on the ground.

The Housing Justice Academy will support peer learning, knowledge-sharing and direct support to local and regional governments working to place housing justice at the centre of the Local Social Covenant. **Alexandre Apsan Frediani** from research partner IIED said: “We need responses that are new, local, collective, and democratic to address the housing crisis. To do this, we must strengthen local governments, advocate for housing justice, for better tools, for shared knowledge, and for peer support.” By enabling peer learning, creating a fellowship programme and supporting selected local and regional governments directly, the Academy will advance this work.

The **Global Facility for Innovation** will help local governments tap into knowledge, data, partnerships, finance, and implementation support, including through ScaleX, in order to leap forward. **Neila Akrimi**, Co-Chair of the UCLG Capacity and Institution Building Working Group, said: “The world around us is changing faster than our institutions are designed for. We need a system that connects good projects, peer learning, and cooperation. This initiative is our collective answer to the question of how to make sure that local voices matter.”

The **Board for Decentralised Cooperation** will seek to make international action between territories more structured, inclusive and results-oriented. **Eduardo Tadeo**, Mayor of Belo Horizonte, Brazil, explained that from the perspective of local governments, this board is a strategic tool to strengthen the international action of territories and transform collaboration between cities and regions into more structured, inclusive and results-oriented policy. Its creation responds to a clear challenge: strengthening alliances between territories.

The Global Facility for Innovation in Local Public Services and the **Board for Decentralised Cooperation** are built to work together, **Fabrizio Rossi** from the Council of European Municipalities and Regions explained: “We need to be very concrete about what we are actually building: not new abstract frameworks, not organising something that is already out there, but actually trying to make sense of the reality that is already there. We are organising solutions that will travel between territories, whether we are managing water systems under climate stress, organising more circular food systems, or offering care assets. Let’s build capacity together.”

Next up, the **Global Social Dialogue with Local Public Workers**, developed with Public Services International, establishes a framework for dialogue on the people who deliver local public services. **Daria Cibrario** from Public Services International applauded this as the first framework agreement ever signed to support public workers. The agreement establishes practical mechanisms like a steering committee and annual meetings. “There cannot be quality local public services without adequate, safe, and decent working conditions for those providing the services.”



The **Intergenerational Council for Future Generations** will deepen youth participation. **Issa Kassis**, the former Mayor of Ramallah, emphasised the need to listen to young people and think thoroughly about what is being built. He shared examples from Palestine, where youth are choosing life and hope through initiatives like a Youth Forum, innovation hubs, music, and sports projects. “We are not defeated. Eventually, our youth will lead us to freedom,” he concluded, to rousing applause.

Lastly, the **International Public-Community Council on Everyday Essentials** will focus on the public services that sustain daily life. **Emilio Jatón** from Santa Fe underlined the importance of delivering public services in a timely and reliable manner, based on evidence. The project “Santa Fe Cares” shows how this can work by standardising practices and putting proximity at the heart of democracy. “We live in a liquid society, but we are building something solid, an anchor, with this.”

Fatimetou Abdel Malick concluded that the Tangier Outcome Document is a roadmap. “Together, these initiatives strengthen the contributions of our movement for today and tomorrow.” Delegates also discussed and applauded the suggestion to create a new UCLG Women’s Council for Equality. “When we uplift women, we uplift communities. When we create equality, we create peace and prosperity for all.” May this sentiment guide the next years of UCLG.



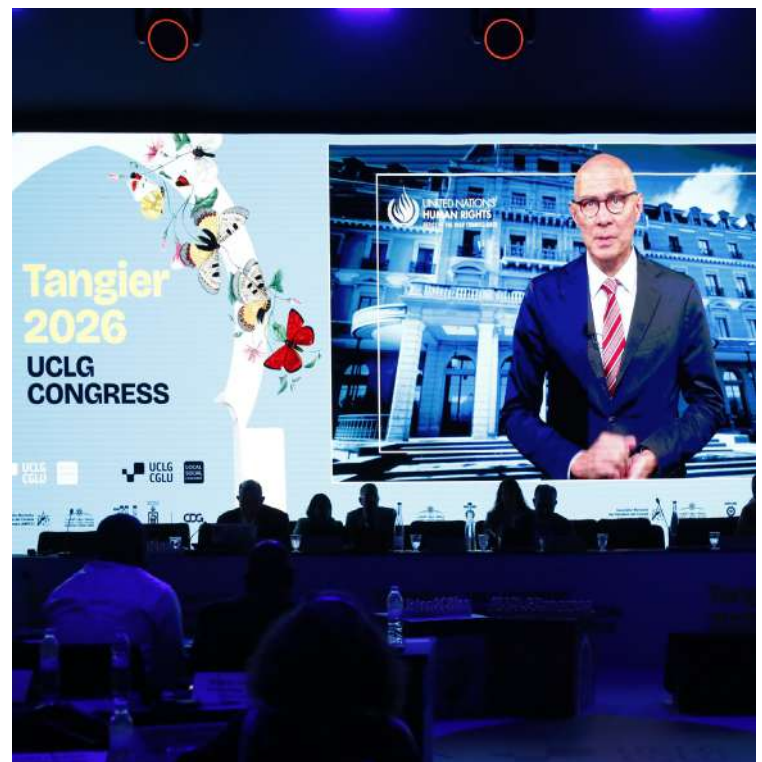
We deliver rights through everyday essentials. We are proximity governments.

