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Resilient nations.*

UNDP ART Initiative

Territorial Partnerships for Implementing the
SDGs at Local Level

2016 Report to the Board

December 2016

List of acronyms

DC	Decentralized Cooperation
COs	UNDP Country Offices
CSO	Civil Society Organizations
FAMSI	Andalusian Fund of Municipalities for International Solidarity
FMDV	Global Fund for Cities Development
GTF	Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda towards HABITAT III
ICGs	International Cooperation Guidelines
ILO	International Labour Organization
LD	Local Development
LED	Local Economic Development
LGLD	Local Governance and Local Development
LRGs	Local and Regional Authorities
MDG	Millennium Development Goals
ORU-FOGAR	Organization of Regions United
RSC	Regional Service Centre
SHD	Sustainable Human Development
SSTC	South-South and Triangular Cooperation
UCLG	United Cities and Local Governments
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNV	United Nations Volunteers

1. THE UNDP ART INITIATIVE: 2016 IN REVIEW

2016 has marked the launching of the implementation of the Sustainable Development Goals. This busy year has brought with it major milestone meetings, such as the High Level Political Forum on Sustainable Development (July, New York), the World Summit of Local and Regional Leaders (October, Bogotá), Habitat III (October, Quito) and the High Level meeting of the Global Partnership (November, Nairobi). In all of them, UNDP ART has been actively engaged, focusing on how to implement the 2030 agenda at the local level.

Since its launch in 2005, the UNDP ART Initiative has been supporting the implementation of UNDP's mandate on local governance and local development by facilitating territorial partnerships and consolidating the role of LRGs as development partners and agents at the local level. To date, ART has facilitated scores of alliances between LRGs, their associations and other local agents, through a network of hundreds of development partners from Europe and around the world; it has made LRGs' voices reach, but most importantly, has empowered its local partners and allies to assume a leading role in local development, which is meanwhile necessary and undisputed. More than ever, these partnerships are vital to address the challenges associated to the implementation of the complex and all-encompassing 2030 Agenda. 2016 was another instrumental year for the Initiative to strengthen UNDP's role as facilitator of territorial partnerships and thereby supporting the actions of hundreds of decentralized cooperation actors.

With UNDP's Integrated Framework to Support Local Governance and Local Development (LGLD) as its overarching guideline, UNDP ART recently adopted a methodology based on participatory and multilevel governance pillars. Strengthened through that innovative development framework, ART in 2016 continued its efforts of linking global development debates to local practices.

2. THE UNDP ART INITIATIVE: ACTIVITIES AND RESULTS IN 2016

The key activities and related results of the year 2016 are presented below, following the four outputs of the initiative's Project Document.

Output 1 - UNDP's partnership with LRGs and DC partners expanded to support the implementation of the 2030 agenda at local level

Following up the second year of the adoption of the Project Document, the UNDP ART Initiative has actively promoted and supported the implementation of the SDGs, especially at the local level. To do so, it has contributed to turn UNDP's corporate policies and priorities into concrete initiatives for the realization of the new 2030 Agenda. Throughout the year, the Initiative has taken the lead in strengthening and expanding linkages between key LRGs and DC actors, as well as forging strategic alliances with, and between them. The Initiative has also supported UNDP COs in the formulation and implementation of country programmes to integrate local development processes and the SDGs into local and national agendas.

Activity Result 1.1. A HUB for Territorial Partnerships for Local Development operated within UNDP Brussels

The Hub for Territorial Partnerships for Local Development has acted as a corporate platform for boosting new and already-existing cooperation with LRGs, their networks and associations and other DC partners. Even though not formally launched, the Hub was promoted among UNDP's partners and donors and it has contributed to expand UNDP's local development partnership base. It has assisted the integration of territorial partnerships into development processes, facilitating links between local and international actors and internationalizing the needs and perspectives of the territories in the global policy arena.

One of the key aim of the Hub is to position UNDP as a key interlocutor of DC partners and as the main entry point to the multilateral development system. For this reason, the Hub has strategically placed within the UNDP Brussels RO, capitalizing on the relationship matured with the EU Institutions and development partners based in Brussels.

Activity Result 1.2. Decentralized Cooperation actors' expertise (LED, service delivery, etc.) harmonized and aligned with UNDP's LGLD programmes

2016 presented an unprecedented opportunity to encourage and orient partners to embark on a new development agenda. Under the overall framework of the SDGs, the ART Initiative has mobilized DC actors to gather their expertise and experience to contribute to UNDP LGLD programmes. The strategic position of UNDP ART Initiative/Hub for Territorial Partnership within the UNDP Brussels RO has enabled the Initiative to continuously engage with DC and Brussels-based development actors on a daily basis. This has helped reinforcing the relationship with traditional DC partners, as well as to explore opportunities to build new partnerships.

Long-standing DC partners have joined efforts with UNDP ART in support of LG/LD initiatives and SDGs localization. This is the case of *Italian DC actors*, such as the *Region of Tuscany*, that has contributed to the *Toolbox for Localizing the SDGs* by producing a systematization of Local Development best experiences in their own region, documenting also some key lessons on how to include the SDGs in the government's agenda. Similarly, the partnership between the UNDP ART initiative and FELCOS Umbria was further developed in 2016, through the ongoing project to support beekeeping in the Mediterranean region, as a local economic development activity. The European Commission-funded project "Mediterranean CooBEEration: a network for beekeeping, biodiversity and food security" (2014-2017) facilitated exchanges between local producers from the participating countries (Algeria, Lebanon, Italy, Morocco, the Occupied Palestinian Territories and Tunisia). In particular, this year saw the co-organization of the National Beekeeping Forum (Ramallah, Occupied Territories of Palestine, May) and the VIII Mediterranean Forum (Chefchaouen, Morocco, November). These events brought together local and national authorities, local producers, MSME, decentralized cooperation partners, European Commission representatives and multilateral agencies to discuss beekeeping related policies, practices and innovations.

2016 was also an important year for the partnership with French actors. The agreement with the French Delegation of External Action of Territorial communities (DAECT – French Ministry of Foreign Affairs) was renewed with the overall goal of raising awareness of French DC actors about the SDGs' localization process and LGLD initiatives. These efforts included the presentation of the Agenda 2030 and the global

alliance for the localization of the SDGs and its toolbox, as well as the presentation of the LED global process during several national and local events organized by the French DC actors, in particular during the 7th Forum of International Action of Local Authorities, in Paris, in July 2016, with more than 1 800 elected representatives from 30 countries, and the High Level Summer School on SDGs, organized by the International Campus for Cooperation and Development, with the support of the French Institute for Research and Development and the French Agency of Development (AFD), and participation of decision makers from 58 countries, in July 2016.

This has allowed to build a common vision between DAECT and UNDP on the implementation of the SDGs at the local level and facilitated the involvement of French DC partners into UNDP LGLD programmes, such as the city of Mulhouse in Algeria (CAPDEL), or the regions of Provence-Alps-Côte d'Azur and Grand Est in Morocco. French regions have also been active in the Global Alliance for SDGs localization: the Bourgogne-Franche-Comté region is putting in place a programme to integrate the SDGs in its regional strategy for the international cooperation. UNDP ART has accompanied this process by participating and facilitating several meetings and supporting the regional consultation on how to implement the new Agenda. A new dialogue was engaged between the UNDP ART and the French outermost regions (Martinique, Guyane, Guadeloupe, Réunion, Mayotte) to support the integration of the SDGs in its regional strategy for the regional cooperation (in the Caribbean for example). UNDP ART continued to work in close partnership with the French Assembly of the French Department (ADF) to systematize the tools and the good practices developed by the French department and integrate them to the toolbox for the localization of the SDGs.

Likewise, exchanges with a variety of DC *Spanish partners* have been strengthened in 2016. For instance, UNDP ART has accompanied the systematization process of the remarkable experience of Valencia's Regional Government in taking the SDGs as an umbrella and a reference for both internal policies and development cooperation strategies. ART promoted the presentation of the systematization widely, by facilitating the participation of the Generalitat in a number of high visibility international events, like the European Development Days 2016 (Brussels, May) and the Latin-American seminar on territorial approach (June, Mexico). Conversations to align Valencia's development cooperation to LG/LD programmes are ongoing, particularly with Cuba, where other DC actors like the Basque Country and Trento (Italy) are interested in cooperate through a harmonized proposal. Additionally, frequent exchanges with Madrid (host city for the Union of Ibero-American Capital Cities) have taken place around the issues of prevention of urban violence, LED and SDGs. Through ART, UNDP has been invited to participate in the World Forum against Urban Violence, that is being organized by Madrid and will take place in April 2017. A joint project between UCCI and UNDP is currently being finalized; an important contribution from UCCI is expected for 2017.