CITIES RENEW HUMAN RIGHTS AGENDA

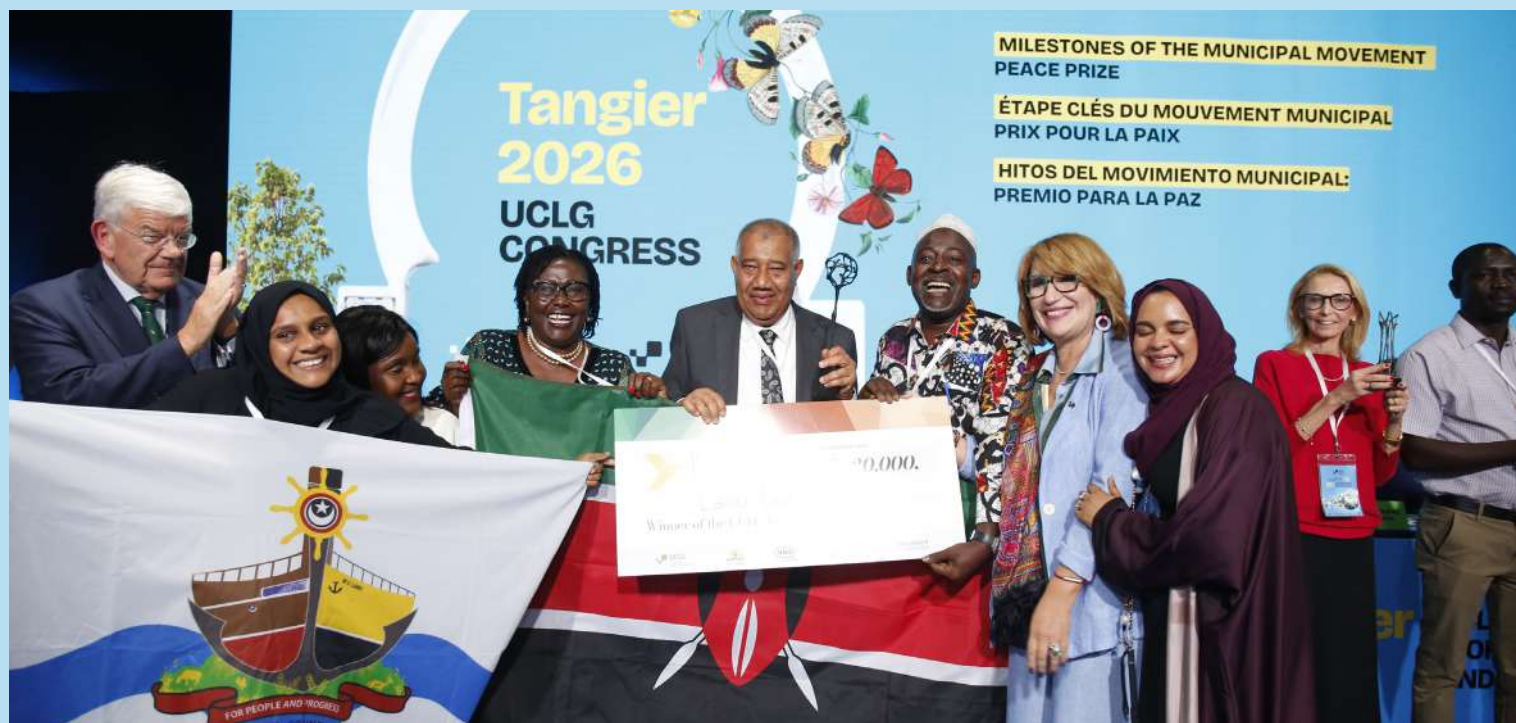
The UCLG General Assembly also approved the new **Global Charter-Agenda for Human Rights** in the City, a renewed commitment to place human dignity, equality, participation, and social justice at the centre of urban governance.

Designed as a practical tool, the Charter-Agenda helps cities and territories translate human rights commitments into everyday policies and services. It recognises that, while human rights are universal, they are experienced most directly at the local level through access to housing, schools, healthcare, clean water, public spaces, care systems, digital connectivity, and inclusive services.

In his message to participants, **UN High Commissioner for Human Rights Volker Türk** emphasised that cities and regions provide the foundations of daily life: homes, classrooms, healthcare, water, infrastructure, and public services. Yet rapid urbanisation, inequalities, housing shortages, climate shocks, and increasing demands on public resources are placing growing pressure on local governments. He recognised the leadership of cities integrating human rights into policies, budgets, and services, while ensuring that women, older persons, persons with disabilities, migrants, refugees, and marginalised communities are included in decision-making.



LAMU COUNTY WINS THE UCLG PEACE PRICE



Lamu County, Kenya, has won the **UCLG Peace Prize 2026** for its work to prevent conflict, strengthen community resilience and make peacebuilding a permanent function of local government.

Announced at the UCLG World Congress in Tangier, the fourth edition of the Prize recognised Lamu County's initiative **Breaking the Wall of Peace Fragility in Disaster Zones**, which combines early warning and response systems for climate and social risks, inclusive dialogue platforms and community participation. The programme focuses on youth, women, refugees and marginalised groups as co-creators of peace, improving refugee-host relations and strengthening trust in local institutions.

The Prize celebrates successful initiatives undertaken by local governments and aims to generate international attention for the role they play in sustainable and peaceful development. Launched at the World Forum of Cities and Territories of Peace in Montevideo, Uruguay, on 2 May 2025, the 2026 edition received more than 80 applications from local and regional governments around the world.

Lamu County stood out for its holistic and institutionalised approach in a highly insecure context. Through its **Peacebuilding and Conflict Management Policy** and **Peacebuilding and Conflict Management Act**, both adopted in 2022, the county has made conflict prevention and social cohesion part of the formal responsibilities of local government.

Four other finalists reflected the diversity of local peacebuilding today. Manabí, Ecuador, was recognised for a human security plan addressing organised crime and social inequality through sports, protection services, health brigades and economic opportunities. North Minahasa, Indonesia, presented an interreligious peace initiative based on inclusive governance, youth tolerance education and cultural harmony. São Paulo, Brazil, was shortlisted for the **Maria da Penha Guardian Programme**, which protects women facing domestic violence through coordinated municipal, judicial and public prosecution action. Kapoeta North, South Sudan, was recognised for reducing water-related conflicts through community-led water governance and WASH service delivery.

Accepting the Prize, members of the Lamu County project dedicated the award to the women, youth, elders, religious leaders and fishermen who help keep communities safe: "This Prize belongs to every community member who believes that peace is something we build together."

In the words of Jan van Zanen, Mayor of The Hague, "Peace is an integral part of people's daily lives. It is built when citizens have access to local public services, housing, education, healthcare, and culture; when diversity is embraced rather than feared; when communities trust their institutions; and when public spaces become spaces of encounter rather than division. True peace is cultivated locally."

Read more: <https://peaceprize.uclg.org/>

RAMALLAH AND SÃO PAULO RECOGNISED FOR CULTURE-LED DEVELOPMENT



The cities of Ramallah and Sao Paulo are the winners of the **7th Mexico City Culture 21 International Award**, which recognises cities and individuals advancing culture as a pillar of sustainable development.

The 2026 individual winners are **Dr. Nancy Duxbury**, PhD in Communication from Simon Fraser University in Canada and a leading scholar in the global conversation on culture and sustainability; and **Prof. Dr. Amareswar Galla**, Salzburg Global Fellow, Emeritus Faculty at the Australian National University in Canberra and Founding Executive Director of the International Institute for the Inclusive Museum.

Rocío Lombera, from Mexico City, presented the finalists and winners of the Award in Tangier. “Culture has been named as a fourth pillar of sustainable development, but we believe that it is something deeper: the heart of our essence as human beings and people,” she said. “Mexico City wants to recognise the local and regional governments that deserve this award.” The winners will be officially recognised on 7 and 8 October in Mexico City.