2016 also presented opportunities to strengthen relations with so-called **non-traditional DC partners**. For example, ART has continued discussions with Engagement Global – the *German* government's organization responsible for supporting German cities to engage in development- as well as with the state of Baden-Württemberg around the localization of the SDGs. Contacts were also established with *Portuguese* decentralized cooperation actors. In particular, ART was invited to participate in the Seminar on Local Authorities Towards 2030, organized by Instituto Marquês de Valle Flôr (IMVF), to present the Toolbox for Localizing the SDGs. Bilateral discussions on how to contribute to this initiative were held with the Portuguese Development Cooperation Inter-municipal Network (RICD) and the Cascais Municipality. Further, discussions were held with the Canary Government in a mission to Las Palmas (December, 2016).

The goal of the mission was to identify common working priorities and establish partnerships for the UNDP LGLD framework programmes in Cabo Verde and Mauritania. In this sense, there is a potential interest from the Government in cooperating with UNDP and further discussions will be held in 2017 to concretize it. New partnerships were established with Brazilian actors, in particular with the National Confederation of Municipalities (CNM), with whom UNDP ART jointly created a project to strengthen the role of municipalities in localization, particularly with regard to monitoring and accountability for the SDGs.

Through Innovation in Sustainable Territorial Partnerships project (I-STEPS), UNDP ART has been able to push further the SDGs localization and LGLD strategy. One of the results of the harmonization and promotion efforts in 2016 has been the engagement of new partners, especially Catalonia and Valencia. Significant progresses were also made in Lebanon through innovation in national and local response. In this regard, a study to build a national model of Watershed-based Management is being carried on with the support of the Lebanese Government, UNDP Lebanon, Milan and Barcelona. Moreover, ISTEPS has supported the program in Ecuador, by making available technical support of high-level experts, whom remotely followed up and assisted the project. These exchanges produced a visible impact on territorial processes, and as a consequence on national priorities. The outstanding outcomes of ISTEPS in 2016, can be explained by its concrete support to partner countries, combined with the added value brought by several European and American regions and cities. This partnership makes available to the territories partner countries the entire expertise of local and regional actors, reinforcing the impact, visibility and sustainability of their action. Therefore, a systematization of successful key local development process within each ISTEPS partner territory is being produced by CESPI and CIDOB, and should be launched in the first semester of 2017.

The Initiative has also facilitated the exchange of experiences between LRGs and DC actors around specific areas of work. For instance, in the framework of preparatory activities for the formulation of a new LGLD programme in Mauritania, a two-weeks technical visit was organized to the regions of Andalusia and Valencia in Spain, and Tanger Tetouan in Morocco. A high level delegation of the Mauritanian government – including representatives of the Ministry of Interior and Decentralization, the Ministry of Finance, regional governors, and the national association of municipalities, and accompanied by UNDP representatives from the Country Office in Mauritania and the ART Initiative. The mission had the main concomitant purposes of enhancing government's counterparts' exposure, awareness and ownership over the envisaged contents and dynamics of the formulation process, whilst building grounds for further dialogue and cooperation with relevant potential partner organization. Visits and meetings engaged a diversity of institutions in Spain and Morocco - including LRGs and development agencies, entrepreneurship, innovation and employment promotion centers, business associations and cooperatives, etc. The visits allowed participants to take stock of a good number of relevant experiences and good practices with a potential to be turned into concrete options for declining and implementing the new programme in the areas of regional and territorial governance, SDGs localization, LED, including through further exchange and punctual technical cooperation with potential partners identified in the two countries.

Activity Result 1.3: Financial and technical resources mobilized in support of implementing the integrated LGLD draft strategy

The ART Initiative has continued to effectively build upon the well-established partnership and fundraising basis, as well as ventured to explore new opportunities towards the implementation of the upcoming LGLD Framework. Key technical partnerships have been already reported under 1.2. why this section will focus on the mobilisation of financial resources. Positive results have been achieved through the continuous engagement with a wide array of partners:

Luxembourg - Cape Verde: The formulation of an LGLD/localizing SDG programme in Cape Verde was finalized in early 2016. The Programme looks into linking the local, national and international dimensions of sustainable development, also counts on a possible technical and financial support of the European Commission's DG REGIO and DG Research and Innovation. The cooperation, which aims at opening channels for experience sharing with EU Regions and territories, with particular attention to innovation, has already captured the attention of additional interested partners. The agreement with the government of Luxembourg was finally signed in 2016 for an amount of 2,5 M EUR.

EU – Algeria: UNDP ART Initiative, in coordination with RBAS Regional Service Center in Amman, supported the formulation of the CapDeL Local Governance and Local Development Program in Algeria, and the preparation of its implementation. This support included the formulation of the project document, the budget, the communication strategy, and other documents related to the signature of the Agreement between UNDP Algeria and the EU Delegation in Algeria, for an 8 million USD grant, and additional 2 million by the Algerian Government. The signature took place in late 2016.

ART TF contributions: even though 2016 was also a difficult year for the ART Initiative, there were still contributions amounting to 644,000 USD deposited by LRGs and national Governments in the TF (e.g. Tuscany, Roma, France, FELCOS, CNM, etc.).

Various donor discussions have been initialised but were not yet concluded. For example, with Madrid (600,000 USD), Spain, and Italy. Italy has already approved, but not yet signed, a three-year contribution to Cuba, amounting to about 2,000 000 EURs. In addition to this, there are ongoing conversations with a number of decentralized cooperation partners that have become active again after a period of financial crisis. This is the case of Catalonia, Canary Islands and Baleares (all decentralized partners from Spain). Possibilities with the private sector (Orange) are also being explored.

Activity Result 1.4: The formulation, launching and implementation of integrated LGLD programmes in line with UNDP's integrated LGLD Strategy supported

2016 has witnessed a major support of the Initiative to COs, Regional Hubs and National Governments in the formulation and implementation of innovative LGLD programmes. These efforts have resulted in ART-supported formulation missions as well as successful involvement of DC partners' technical expertise.

For instance, following ongoing cooperation and further explicit request by the UNDP CO in **Mauritania**, several activities were carried out in backing-up a process aimed at building on the results of the previous *ART GOLD Programme* in the Country and formulating a new LGLD programme. The support was two-folded, and focused in parallel on (i) the provision of technical support in the actual formulation process

through its different stages, and (ii) the facilitation of access to a network of key interlocutors and potential partners - including and in particular DC partners, as well as potential donors and related funding opportunities. Specific activities and outputs included in particular: the participation in April to a two days' networking and knowledge sharing activity in Morocco, including a LED workshop in Tetouan and a visit to local actors in Chefchaouen; a ten-days formulation mission in Mauritania in May, including extensive consultations with key national and local stakeholders and the organization of regional workshops, resulting in the preparation and signature of a project document for preparatory activities (PIP) and the agreement of a road map setting activities and a time-frame towards finalization of the formulation process; the organization and running of a two-weeks study visits in Spain and Morocco (see Activity Result 1.2.); and finally, the redaction of a programme document, which is currently in the latest stages of validation and approval before signature. Further details on the programme document can be found in Activity Result 4.3.

Additionally, the formulation of a new LG/LD programme in **Algeria** has been completed in 2016. The Local Development and Participatory Democracy (CAPDEL, as per French acronym) focuses on two pillars: supporting the modernization of the Algerian public administration and the sectoral strategies for hydrocarbons, and supporting the capacity development of local actors, namely women and youth, to promote local development and access to quality public services. The support was provided jointly with UNDP Regional Hub in Amman, and included assistance in the elaboration of the project document, the budget, outlining a communication strategy, and other documents related to the signature of the Agreement between UNDP Algeria and the EU Delegation in Algeria, for an 8 million UDS grant (plus two million from the Government).