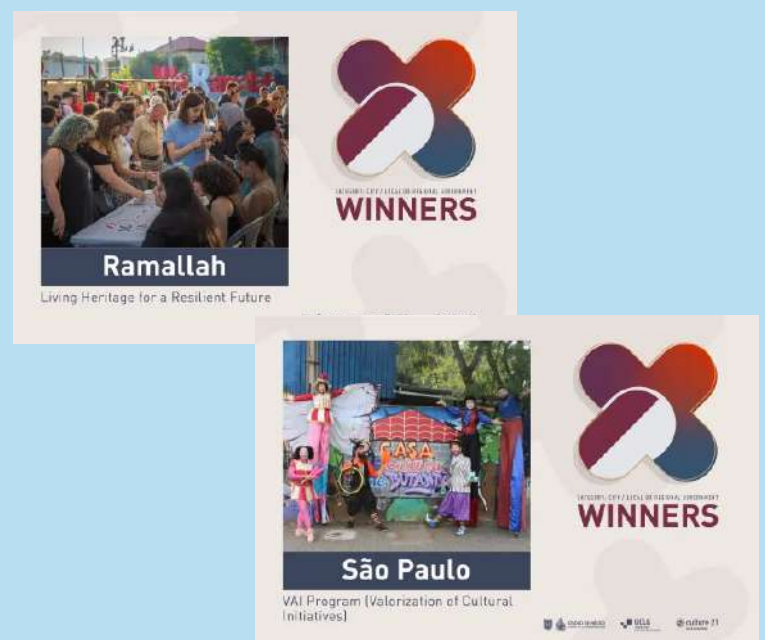
The projects

Ramallah. “Living Heritage for a Resilient Future” is a long-term municipal policy that aims to safeguard and activate cultural heritage as a living urban resource. Facing a context of ongoing occupation, this citywide

initiative reflects the city’s strategic commitment to preserve, revitalise, document and make accessible cultural heritage as a core element of identity, memory, belonging and social cohesion. The initiative brings together local communities, cultural practitioners, educational institutions and national stakeholders, to put in place targeted interventions, including local protection legislations, inclusive annual awareness programmes, and the preservation of the city’s archives and museum. The Jury highlighted this initiative as a remarkable example of a wide and solid local policy based on cultural rights and with a gender perspective that values and ensures continuity of collective memory and heritage across generations.

São Paulo. “VAI Programme (Valorisation of Cultural Initiatives)” is an initiative that recognises young people as creators and producers of actions relevant to society, across a wide variety of artistic and cultural expressions. VAI Program provides financial support for artistic and cultural activities, primarily those developed by low-income youth from areas lacking resources and cultural facilities in the city of São Paulo. It is based on the acknowledgement of culture as a fundamental right, and on the understanding that it is the responsibility of the public sector to promote and encourage such practices, especially in the city’s peripheral areas. The Jury emphasises the positive impact that this initiative has had over the years, including the promotion of civic participation of youth in the implementation and evaluation of cultural policies, and its recognition as an important public tool for social inclusion and gender equality.

You can find all the details at: <https://agenda21culture.net/award>



GLOBAL URBAN INNOVATION RECOGNISED

7th Guangzhou Award



The last session of the UCLG World Congress hosted the official announcement of the 15 shortlisted initiatives for the **7th Guangzhou International Award for Urban Innovation**, recognising cities and territories developing creative responses to some of today's most urgent urban challenges.

Jointly developed by Guangzhou, UCLG and Metropolis, the Guangzhou Award has become a platform for connecting local innovation with global networks. This year's edition received a record 381 eligible initiatives from 248 cities in 60 countries, reflecting the growing role of cities in tackling climate change, inequality, sustainable development, digital transformation and inclusive governance.

Opening the session, UCLG Secretary General **Emilia Saiz** acknowledged the contribution of UCLG's Chinese membership and the role of the Award in linking urban innovation with international cooperation. **Lu Xiangdong**, Vice President of the Chinese People's Association for Friendship with Foreign Countries, described the Award as a successful example of collaboration between Chinese cities and international partners, while Guangzhou Deputy Mayor **Hao Hu** welcomed the continued support of UCLG, Metropolis and member cities.

Jordi Vaquer, Secretary General of Metropolis, highlighted the Award as an international reference for good practices and urban innovation, supported by a rigorous methodology. He thanked the hundreds of cities that give life to the Award and encouraged participants to consult its archive of initiatives.

The shortlisted initiatives were announced by **Kobie Brand**, Chair of the Technical Committee, who underlined the difficulty of selecting 15 finalists from hundreds of high-quality submissions. The final list reflects the diversity of urban innovation today: green mobility in Qingdao, ecological transition in Tianjin, renewable energy profit-sharing in Sinan County, AI-powered transparency in Chania, participatory migration governance in Neuquén, air quality management in Kampala, sustainable urban regeneration in Rabat and healthier food systems in São Paulo, among others.

In December, the 2026 Global Mayors' Forum and the 7th Guangzhou Award Ceremony will be held in Guangzhou. The five winning initiatives will be officially announced and honoured at the Award Ceremony.

You can consult the shortlisted initiatives at:
<https://www.guangzhouaward.org/>

LOCALISE, FINANCE, TRANSFORM

In case you missed it

There were three roundtables on Wednesday, nearly at the same time, making it a hard choice for the participants. All of them discussed and presented examples of how strategically the municipal movement has been advancing since the adoption of the 2030 Agenda and its SDGs, the Paris Agreement and the New Urban Agenda.

Localise

Convened by the Diputació de Barcelona and UCLG, the roundtable *Localising Means Transforming* reflected on how the Sustainable Development Goals have reshaped planning, public policy and governance in territories around the world. Localisation is not only a technical exercise, but a political process that has strengthened the role of local and regional governments in defining development priorities and responding to the realities of their communities.

Voluntary Local Reviews (VLRs) and Voluntary Subnational Reviews (VSRs) were among the tools highlighted. By collecting local data and documenting territorial experiences, they have improved planning, strengthened accountability and allowed cities and regions to demonstrate how global commitments are translated into concrete action.



Finance

The roundtable *From Advocacy to Transformation & Delivery*, organised by UCLG and the Global Fund for Cities Development (FMDV), argued that local and regional governments are now expected to deliver housing, care, climate action and universal public services, yet they continue to operate within financial systems that were never designed for those responsibilities. Expanding access to funding is no longer enough, but a new financial architecture built around territorial realities, democratic accountability and long-term public value.

The discussion explored practical solutions already emerging around the world, from development banks and technical assistance mechanisms to investment platforms, fiscal reforms and new approaches to territorial finance. If local governments are expected to deliver the next generation of public services, financial systems must evolve alongside them.



Transform

Convened by UCLG, with ICLEI and FMDV, *From Tangier to Antalya* placed COP31 on the horizon and asked what local and regional governments need in order to move climate action from recognition to delivery.

Antalya will bring the climate debate back to the Mediterranean, a region already facing extreme heat, water stress, coastal vulnerability, wildfires, migration pressures and fragile food systems. Climate action is not a separate environmental file, but about housing, infrastructure, care, public services, social protection, cultural memory and the ability of territories to recover from loss and damage.

The discussion pointed to three conditions for the road ahead: stronger multilevel governance, finance that reaches territories, and justice-based approaches that protect the communities most exposed to climate impacts.



Celebrate

The UCLG Congress was a unique opportunity to celebrate the 15th anniversary of **FMDV, the Global Fund for Cities Development**, and to recognise its work during the last session of the World Council.

Sello Dada Morero, President of FMDV and Mayor of Johannesburg, said: “This is not simply a birthday but also a handover. We are here to open the next chapter, to translate local needs into the language of national agendas. We cannot ask local communities to do more and more while money is out of their reach. Instead, let us make this the age of territorial finance and invest where transformation actually happens.”

Carlos de Freitas, Executive Director of FMDV, affirmed this: “When we change the way finance works, we change the way development happens. Together, we can give our territories the future that they deserve.” **Emilia Saiz**, Secretary General of UCLG, expressed that for UCLG, FMDV means family, “a catalyst that transforms local ambitions into stable, investable realities. It’s a bridge between cities’ needs and the financial resources required to meet them; an innovator that has challenged traditional approaches to municipal finance; a trusted partner and a pioneer.”

Read more about FMDV: <https://www.financeyourcities.org/>

LOCAL4ACTION SPOTLIGHT

YOUTH ENGAGEMENT IN URBAN GOVERNANCE

The Youth Inclusive Digital Urban Governance (YUP) project was presented in Tangier as a practical model for bringing young people into urban decision-making. Developed with partners in Lebanon and Indonesia, the initiative works with youth citizen scientists to co-produce digital platforms and research that help local governments better understand young people's priorities, experiences and proposals for their cities.

The dialogue, convened by the International Institute for Environment and Development (IIED) in collaboration with University College London (UCL) and the London School of Economics (LSE), placed the project within a broader discussion on how to make youth participation more meaningful. YUP shows that engagement can go beyond youth councils or consultations when young people are involved in knowledge production, agenda-setting and the design of tools that can become part of everyday local governance.