Similarly, after the assistance provided in the formulation and raising funds of an LGLD/localizing SDG programme in **Cabo Verde** in 2015, ART has continued its support in the programme's official launching. This included the liaison with the Development Cooperation and Humanitarian Action Directorate of the Luxembourg's Ministry of Foreign and European Affairs, and the mobilization of the first potential DC partners, like the Canary Islands or FAMSI (Spain), interested in contributing to the platform through the provision of financial and technical support.

Support was also provided to the **UNDP's Programme of Assistance to the Palestinian People**, in conducting a strategic review of the LG/LD programme, and identifying opportunities and strategic priorities, for a more integrated planning and programming at territorial level. Continued support has also been provided to the **Tunisian CO**, including but not limited to the formulation of a LGLD regional programme in response to a EU call for proposals that passed already the first selection process.

Finally, it is also worth mentioning ART's contribution to BPPS **MAPS missions**, in particular the one to Djibouti in November 2016, aimed at mainstreaming SDGs in national and local strategies, and accelerating their implementation.

Output 1

UNDP's partnership with LRGs and DC partners expanded to support the implementation of the 2030 agenda at local level

Baseline

No decentralized development cooperation partner (from the partner and donor countries) is aligning its development initiatives with UNDP LGLD programmes in partner countries

Indicator

of agreements signed between UNDP and DC partners

of partnerships aligned towards UNDP LGLD programmes

2016 Targets

25 decentralized development partners (from partner and donor countries) aligning their development initiatives with UNDP LGLD programmes in partner countries

10 decentralized development partners (from partner and donor countries) signed agreements with UNDP

Indicators Output 1:

Indicator 1: # of agreements signed between UNDP and DC partners

4 agreements signed between UNDP and DC partners

This include the agreements signed with: Ibero American Municipalists Union (UIM); Barcelona (Spain). 2016 was not marked by many new agreements as the new UNDP localising project has not yet been launched, which will be the basis for the fund raising exercise in 2017. Most of the contributions of 644,000 USD were received through already existing agreements, showing the longer term commitment of ART's partners.

Indicator 2: # of partnerships aligned towards UNDP LGLD programmes

40 partnerships aligned towards UNDP LGLD programmes

Partnerships with the following DC actors were facilitated (in brackets the partner country): Alsace, France (Cameroun); Brazilian Service Support to Micro and Small Enterprises (Cabo Verde); Champagne Ardennes, France (Madagascar); Champagne Ardennes, France (Morocco); Cities Alliance (Tunisia); City of Como, Italy (Morocco); City of Florence, Italy (Ecuador); City of Malaga, Spain (Cameroon); City of Medellin, Colombia (Ecuador); City of Milan, Italy (Ecuador); City of Pavia, Italy (Ecuador); City of Turin, Italy (Lebanon); Commonwealth Local Government Forum; National Confederation of Municipalities, Brazil (Uruguay); Cuba cooperation, France (Cuba); ERVET, Italy (Ecuador); Federation of Canadian Municipalities, Canada (Cuba); FELCOS Umbria, Italy (Cuba, Morocco, Occupied Palestinian Territory, Tunisia); IS Global, Barcelona Institute for Global Health, Spain (Bolivia); Legacoop Emilia Romagna, Italy (Cuba) ; Region of Friuli Venetia Giulia, Italy (Albania, Cuba); Region of Trentino Alto Adige, Italy (Cuba); University of Venice, Italy (Ecuador); Canary Islands, Spain (Cabo Verde); Balearic Island, Spain (Bolivia); Basque Country, Spain (El Salvador, Ecuador, Occupied Palestinian Territory, Bolivia); Andalusian Fund of Municipalities for International Solidarity (Cabo Verde, Mauretania); Trento, Italy (Cuba); Luxembourg's Ministry of Foreign Affairs, Luxembourg (Cabo Verde); Valencia (Cuba). Partnerships in support of Toolbox for Localizing the SDG: Valencia, Spain; Basque Country, Spain; Region of Tuscany, Italy; Baden-Württemberg, Germany; National Confederation of Municipalities, Brazil.

Output 2: Knowledge and expertise systematized and exchanged to strengthen developmental capacities of LRGs and local governance institutions

ART continued to capitalize on existing knowledge-sharing networks to ensure that this knowledge is better linked to concrete development initiatives and strategies. Furthermore, the programme established and strengthened links and exchanges between different systems of knowledge thereby bridging the gap between the knowledge of international organisations, LRGs and academic institutions. The launch of the *Virtual Platform for Localizing the SDGs* was the key achievement in 2016.

Activity Result 2.1: Developmental capacities of LRGs, associations thereof and local governance institutions in partner countries to deliver basic services enhanced

One of the key elements to support the implementation of 2030 Agenda is the strengthening of local capacities. Accordingly, several partnerships were established with LRGs, their associations, and other local actors to support capacity development processes and produce tools targeted toward strengthening the local mainstreaming, implementation and monitoring of the SDGs.

In particular, various tools were developed in the course of the Toolbox elaboration process in 2016. Firstly, the **“Roadmap for Localizing the SDGs”** was developed by the GTF in collaboration with UN HABITAT and UNDP to support local and regional governments in implementing and monitoring the SDGs and influencing national policy-making, ultimately creating an enabling environment for the SDGs. The publication offers general guidelines and strategies on five main thematic areas: awareness raising, advocacy, implementation, monitoring, and a way forward. Similarly, UNDP ART and the Regional Government of Valencia produced a systematization of Valencia’s remarkable experience in initializing the SDGs (**“Mainstreaming the SDGs at the territorial level: the case of Valencia”**), as well as guide for LRGs that proposes key steps in the process, as well as present the difficulties encountered, solutions applied and lessons learned. The guide also reflects on some of the pending implementation challenges for the future. Furthermore, within the toolbox aim to localize the follow-up of the 2030 Agenda and promote the participation of LRGs in monitoring, UNDP ART in partnership with the Confederação Nacional de Municípios (CNM), elaborated the **“Guide for Locating Sustainable Development Objectives in Brazilian Municipalities”**. The guide offers Brazilian municipalities’ information and context on the 2030 global as well as provides tools to address the complex challenge related to the implementation and monitoring of the SDGs. The guide explains the importance and association of each one of the SDGs to municipalities’ competence, and illustrates means to implement, monitor and evaluate their development plans. ART has also participated in the **ORU FOGAR contest for best regional development practices**, which resulted in a very rich exchange between regions worldwide as well as in the systematisation of the winning contributions.

In continuation of **UNDP/UCLG** long partnership to support local development and enable local actors, UNDP ART also contributed to UCLG learning programmes. During the Durban’s learning exchange event on Urban Planning and City Development and Management, UNDP ART contributed to the panel *Input of Localizing the SDGs – Reflections from the MDGs process*. ART’s intervention emphasized the critical role of LRGs for multi-governance that is much needed for the SDGs to be met. The event was organized by the EtheKwini Municipality, UCLG, SALGA, the Federation of Sri Lankan Local Government Authorities and

the Municipal Institute of Learning (MISE). As a result of this involvement, a preliminary agreement was reached with UCLG to extend the UCLG/UNDP ART cooperation further to include learning activities. Both institutions are currently designing a training modules on SDGs that will be available for LRGs in 2017. ART furthermore contributed to the UCLG production of a short movie on the importance of SDG 16 at the local level. This is also in line with the collaboration initiated between the programme and the Unión Iberoamericana de Municipalities (UIM) to develop a training course on the role and opportunities of the 2030 Agenda for LRGs. This initiative is aimed at generating capacities for dialogue and consultation between local governments and civil society so that together they are able to implement local public agendas aimed at improving development processes and local governance in line with the SDGs.

Besides this initiatives, the major instrument through which ART strengthens developmental capacities of LRGs and their associations is the facilitation of territorial partnerships through Decentralized Cooperation, aimed at fostering peer to peer experience and knowledge sharing. As described in the previous chapter, ART has continued to promote widely these partnerships in 2016.