More information:

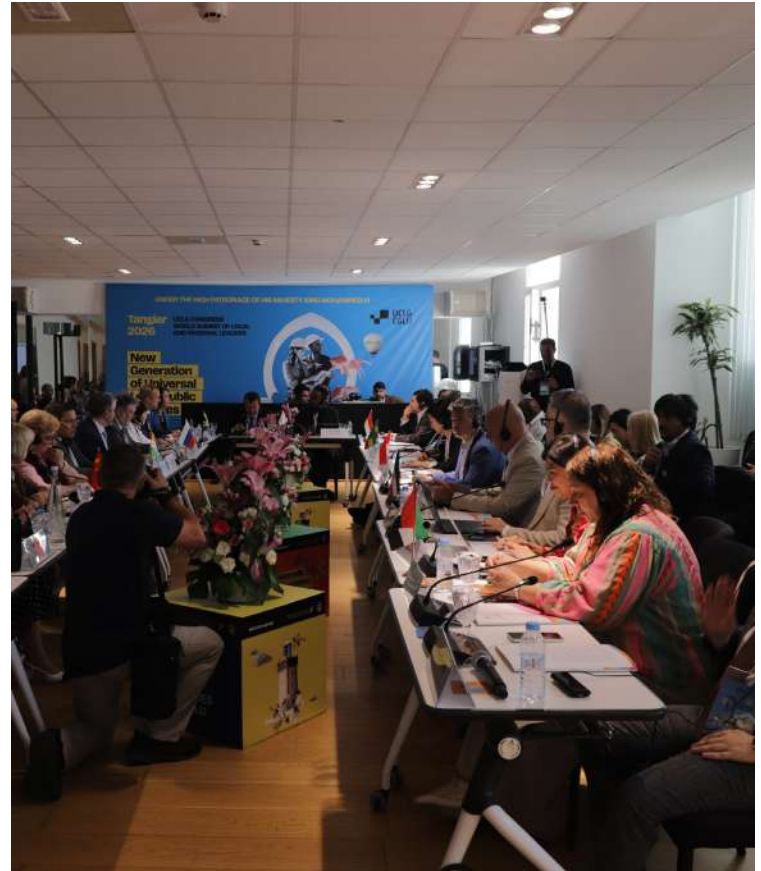
You can find the full report on the findings from four cities in Indonesia and Lebanon [here](#).

CULTURE-POWERED DEVELOPMENT: PRACTICE AND PROMISE

The first full proposal for a standalone Culture Goal is now on the table. Presented in 2025 during the UCLG Culture Summit and MONDIACULT in Barcelona, the draft Culture Goal includes 10 targets and several indicators, offering a practical framework to make culture visible in future global development agendas.

In Tangier, the dialogue focused on how to move from proposal to reality and how cities can use the Goal to strengthen culturally informed, culturally relevant and culture-powered local development. Convened by the International Federation of Library Associations and Institutions (IFLA), in collaboration with UCLG, the session invited cities to contribute practical evidence from the ground. The aim is to show, before the 2027 SDG Summit and the post-2030 negotiations, that culture is not only valuable but also “goalable”: possible to integrate into global frameworks with clear targets, indicators and local implementation pathways.

More information: <https://culture2030goal.net/>



LAUNCHED IN TANGIER

GUANGZHOU'S ELECTRIFIED TRANSPORTATION SYSTEM: DELIVERING GREEN MOBILITY

Guangzhou presented its large-scale transition to electric urban transport, covering buses, taxis, freight and autonomous mobility. The system now includes around 12,000 electric buses and 10,000 electric taxis, supported by more than 400 charging stations and nearly 8,000 charging points. Over eight years, the project has reduced carbon emissions by nearly one million tonnes and lowered PM2.5 concentrations by 40 per cent. Recognised with the 2026 UITP Award and selected as one of the first demonstration cases of Cities Countdown to 2030, the initiative illustrates how cities can accelerate the transition towards greener, more resilient mobility systems.

More information: <https://www.uitp.org/es/award-projects/guangzhou-public-transport-electrification-project/>

https://uclg.org/wp-content/uploads/2026/06/Missions_Guangzhou.pdf

THE PUBLIC SECTOR CAPABILITIES INDEX

The Public Sector Capabilities Index (PSCI), developed by the UCL Institute for Innovation and Public Purpose and Bloomberg Philanthropies, is a global tool to help city governments understand how prepared they are to deliver mission-oriented transformation. Instead of measuring only resources, the Index looks at how cities use their capabilities to plan, coordinate, learn, experiment, engage residents and improve outcomes. It is designed for municipal officials, development banks, national governments and partners interested in strengthening public-sector capacity. Also linked to the Cities Countdown to 2030 Missions framework, the PSCI aims to help municipalities identify strengths, address institutional gaps and improve their capacity to deliver long-term public value for residents.

More information: <https://iipp-publicsectorcapabilitiesindex.org/>

MITI LEARNING: CITY-TO-CITY URBAN DIPLOMACY

Led by the Metropolis International Training Institute in Seoul, MITI is a practical learning platform for metropolitan governments. Through online courses, technical exchanges and in-person training, it helps public officials learn from one another on issues such as smart cities, climate response, urban mobility and digital innovation. In 2026, MITI activities will include hybrid and online programmes led by its training centres in Seoul, Cairo and Mashhad, covering smart cities, climate response, urban mobility, water resilience and creative metropolitan development. Beyond professional training, MITI seeks to make learning a form of city-to-city diplomacy, helping metropolitan governments exchange practical solutions and build long-term cooperation around shared urban challenges.

More information: <https://www.metropolis.org/training/metropolis-international-training-institute-miti/>



SDG CORNER

One last door... to Local Action

As the Congress comes to a close, so does the SDG Corner. For three days, delegates crossing the Congress venue encountered that beautiful backdrop with doors ready to be opened, each revealing how a city somewhere in the world is turning the Goals into everyday public action.

To mark its final day, we would like to share another tool also developed by the SDG Local Action initiative led by UNDP. One of the initiative's infographics is perfect for the Congress theme: public service delivery. It reminds us that

local governments do far more than provide individual services. They connect healthcare, education, safety, infrastructure, emergency response, environmental protection and social services into the everyday systems that make cities work.

For more information on local innovation:
<https://sdglocalaction.org>





Public service delivery

How can local governments deliver public services efficiently and equitably?

Public service delivery is one of the core functions of local governments.

Efficient and equitable services are essential building blocks for city operation and development.



Key success factors

for improving public sector performance



Political leadership



Institutional capacity building



Incentives



Transparency



Technology



World Bank, "Improving Public Sector Performance: Through Innovation and Inter-Agency Coordination"

Community Health Volunteers

Kisumu County, Kenya, recruits and trains Community Health Volunteers (CHV) to deliver essential services directly to households, making healthcare more inclusive and accessible for all.

3,000

volunteers



92%

100%

coverage

sick kids referred by CHVs completed visit to health facilities

Sponge City initiative

The sponge city initiative in Shenzhen, China, improves residents' quality of life by reducing flood risks, enhancing water reuse, and creating greener urban spaces that cool the city and support healthier living environments.

449

projects

72%

annual runoff control rate

125.5

million m³ reused water

CARE CORNER

As the Congress comes to an end, the Care Corner also closes its doors. For the first time, a UCLG World Congress has hosted a dedicated space on care, co-organised by UCLG and the Global Alliance for Care.

The initiative was inspired by the Global Alliance for Care's Care Pavilions, launched just one year ago during the Fourth International Conference on Financing for Development in Seville, in partnership with FAMSI, the Seville Provincial Council and Spain's Ministry of Equality. The next Care Pavilion will travel to Antalya in November 2026, creating a space to explore the links between climate and care during COP31.

The experiences of the Care Corner and previous Care Pavilions are also feeding into a draft protocol for care-sensitive conferences and events, which the Global Alliance for Care's Technical Secretariat will soon share with members for inputs and contributions. The protocol looks at how conference spaces can better recognise care needs through accessibility, care infrastructure, breastfeeding and quiet spaces, childcare options, decent working conditions, inclusive schedules, and practical measures that make participation possible for more people.

Before the Care Corner disappears from the Congress venue, this collage offers a final glimpse of those who filled it with voices, ideas and commitments throughout the week.

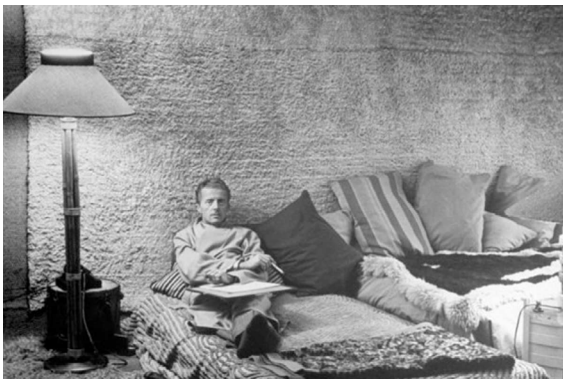




TANGIER BECOMES *a UNESCO City of Literature*

In October 2025, Tangier officially joined UNESCO's Creative Cities Network in the field of literature, becoming the first Moroccan city to receive this distinction. This honours Tangier's long cultural legacy as a city at the crossroads of creativity, diversity, and intellectual life. The designation is the result of an institutional project led by the mayor's office, which documented the city's literary heritage and mobilised local cultural partners.

According to the Tangier municipality, this recognition honours the city's rich cultural and literary heritage and its historical role as a focal point of creativity, openness, and diversity, as well as its active promotion of literary engagement. The distinction is the result of a comprehensive municipal project that preserved the city's cultural memory, mapped its creative assets, and involved collaboration with local partners.