[Activity Result 2.2: Regional platforms to facilitate SSTC for territorial practices \(fully integrated with UNDP's overall mechanisms and strategy on SSTC and in coordination with UN Office for South South Cooperation\) established and operated](#)

A strategic decision was made that UNDP ART will not further pursue the establishment of regional platforms for SS cooperation at territorial level, but rather focus its support on the corporate and RSC related UNDP efforts and initiatives regarding SS cooperation. The ART Initiative is continuing its contribution with its territorial SS and TC experience and network of partners in order to strengthen UNDP's corporate offer on SS cooperation. Nevertheless, ART has continued its support to SS exchanges at territorial level through ongoing projects. This is for instance the case of Brazil, where in the framework of the joint CNM-UNDP ART project, a number of exchanges have taken place between the Confederation of Municipalities and representatives of national and local governments of Bolivia and Cape Verde, mainly in preparation for the Regional and World LED Forums.

[Activity Result 2.3: Voluntarism for strengthening LRGs capacities fostered by establishing and operating an exchange mechanism for LRGs officials](#)

Due to lack of adequate funding, the Initiative will not further pursue the idea of establishing and operating an exchange mechanism for LRGs officials for strengthening LRGs capacities. The discussions that were held with UNV has been promising, but did not result in concrete enough results and commitment to design and implement such mechanism during the last year of project duration. Conversations have been nevertheless resumed with UNV in the last weeks.

There have been however positive developments with regards to **fellowship programmes** facilitated by the ART Initiative. A number of young professionals were placed in various Cos from the Basque country and Italy. There was also the finalisation of a new fellowship agreement with FAMSI that will allow up to 15 young professions being fielded in UNDP Cos and Brussels. The ART Initiative has also been successful in renewing its commitment with Kuwait for another JPO (recruitment will start in 2017).

Activity Result 2.4. Innovative territorial development experiences and practices systematized and documented

Communication and Outreach: In 2016, the web-platforms used by the ART Initiative have reached an outstanding number of users. Until December 2016, the publications shared on the ISSUU open/digital library had reached more than 555'827 impressions, 46'037 reads, with a floating average of 150 impressions per publication and reaching more than 500 impressions for some “Guidelines for cooperation” and 200 impressions for documents on the Localization of the SDGs. Likewise, ART had reached over 1250 followers on Twitter and more than 1200 likes on Facebook. In 2016, a dozen of documents (including books, brochures, systematizations and others) have been developed to create better resonance with key partners and provide clarity on the territorial approach and related tools' contribution to the localization of the SDGs and international development processes. Furthermore, UNDP continues to manage the Facebook page of the World Forum of LED, which has received so far more than 4200 likes. As in previous years, the annual review newest edition *UNDP ART – 2015 in Review* was produced, published and widely disseminated. The report presents the leading results of the Initiative's contribution to national policies on local development through its participation in the ongoing global development discussions.

Policy Positioning: In 2016, UNDP ART has developed a proposal for “**Territorial Partnerships: Localizing the 2030 Agenda for Sustainable Development**” guidance note. The guidance note aims to provide a clear framework to integrate territorial partnerships, as innovative cooperation modality, in UNDP's LGLD initiatives in the various territories, and it will thus contribute to the overall SDGs' localization related efforts.

Furthermore, the **Spanish Journal of Development and Cooperation magazine** (Complutense University, Madrid), in its nº37 issue has chosen decentralized cooperation and its role in the implementation of the new Agenda 2030 for Sustainable Development as a central theme. The issue was coordinated by UNDP ART, and dedicated a whole section and seven articles written by strategic partners of the Initiative, like representatives of LRGs (UCLG), academia (ARCO), national governments (the Ecuadorian Secretariat for Cooperation SETECI), UN Agencies (ILO), international organizations (IADB) and others.

Lastly, the programme has provided inputs to the policy brief “Localizing Monitoring and Review of Development Cooperation for the 2030 Agenda – Prospects and Challenges”. The paper is parts of the UN/DESA Development Cooperation Forum (DCF) series of Policy briefs, which aimed to contribute to the preparations for the Fifth Biennial High-level Meeting of the DCF, held in New York in July 2016.

Systematization of experiences and tools: The elaboration of a “Toolbox for localizing the SDGs” aims to systematize and allow for the exchange of various tools and territorial experiences for an effective implementation of the SDGs. Practitioners and interested development actors are now able to access the Toolbox through the Virtual Platform for Localizing the SDGs. The Platform builds on the already existent wealth of knowledge from different institutions and territories, and offers its users the opportunity to explore and contribute with their experiences, tools, guides and frameworks.

Since its launch in October 2016, 152 tools, guides, and reports in 4 different languages have been uploaded to the platform. 1283 unique visitors from 99 countries and 396 cities have visited the platform.

In less than 60 days since its launch 200 users have registered on the platform and actively used the interactive features available on the platform.

Activity Result 2.5. Toolbox for the implementation of the SDGs at local level elaborated

During 2016, major efforts were directed towards the elaboration of the **Toolbox to localize the SDGs** that can be found within the new **Virtual Platform for Localizing the SDGs**. The elaboration of the Toolbox was a natural continuation of the collaboration process that brought together the GTF, HABITAT and UNDP during the UNDG-mandated Dialogues on Localizing the Post-2015 Agenda. The ongoing collaboration to elaborate the Toolbox builds on and expanded the principles established during the Dialogues, and capitalizes on the partnerships and consensus established in the previous years.

The Toolbox was launched and officially presented in October 2016, thanks to an intensively participatory process, that gathered inputs from key stakeholders of global, national and local relevance including practitioners from national and local governments, civil society, academia and the private sector. As it is an evolving instrument that seeks at being further fed with contributions from different partners, the three leading partners -UNDP, UN Habitat and the GTF- are guiding the elaboration process based on the experiences acquired thanks to the localization of the MDGs.

The elaboration of the Toolbox begun with a preliminary identification and review of the already-existing tools and mechanisms. The **stocktaking process** was being informed through the different technical participatory workshops conducted last year and earlier this year. The workshops were organized to reflect the diverse views and experiences of an experienced audience of local governance stakeholders. During the European Development Days in June 2016, a lab-debate session was organized by UNDP, CoR, and Young Professionals Network, on “Localizing the Sustainable Development Goals: Partnership on the Toolbox for Implementation at local level”. The aim of the session was to present the toolbox, discuss with the participants, through Q&A and live polling, their expected role within the new development architecture, and raise awareness about the importance of promoting a broad partnership and strong political commitment for localizing the SDGs. Additionally, UNDP ART co-organized a session during the 26th Congress of European Municipalities and Regions, in Nicosia, to gather feedback from CEMR members on the role they are playing to locally implement the SDGs, as well as to present the process of elaboration of the toolbox, objectives and beneficiaries. The inputs obtained from these participatory sessions were thus captured and reflected in the process and outcomes.

UNDP ART has worked closely with partners to elaborate new tools that reply to the challenges for localizing the SDGs, in the framework of the Toolbox. Some examples described beforehand are the systematization and guide for “**Mainstreaming the SDGs at the territorial level: the case of Valencia**”, and the “**Guide for Locating Sustainable Development Objectives in Brazilian Municipalities**”, developed by CNM. ART is also supporting the Asia-Pacific Regional Hub in the elaboration of a diagnostics tool at local level.

Major efforts were also put on the development of the design and content of the Virtual Platform. The interactive and user-friendly website allows users to discover the tools and resources available and directly contribute to this knowledge sharing space. The platform also provides the opportunity to read and share stories, initiate and participate in e-discussions, as well as explore and post events related to the local implementation of development agendas.

A widespread reach-out was conducted to further promote the Toolbox, mobilize new partners, and strengthen the alliance of relevant local partners and consolidate political commitment towards LRGs and their central role in implementing the 2030 agenda. The Virtual Platform was officially launched during the **World Summit of Local and Regional Leaders in Bogotá**. The event capitalized on the presence and engagement of various local and regional government present in the summit and mobilized toward the contribution to the toolbox.

Furthermore, UNDP's efforts towards the localization of the SDGs have inspired and encouraged a wide number of partners to take a proactive role in engaging their territories for this same purpose. As an example, UNDP ART, upon direct invitation of the **Generalitat of Valencia**, supported public authority in the elaboration of a guidance note on how to mainstream the SDGs within local policies, based on their own experience. This collaboration has been an inspiration and the first basis of engagement with Bourgogne-Franche-Comté Region, that after inviting UNDP ART to participate in the "*Assises régionales de la solidarité internationale*", is currently starting to take the first steps towards the localization of the SDGs, with UNDPs overall guidance. Efforts such as these ones represent the translation of UNDP ART and LRGs joint positioning and advocacy activities on the international scene into SDG-based policy-making, concrete results towards the localization of the 2030 Agenda and the strengthening of the Global Partnership for cooperation effectiveness.

Activity Result 2.6. World Forum on Local Economic Development process strengthened

The WFLED constituted an important area of work this year, as the Forum's Executive Committee (ExCo), integrated by UNDP ART, UCLG, FAMSI, ORU FOGAR, ILO and past hosting organizations, took major steps for strengthening the WF process and ensure a smooth journey towards the 4th edition of the World Forum of Local Economic Development, that will take place in October 2017 in Cape Verde. The ExCo agreed on key joint priorities and collaborative initiatives in the form of a concrete roadmap. The aim of the roadmap is to stimulate dialogues on LED as means to implement the new SDGs and publicize the Forum, through regional preparatory events as well as thematic side events, as a platform that can present further the relevance of LED in the context of the 2030 Agenda. During 2016, representatives of the ExCo conducted preparatory work and promoted the Forum in events like: the VII Summit of Regional Governments (14-15 April 2016, Rio de Janeiro, Brazil); the Commonwealth Local Government Forum Regional Conference, (28-29 June 2016, Johannesburg, South Africa); the 5th UCLG Congress World Summit of local and regional leaders (12-15 October 2016, Bogota, Colombia); and Habitat III (17-20 October 2016, Quito, Ecuador).

The **Regional Forum for LED for Latin America and the Caribbean** will take place in Cochabamba, Bolivia, from 28 to 31 March 2017. Such regional Forum will aim to present and discuss a regional experience and perspective on the role of LED in the SDGs implementation, with a specific thematic focus that will be further defined in the preparatory phase of the event based on the priorities expressed by the host country and shared by the organizing partners. This regional perspective will subsequently be consolidated and shared later in 2017 during the 4th WFLED.

During 2016, several missions were undertaken by the programme to the host countries, Cape Verde and Bolivia, to support their preparatory efforts toward the celebration of the Forums. Technical as well as

strategic support was provided to national and local organizing committees to enable a successful organization of both Forums.

Output 2

Knowledge and expertise systematized and exchanged to strengthen developmental capacities of LRGs and local governance institutions

Baseline

No platform for SSTC for territorial practices, no exchange mechanism for LRG officers yet established

Indicators

A platform for SSTC for territorial practices established

Exchange mechanism for LRG officers established

of SSTC cooperation between sub national development partners established

of LRG official exchanges facilitated through the established mechanism

of territorial development experiences and practices documented

2016 Targets

A platform for SSTC for territorial practices established

Exchange mechanism for LRG officers established

15 SSTC cooperation between sub national development partners established

20 LRG official exchanges facilitated through the established mechanism

10 territorial development experiences and practices documented

Indicators Output 2:

Indicator 1: A platform for SSTC for territorial practices established

Decision to not to further pursue the establishment of the SSTC Platform

A strategic decision was made that UNDP ART will not further pursue the establishment of regional platforms for SS cooperation at territorial level, but rather focus its support on the corporate and RSC related UNDP efforts and initiatives regarding SS cooperation. The ART Initiative is continuing its contribution with its territorial SS and TC experience and network of partners in order to strengthen UNDP's corporate offer on SS cooperation.

Indicator 2: Exchange mechanism for LRG officers established

A proposal for establishing an exchange mechanism for LRG officers was formulated

The exchange mechanism was planned to be launched in collaboration with UNV, with which a project proposal was developed. However, there have been delays in launching the project due to difficulties in securing funding for the project.

Indicator 3: # of SSTC cooperation between sub national development partners established

SSTC cooperation between sub national development partners were established

This includes SSTC at local level between: UY-Brazil, Cape Verde- Brazil, UIM-Brazil, Bolivia-Peru-Ecuador. However, many of the 40 initiatives reported under output 1, indicator 2, are also relevant SSTC initiatives. As the SS concept gets more and more obsolete many of the territorial partnership initiatives promoted by ART are network based, i.e. involve different actors, from different levels, different nature, different locations around a common goal and within a joint operating framework.

Indicator 4: # of LRG official exchanges facilitated through the established mechanism

No LRG official exchange was facilitated through the mechanism

As the exchange mechanism was not operationalized yet the exchanges could not be facilitated.

Indicator 5: # of territorial development experiences and practices documented

7 territorial development experiences and practices documented

Good practices for a local governance model (El Salvador); UNDP ART last 10 years; Isteps systematization; Valencia best practices with SDGs at local level; Spanish Magazine for Cooperation; Best regional practices ORU FOGAR; Strategic guidelines for cooperation, Medenine Tunisia. This is slightly less than the targeted ten systematisations and will hence become a specific focus for the ART Initiative during 2017.

Output 3: A strategic exchange between UNDP and LRGs facilitated and operationalized

It is widely acknowledged that the local dimension of sustainable development is the key for an effective and sustainable implementation of the SDGs. If the 2030 Agenda wants to respect its commitments and *leave no one behind*, its needs to be fully realized at local level. LRGs and their associations play are the essential actor to ensure this will happen, through the definition, implementation and monitoring of development policies within their territories, in coherence with the national development frameworks. UNDP, through the ART Initiative and various structured mechanisms for systematic exchange, has engaged in a strategic partnership process with LRGs and their associations in view of informing international policy debates about the importance of the territorial dimension of sustainable development and, at the same time, to promote joint country-based LGLD initiatives.

Activity Result 3.1: LRG Advisory Committee to UNDP established

The launch of the **Advisory Committee of Local and Regional Governments to UNDP (UNDP LRGs AC)** represents the culmination of the ART Initiative's work on building strong and trustful ties with LRGs and their global and national associations. The AC of LRGs aims at being one of the main policy tools in UNDPs hands to foster policy coherence and partners' alignment towards a sustainable SDG implementation at local level. The 2016 UNDP ART AWP stated that the launch of the initiative would depend on a final corporate decision to implement the LRG Advisory. Consequently, over the past year, the ART Initiative engaged in the necessary preparatory work, including all the full set of documents – concept note; pager; list of member institutions; CV and details of individual members; first meeting thematic focus and tentative agenda. ART also made strides towards engaging main LRGs and their associations in the process, by informally discussing the overall concept and specific aims of the AC. For instance, internal

discussions with the Regional Hub in Bangkok led to the identification of two partners to be included in the first list of members. In addition, the engagement with some French partners led to the inclusion of a component directly referring to the UNDP AC of LRGs within the agreement prepared between the French Foreign Ministry and UNDP, in order to guarantee support and credibility to the process. Other potential members of the AC, like the Italian region of Umbria, have confirmed their willingness and availability to be part of the Committee and contribute to its processes. All this preparatory work finally led to **the approval of the LRG AC by Senior Management**. Discussions with UNDP Senior Management led to postpone the launch and operationalization of the AC to 2017.

Activity Result 3.2: A Secretariat to the UNDP LRG Advisory Committee established and operated

As mentioned above, based on the preparatory work done by the UNDP ART Team, the establishment AC Secretariat has been approved by Senior Management, and will be carried out in 2017.

Activity Result 3.3: Systematic exchange and interaction between UNDP and key LRGs and their associations promoted

Even though the AC has not yet been launched in 2016, the ART Initiative has continued strengthening systematic channels of mutual learning and experience sharing between UNDP and LRGs. On one hand, these efforts contributed to reinforce LRGs international recognition as key actors for the SDG implementation, on the other hand they strengthened UNDPs image as global reliable partners and positioning on LGLD support. The initiative has worked in various complementary directions to create new engagement tools and mechanisms and to strengthen already-existing processes.