Tangier is known for attracting celebrated authors such as **Jane Paul Bowles**, **William S. Burroughs**, and **Tennessee Williams**. The city also hosts major literary gatherings, including the **Spring of Books and Arts**, the **Mediterranean Book Fair**, and the **Tangier International Poetry Festival**. In addition, it is home to the prestigious **Ibn Battuta Prize for Travel Literature**, named after one of Morocco's most famous scholars and explorers of the 14th century. **Mohamed Choukri** and **Driss Ben Hamed Charhadi** are among the city's most celebrated local writers.



The designation places Tangier among the world's 53 UNESCO Cities of Literature and more than 400 Creative Cities, opening new opportunities for cultural exchange, translation, publishing, and literary residencies. As a Creative City of Literature, Tangier is also committed to expanding literary access through mobile **Literary Caravans**, fostering education initiatives that connect young readers to global literature, and supporting its creative economy through digital publishing, local authors, book professionals and year-round residencies.

Read more: <https://www.unesco.org/en/creative-cities/tangier>

What's on Today?

26 JUNE 2026

BEFORE YOU LEAVE

For most Congress delegates, today's agenda begins somewhere between the hotel lobby, the airport shuttle and the last cup of Moroccan mint tea. The formal UCLG World Congress programme may have come to an end, but the work certainly has not.

Some still have one official appointment. **From 8:30 to 14:00**, the **Metropolis General Assembly** meets in **Room Tingis** under the title **Urban leaders shaping a future for all**. The Assembly will bring together metropolitan governments to set priorities for the 2027–2029 strategic period and to elect the Board of Directors, who will in turn designate the President and other governing positions for the upcoming term.

For everyone else, today offers a different kind of programme. Read the **Tangier Outcome Document**. It is, after all, the political legacy of the week and the roadmap that will accompany local and regional governments well beyond this Congress.

Take one last walk through the Medina. Visit the Kasbah, the Ciné Alcazar or one of the cultural spaces that have accompanied this week's pages. Look again at the Strait of Gibraltar.

Exchange one last business card. Send the message you promised to send. Thank the colleague you only met three days ago but with whom you are already planning your next project.

Pack the publications you collected, even if your suitcase complains. Leave a little room for new ideas as well.

Most importantly, take Tangier home. The conversations on housing, care, peace, democracy, climate, culture and local public services only matter if they become decisions in council chambers, neighbourhoods and communities around the world.

Tomorrow, there will be no Congress agenda waiting. There will be budgets to negotiate, citizens to listen to, parks to improve, buses to run, homes to build, inequalities to reduce and trust to restore.

Safe travels—and see you in the next city!

TRENDING NOW!

BEYOND TANGIER

Some congresses end when someone switches off the mic. The #UCLG Congress doesn't seem to be one of them.

The final day in Tangier was intense. The World Council met for its second and last session to adopt the Local Social Covenant, the triennial work plan, and the Tangier Outcome Document — a compilation of all the sessions and dialogues held this week, which Fatimetou Abdel Malick put well: “The Outcome Document of Tangier reflects our shared commitment to care, equality, democracy, sustainability and peace.”

Pillars for development, along with knowing how to communicate them and, actually, deliver on them. Khady Niang Silla, from the city of Dakar, was pretty direct about that, even if she said it in French. “L'action, et non la déclaration, est décisive.” The idea travels in any language.

“The world is going through difficult times, and now more than ever we need municipalities capable of caring for their communities, especially the most vulnerable. Because nobody develops alone” — Dante Velázquez, Mayor of La Quiaca.

The new Global Charter-Agenda for Human Rights in the City was also adopted today, with a message that spread fast under #HumanRights. Because cities don't just deliver services. They defend and claim rights.

The #SDGCorner wrapped up three days in which 30 cities showed in practice what localising the SDGs actually looks like. With all that on the table, Carola Gunnarsson (@SalaCarola) was already looking ahead: “2027 will be a year to turn ambition into action.”

The week in Tangier and the Congress are closing, but the dialogue isn't. And for those who want to hold on to what happened here beyond the feed, UCLG has the full picture on its Flickr! [flickr.com/photos/uclg](https://www.flickr.com/photos/uclg)

CREDITS

(of all issues)

Content: ONCITIES2030 AND THE URBAN JOURNALISM INSTITUTE

Design: ANDREA POSADA

Photographs: ©UCLG



Co-Founded by
the European
Union

This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of OnCities2030 and do not necessarily reflect the views of the European Union.