The Initiative was particularly successful in further strengthening UNDPs partnerships with the major **global associations** of LRGs. UNDP has thereby consolidated its relations with the global LRG umbrella association United Cities and Local Governments (**UCLG**) and the Global Task Force of Local Governments (**GTF**), specifically on the SDG implementation process, through the joint elaboration and launching of the *Toolbox for localizing the SDGs*. Similarly, UNDP was the partner of choice for Regions United (**ORU FOGAR**), in organizing the *Regional Best Practices Award*, aimed at identifying successful territorial development practices. Over 50 practices from different countries were submitted, and the final candidates were presented during the VII World Forum of Regional Governments (April, Rio de Janeiro). Also, the Commonwealth Local Government Forum (**CLGF**) invited UNDP, through ART, to participate as a speaker in the Commonwealth Local Government Forum's Board and in the in the CLGF's Sustainable Cities Network meeting - 60 government official from the Commonwealth – to share UNDPs perspective and initiatives on the SDG localization. Relations have been also reinforced with **Latin-American regional associations**, like the Ibero-American Union of Municipalistas (UIM), that has invited UNDP ART to become one of the main partners for the 2017 Congress (expected to gather around 500 municipalities' representatives); the Union of Ibero-american Capital Cities (**UCCI**), representing a strategic partner in the region due to its vast network and with whom UNDP ART, together with the city of Madrid, is working towards the formulation of a project to promote sustainable urban development and the SDGs; the Federation of Latin America Cities, Municipalities and municipal Associations (**FLACMA**); and **Mercociudades**.

At **European level**, building on the strong alliance matured with the EU counterparts and the Committee of the Regions (CoR) in particular, UNDP, through ART, organized a session together with LRGs and their associations on the SDG localization during the European Development Days (EDDs), held in Brussels in June 2016. Also, within the context of the event, a Seminar side event on Territorial Partnerships and the SDGs was co-organized by the ART Initiative, in collaboration with the Basque Country and Platforma – an EC funded body to strengthen relation between the EU and DC partners. Similarly, preparations for the 2017 5th Assises of Decentralized Cooperation (5ADC) have already started, involving Platforma, the EU Committee of eth Regions and the European Commission Unit for relations with sub-national authorities.

Following the same spirit, collaboration was strengthened with a number of LRGs **national associations**, the Brazilian National Confederation of Municipalities (CNM), Association of French Departments (ADF), the Association of Municipalities of Cabo Verde (ANMCV), the Federation of Canadian Municipalities (FCM) and the Federation of Spanish Municipalities and Provinces (FEMP).

In addition, in line with these efforts aimed at reinforcing UNDP LRGs partners network, UNDP ART was successful to strengthen and consolidate the already existing partnerships with key individual LRGs, while paving the way for new promising alliances. Among others, important ties have been established with the City of Madrid, the *Generalitat Valenciana* and the Basque Country in Spain, Bourgogne-Franche-Comté Region in France, Tuscany, Umbria and the Autonomous Province of Trento in Italy.

The consolidation of the partnership with LRGs and their associations described above has materialized also through joint engagement within **major events**. That was the case of the UCLG World Congress in Bogota and the Habitat III Conference in Quito, both held in October 2016, that represented very important moments where UNDP was able to reinforce its positioning and image as reliable partner, particularly in relation with the SDGs localization and LGLD related initiatives.

The strengthening of the linkages between LRGs, European DC partners and the UN development system so to foster the systematic exchange of their knowledge and expertise is also one of the aims of the **I-STEPS initiative**. Systematic exchanges on LGLD process were promoted with the aim of moving the related activities at country level forward. Finally, it is worth mentioning again the Virtual Platform for Localizing the SDGs, that not only contains the Toolbox, but also an **online space** for debate and interaction among local governance stakeholders, offering them the possibility to engage in discussions, share experiences, events and stories.

Activity Result 3.4: Development debates and international policy processes - in alliance with its LRG partners - informed

UNDP ART has been actively engaged in development debates and international policy process to jointly promote, together with sub-national authorities and their associations, the importance of Territorial Partnerships for the Localization of the Global Goals.

A global alliance for localizing the SDGs: The elaboration of Virtual Platform and the Toolbox for localizing the SDGs represents a key effort for advancing the implementation of the 2030 Agenda at local level. This has only been possible thanks to the partnerships built over the years with major LRGs and UN Agencies around the key role of the local level in development. The Platform provides a unique space where multiple partners are already engaging and contributing with their experiences and best practices.

The Toolbox in particular and the promotion for fostering a global alliance of actors for the localization of the SDGs have informed a number of global debates.

For instance, in preparation for the **European Development Days**, held in Brussels in June 2016, UNDP ART, the Basque Country, the Conference of Maritime and Peripheral Regions (CRPM) and Platforma organized a one-day seminar to discuss about the potential of Integrated Territorial Partnership to advance towards the achievement of the 2030 Agenda. Participants of the European Commission, global and national LRG associations – such as ORU-FOGAR and the National Confederation of Brazilian municipalities – and individual LRGs – Emilia Romagna and Tuscany Regions – contributed to strengthen the common roadmap towards the SDG localization, and pointed at the need for a Territorial Approach to development to facilitate multi-level and multi-actor articulation, thereby improving cooperation effectiveness. Similar perspectives were reaffirmed days after during the EDDs session on Localizing the SDGs, co-organized by UNDP ART and the EU Committee of the Regions. The session was also the occasion to present the Toolbox Virtual Platform, which was very positively received by the public present to the debate.

These efforts aimed at informing international development debates and at strengthening partnerships for the SDGs culminated with UNDP ARTs extended support and engagement within the **UCLG World Congress in Bogota** and the **Habitat III Conference in Quito**, both held in October 2016. The ART Initiative, was directly involved in different sessions such as *Localising the SDGs – How cities can help advance the SDG agenda*, organised by OECD, and where UNDP ART participated together with OECD, University of Pennsylvania, UCLG and Colombia's Ministry of Planning to discuss the tools and resources that city leaders and their constituents need for driving progress on the SDGs. UNDP ART co-organized, together with Un-Habitat and UCLG the sessions *Localizing the Sustainable Development Goals: Making Cities for All* where the Toolkit and Virtual Platform on Localising the SDGs was presented. The session had a solid show of support and engagement from UCLG and other partners who noted the significant role UNDP plays in the localization efforts. Similarly, in the **XXI Cumbre de Mercociudades** celebrated in Santa Fe, Argentina (November) UNDP ART was invited to present the SDG localization context and its opportunities. The event was attended by more than 200 participants and 40 mayors from Latin America. Finally, it is worth mentioning the invitation from the Municipality of Madrid and UCCI to intervene in the event *Cities and Justice*.

The importance of the territorial approach for the new Agenda has been also reflected in the publication **Revista Española de Desarrollo y Cooperación**, edited by the Complutense University (Madrid), which dedicate issue nº37 to the strategic role of territories and decentralized cooperation for the SDGs. The issue was coordinated by UNDP ART and included the participation of a number of strategic partners of the Initiative, like representatives of LRGs (UCLG), academia (ARCO), national governments (the Ecuadorian Secretariat for Cooperation SETECI), UN Agencies (ILO), international organizations (IADB) and others.

Global Partnership for Effective Development Co-operation: ART has been actively involved in global processes linked to the promotion of development cooperation effectiveness. Since 2012, it has been engaged in the UNDP-OECD led **Global Partnership for Effective Development Cooperation**, by contributing to global policy debates on the issue, and promoting initiatives that feed into the effectiveness of development cooperation —at the local and country levels. A session on localizing the

SDGs was organized in the 2016 High Level meeting of the Global Partnership (November, Nairobi) by UNDP, UN Habitat and the GTF.

Monitoring and Review of Development Cooperation for the 2030 Agenda: Of particular relevance in fostering international debates and policies processes is the contribution to the UN/DESA DCF series of Policy briefs, aimed to contribute to the preparations for the Fifth Biennial High-level Meeting of the DCF, held in New York in July 2016. In particular, ART provided inputs to the “Localizing Monitoring and Review of Development Cooperation for the 2030 Agenda – Prospects and Challenges.”

Local Economic Development: Throughout the whole 2016, ART has continued to lead and support the World Forum of LED process. Building on the successful outcomes of the 3rd edition of Turin, held in October 2015, the Executive Committee (UCLG, ORU FOGAR, ILO, UNDP ART) has launched the preparatory activities towards the 4th World Forum of LED that will take place in Cabo Verde 2017. This also includes the support to the organization of the 2nd Regional Forum of LED of Latin America (Bolivia, March 2017) that will gather regional perspectives, experiences and challenges on LED and will inform the realization of the World Forum in La Praia. The potential of the LED World Forum process derives from the immense variety of actors involved, forging alliances and concretely collaborating on the ground. It represents a good example of a renewed *global partnership* as referred to by the 2030 Agenda, which can be transformed into territorial partnerships that directly impact people’s lives. In addition, through the World Forum process, UNDP ART was able to influence the intentional debate and development policies formulation, by shading light on the potential of LED as a concrete means for an integrated SDG implementation at local level.

Sustainable Urbanization: Over the past year, UNDP ART contributed to the international process leading to the definition of the New Urban Agenda. ART was involved in the Habitat III process, through the co-organization of a session on localizing the SDGs in the Third Session of the Preparatory Committee for Habitat III (PrepCom3), (Surabaya, Indonesia, July 2016), together with UN Habitat and GTF. A session on localization took also place during the Habitat III event in Quito (October), Panellists included: Mr. Parks Tau, newly elected President of UCLG; Minister Ms. Eglantina Gjermeni, Minister of Housing of Albania; Vice Prefect of Province of Carchi, Ecuador; Ms. Marian Elorza, Secretary General of Foreign Action; Antonio Zurita, General Director of the Union of Ibero-American Cities; Presidency of Basque Country, Spain. UNDP ART has also provided inputs to the UNDP Urbanization Strategy, which was presented during the Habitat III conference.

Output 3

A strategic exchange between UNDP and LRGs facilitated and operationalized

Baseline

No LRG Advisory Committee and Secretariat to UNDP established

Indicators

A LRG Advisory Committee to UNDP established

A LRG Advisory Committee Secretariat established and operational

of advisory Committee meetings held per year

of UNDP policies informed through the AC mechanism

2016 Targets

One LRG Advisory Committee

One LRG Advisory Committee Secretariat established and operational

One meeting held

One UNDP policy informed

Indicators Output 3:

Indicator 1: A LRG Advisory Committee to UNDP established

A LRG Advisory Committee to UNDP was not established.

The 2016 UNDP ART AWP stated that the launch of the initiative would depend on a final corporate decision to implement the LRG Advisory. Consequently, over the past year, the ART Initiative engaged in the necessary preparatory work, including all the full set of documents – concept note; pager; list of member institutions; CV and details of individual members; first meeting thematic focus and tentative agenda. ART also made strides towards engaging main LRGs and their associations in the process, by informally discussing the overall concept and specific aims of the AC. All this preparatory work finally led to the approval of the LRG AC by Senior Management. Discussions with UNDP Senior Management led to postpone the launch and operationalization of the AC to 2017.

Indicator 2: A LRG Advisory Committee Secretariat established and operational

A LRG Advisory Committee Secretariat was not established and operationalized.

Indicator 3: # of advisory Committee meetings held per year

No Advisory Committee meeting was held.

Indicator 4: # of UNDP policies informed through the AC mechanism

UNDP policies were not informed through the AC mechanism.

However, a number of policies were informed through other mechanisms (see AR 3.4. above)

Output 4. UNDP ART framework programmes/territorial platforms strengthened and linked to regional and global processes

The UNDP ART Initiative in 2015 continued its support to UNDP ART framework programmes and territorial platforms, as well as to other UNDP LG/LD programmes, through the provision of expertise, participation in technical missions, and facilitation of linkages to international events and policy debates.

Activity Result 4.1: Ownership and scaling up of processes of existing and new UNDP ART framework programmes supported

Since its launching in 2005, the Initiative has promoted ART Framework Programmes (FPs) in several countries, upon request from the respective national governments. FPs provide the instruments that allow implementing development actions in response to the organized and prioritized demands of territories, therefore facilitating articulation of development partners in support of existing local development processes. In the last years, ART's innovative methodology and FPs have been progressively mainstreamed to support the implementation of UNDP's corporate local governance and local development (LGLD) strategies and actions. Many of ART FPs are now nationally owned. In 2016, ART supported various FPs and UNDP LG/LD Programmes in Latin America (e.g. the PADIT platform in Cuba, the Territorial Development Programme in Ecuador, the ART Programmes in Bolivia and Uruguay); Asia (Myanmar), Arab States (Lebanon, Morocco, Tunisia, Palestine) and Africa (Mauritania).

Activity Result 4.2: Local governance stakeholders and national authorities linked with international partners and relevant international policy processes

The strategic alliance forged over the years between UNDP and national and local authorities was further strengthened in 2016. Aware of the need to link global development debates to local practices, for more than ten years now UNDP ART has joined forces with LRGs, their associations, and other local governance actors in their efforts to have a voice in global development discussion. These actors have been actively supported to feed into and influence international development policy processes, especially with regards to the key role of the local level in development and in particular in the implementation of the 2030 Agenda, in events such as:

- 10th International Congress of Higher Education, organized by UDUAL (Unión de Universidades de América Latina y el Caribe), Havana, Cuba, February 2016;
- 26th Congress of European Municipalities and Regions, Council of European Municipalities and Regions (CEMR), April;
- Latin-American Seminar on Territorial approach, organized by the Ibero-American General Secretariat (SEGIB), June, Mexico;
- European Development Days, Brussels, June;
- VII World Summit of Intermediate Regional Governments organized by ORU/Fogar;
- 5th Biennial High-Level Meeting, Development Cooperation Forum, ECOSOC: "Development cooperation: lever for effective implementation of the 2030 Agenda", July, New York;

- Localizing the SDGs: transforming global goals into local realities, High Level Political Forum, July, New York;
- International Seminar on Decentralization and Financing for Territorial Development, October, Havana;
- 5th UCLG Congress and World summit of local and regional leaders, October, Bogota;
- Third Session of the Preparatory Committee for Habitat III (PrepCom3), July, Indonesia, and Habitat III, October, Quito;
- 2nd High-Level Meeting (HLM2) of the Global Partnership for Effective Development Cooperation, Nairobi, November;

Of particular relevance were the World Summit of local and regional leaders (October, Bogota) and the process towards the Third UN Conference on Housing and Sustainable Urban Development (Habitat III) (October, Quito). The World Summit was held immediately prior to Habitat III, and hosted also the Second World Assembly of Local and Regional Governments, which adopted a statement containing key recommendations from LRGs for Habitat III's main outcome. LRGs were also highly mobilized throughout the preparatory meetings (PrepComms) for Habitat III, in the policy units, regional and thematic dialogues, and at the landmark Habitat Local Authority Hearings in New York in May 2016. UNDP ART/Hub for Territorial Partnerships also facilitated linkages and partnerships between local and national authorities and international partners. This is the case, for example, of the organization of a mission of a Mauritanian delegation, as described above in Activity Result 1.2.

Activity Result 4.3: UNDP Country Offices and Governments supported in the formulation and establishment of programmes (or components thereof) based on specific expertise such as Decentralized Cooperation systems, territorial approach, LED, etc. (with and through Regional Hubs)

2016 has witnessed an increased support to UNDP COs and Governments on key issues such as the promotion of LED, integrated local development systems and of innovative cooperation modalities. As described in Activity Result 1.3., ART has supported the formulation and establishment of LG/LD programmes or components thereof, based on the demand by COs and/or Regional Hubs. This is the case of **Algeria**, where a new project on Local Development and Participatory Democracy has been formulated and initiated in close cooperation between UNDP, the EU and the Algerian Ministry of Interior. The COs of Mauretania, Tunisia, Cabo Verde, Palestine, Ecuador, Uruguay, Brazil, Cameroon, etc. Have also been supported on various initiatives (already reported within other activity results).

Italian's contribution towards Myanmar could not be released as the CO could not provide an acceptable proposal to the partner. This was due to the political changes in the country, emergencies, as well as changing priorities of the Cos (see Rakhine Area based development programme). There are new negotiations with the new CD under way that will hopefully pave the way for implementing the funds reserved for Myanmar from the Italian cooperation.

Activity Result 4.4: Capacity of Regional Hubs with regards to Decentralized Cooperation and in building regional DC and territorial SSTC networks reinforced

Over 2016, the ART Initiative has been responding and offering support to various country demands, and serving COs, in close coordination with the Regional Hubs (upon the conclusion of the UNDP restructuring process) and in line with the UNDP regional strategies.

Regional Bureau and Hub for Arab States: 2016 has seen an active collaboration with the Regional Bureau for Arab States (RBAS) with regards to common resource mobilization, projects designing and building partnerships with the EU. UNDP ART and the Regional Hub in Amman worked together in preparing the implementation of the CapDeL in Algeria. Preparations included assistance in the formulation of the project document, elaboration of the budget, communication strategy, and other documents related to the signature of the Agreement between UNDP Algeria and the EU Delegation in Algeria. Negotiations with the CO, and promotion of the CapDeL programme among donors and other national and international stakeholders, were also jointly facilitated by ART and the Regional Hub.

Other countries profited also from this collaboration. For example, in Lebanon, together with RBAS, UNDP ART supported the Local Development Program “LHSP” in the response to the Syrian refugee crisis through a resilience-based development approach. In particular, in 2016, it supported the acceleration of the Local Economic Development component of the LHSP. In Tunisia, UNDP ART and RBAS worked together on supporting municipal diagnostic and planning within the Local Development Platform - PATT Program supported by UNDP, as well as the development of the LED component of the Program. In Palestine, in the framework of the PAPP (Palestinian People Support Programme), UNDP ART and RBAS, supported LGLD Gaza assessment and LGLD programme formulation to accompany the regionalization process in Gaza.

In addition to this, ART supported RBAS in the formulation of the sub-regional MADAD proposal submitted to the EU. The formulation was based on a resilience based local development approach, putting local actors at the core of the response to the Syrian crisis, which was based on the experience of the LHSP Programme in Lebanon.

UNDP ART also closely worked with RBAS in the engagement of Parliaments into the localization of the SDGs. It actively participated in the conception, design and development of a regional process to enhance Parliaments role for SDGs implementation in Arab States. ART ensured the integration of the localization in this process, promoting the integration of Arab Parliaments in the Global Alliance for SDGs localization.

Joint work was also realized in support to the localization of SDGs in Morocco, in particular by participating in the preparation, development and follow up of the national SDGs workshop, ensuring the integration of the local level in the debates.

Finally, ART participated jointly with RBAS in a BPPS MAPS mission to Djibouti, in November 2016, aimed at mainstreaming SDGs in national and local strategies, and accelerating their implementation.

Regional Bureau and Hub for Africa: In 2016, UNDP ART supported RBA in the formulation of a regional Programme on Migration and Local Development in West Africa, in partnership with IOM. The proposal will be submitted in early 2017 to the EU Migration Trust Fund. The Programme involves 8 countries of the region, and targets 2 pilot regions per country. It aims at reinforcing migration and local development

nexus, therefore offering options to potential migrants for them to have alternative options. The proposal aims at establishing a regional Facility to address irregular migration through fostering local development, including through diaspora engagement and promoting migrants' reintegration, while maximizing the positive impact of mobility on development.

Regional Bureau and Hub for Latin America and the Caribbean: As part of the active coordination with the Regional Center in Panama, UNDP ART facilitated the participation of a representative of the Center in some international events related to LG/LD. This was the case of the Federation of Latin-American Cities, Municipalities and Associations' (FLACMA) Executive Bureau in March (Santo Domingo), where a presentation of UNDP's work on localizing the SDGs was delivered; and the Latin-American Seminar on Territorial approach, organized by the Ibero-American General Secretariat (SEGIB) in June (Mexico).

UNDP ART is actively working with the Gender Cluster of the Regional Center in Panama to support policies and initiatives on Local Economic Development within the region (DELGEN Initiative). The first specific set of activities within this Initiative is the organization of a series of webinars on women and LED, that ART helped disseminating among its partners' network.

Regional Bureau and Hub for Asia and the Pacific: As part of the implementation of the MAPS strategy, UNDP in Asia-Pacific is sequencing its SDG support in the countries. Several countries requested UNDP's support to develop their own diagnostic tools, to facilitate the implementation of the SDGs at the local level. Given the complementarities with the *Toolbox for Localizing the SDGs*, UNDP ART is supporting the Regional Hub in the elaboration of the diagnostics tool, that consists of three innovative features: a snapshot for governments and mayors, a local innovation lab for citizens and the private sector and a roadmap. The Asia-Pacific diagnostic tool will be tested in several countries of the region, and will therefore contribute to localizing the SDGs at the subnational level in the region and to creating an enabling environment for the implementation of the SDGs.

Output 4

UNDP ART framework programmes / territorial platforms strengthened and linked to regional and global processes

Baseline

13 ART CO level framework programmes/ UNDP LGLD programmes actively supported

5 ART framework programmes with full national ownership

Indicators

of framework programmes/UNDP LGLD programmes strengthened

of framework programmes with full national ownership

of relevant international events with participation of local governance stakeholders from ART framework programmes

of UNDP Country Office/ Governments supported in formulating programmes (or components) based on specific ART expertise

2016 Targets

12 ART framework programmes /UNDP LGLD programmes actively supported (or the locally owned mechanisms/ processes where applicable)

10 ART framework programmes with full national ownership

Local Governance stakeholders from 20 countries participated in relevant international events

6 UNDP Country Offices/ Governments supported in formulating programmes (or components) based on specific ART expertise

Indicators Output 4:

Indicator 1: # of framework programmes/UNDP LGLD programmes strengthened

16 framework programmes/UNDP LGLD programmes strengthened

Support was provided to the following ART/LGLD framework programmes: Algeria, Bolivia, Brazil, Cameroon, Cape Verde, Cuba, Djibouti, Ecuador, El Salvador, Lebanon, Mauritania, Morocco, Myanmar, OPT, Tunisia, Uruguay.

Indicator 2: # of framework programmes with full national ownership

7 ART framework programmes with full national ownership

Cuba, Dominican Republic, El Salvador, Lebanon, Mauritania, Morocco and Uruguay have to a considerable part moved towards appropriating key elements of the FPs.

Indicator 3: # of relevant international events with participation of local governance stakeholders from ART framework programmes

12 relevant international events with participation of local governance stakeholders from ART framework programmes

10th International Congress of Higher Education, organized by UDUAL (Unión de Universidades de América Latina y el Caribe), Havana, Cuba, February 2016; 26th Congress of European Municipalities and Regions, Council of European Municipalities and Regions (CEMR), April; Latin-American Seminar on Territorial approach, organized by the Ibero-American General Secretariat (SEGIB), June, Mexico; European Development Days, Brussels, June; VII World Summit of Intermediate Regional Governments organized by ORU/Fogar; 5th Biennial High-Level Meeting, Development Cooperation Forum, ECOSOC: "Development cooperation: lever for effective implementation of the 2030 Agenda", July, New York; Localizing the SDGs: transforming global goals into local realities, High Level Political Forum, July, New York; International Seminar on Decentralization and Financing for Territorial Development, October, Havana; FLACMA Summit, Bogota, October; 5th UCLG Congress and World summit of local and regional leaders, October, Bogota; Third Session of the Preparatory Committee for Habitat III (PrepCom3), July, Indonesia, and Habitat III, October, Quito; 2nd High-Level Meeting (HLM2) of the Global Partnership for Effective Development Cooperation, Nairobi, November; Mercociudades Summit, Argentina, November;

Indicator 4: # of UNDP Country Office/ Governments supported in formulating programmes (or components) based on specific ART expertise

6 UNDP Country Office/ Governments supported in formulating programmes (or components) based on specific ART expertise

Upon the request of the UNDP COs and/or Governments it was supported the formulation of programmes based on ART expertise in: Algeria; Cape Verde; Mauritania; Tunisia; plus, RBA for the formulation of a Regional Programme on Migration and Local Development in West Africa; and RBAS for the formulation of the sub-regional MADAD proposal.

3. SUMMARY OF ART EXPENDITURES IN 2016

	2016 allocation	Expenditures by Output	Implementation rate
Output 1 -UNDP's partnership with LRGs and DC partners expanded to support the implementation of the 2030 agenda at local level	880,000	764,000	87 %
Output 2 -Knowledge and expertise systematized and exchanged to strengthen developmental capacities of LRGs and local governance institutions	450,000	270,000	60 %
Output 3 - A strategic exchange between UNDP and LRGs facilitated and operationalized	220,000	180,000	82 %
Output 4 -UNDP ART framework programmes/territorial platforms strengthened and linked to regional and global processes	1,190,000	644,500	54 %
	2,740,000	1,858,500	68 %

Accumulated budget expenditures by Outputs (2016)



