

United Nations Development Programme Global Project Document

Project Title: ART – Territorial Partnerships for Implementing the SDGs at local level

UNDP Strategic Plan (SP) Outcome *SP Outcome 3:* Countries have strengthened institutions to progressively deliver universal access to basic services

UNDP SP Outputs *SP Outcome 7:* Development debates and actions at all levels prioritize poverty, inequality and exclusion consistent with our engagement principles

Output 3.2: Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public

Output 7.6: Innovations enabled for development solutions, partnerships and other collaborative arrangements

Output 7.7: Mechanisms in place to generate and share knowledge about development solutions

Output 7.8: Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals

Project Outputs


1. UNDP's partnership with LRGs and DC partners expanded to promote the implementation of the post 2015 agenda at local level
2. Knowledge and expertise systematized and exchanged to strengthen developmental capacities of LRGs and local governance institutions
3. A strategic exchange between UNDP and LRGs facilitated and operationalized
4. UNDP ART framework projects/territorial platforms strengthened and linked to regional and global processes

Executing Entity: United Nations Development Programme (UNDP)

Implementing Agencies: UNDP

The ART – Territorial Partnerships project supports the implementation of UNDP's overall draft strategy for Local Governance and Local Development (LGLD); it aims in particular to strengthen and to expand the existing alliance between UNDP and Decentralized Cooperation partners in support of the implementation of the Sustainable Development Goals (SDGs) at local level. The project is geared at harnessing the potential of territorial partnerships through a variety of modalities, such as Decentralized Cooperation (DC), South-South (SS) and triangular cooperation at territorial level. Through this project, UNDP will stimulate and foster transformative partnerships at the local level, thereby further strengthen the potential and role of Local and Regional Governments (LRGs) as development partners and promoting the principles of development cooperation effectiveness. This will be pursued by aligning DC partners with UNDP's LGLD initiatives to support integrated local development processes in partner countries. The territorial partnership project will thereby complement UNDP's overall aim of effective policy and functional streamlining for LGLD and targeted capacity and institutional development. Over the three years, it is expected to have well-functioning territorial partnership mechanisms established and used by a broad alliance of development actors promoting LGLD and finally the realization of the SDGs at local level.

Project Period:	2015-2017	Total resources required: US\$ 7,250,000
Strategic Plan Outcomes:	3, 7	Total allocated resources:
Atlas Award ID:		Bilateral donors (Trust fund): USD 1,820,000
Start Date:	16 April 2015	X-tra budget resources (Trust Fund): USD 2,815,000
End Date:	31 Dec 2017	Decentralized cooperation Actors (Trust Fund): USD 1,365,000
PAC meeting Date:	9 March 2015	TOTAL: USD 6,000,000
Management Arrangements:	DIM	Unfunded Budget: USD 1,250,000
		In-kind Contributions: secondments from bilateral as well as decentralized cooperation partners

Agreed by (UNDP): 
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Date: 17 APRIL 2015

I. SITUATION ANALYSIS

With regards to the future development agenda the UN Secretary General emphasizes the important role of partnerships at all levels in his 2014 Synthesis report: *Implementation is not just about quantity. It is also about doing things together, uniting around the problem. Inclusive partnerships must be a key feature of implementation, at all levels: global, regional, national and local. We know the extent to which this may be transformative.*¹

As development is at a cross roads the UN is engaged in defining the new global agenda for development. This process takes on board the aspirations of the people, their demand for engagement, not only in the design of the development agenda but also in its future implementation. Irrespective of income status or region, the implementation of the new agenda will depend on actions taken at national and local levels. It is there that attention will need to be focused and investments made, if we are to make the transformative shifts which advancing human and sustainable development requires. The results of the Dialogue on localizing the post 2015 agenda pointed to the need for stronger engagement of local stakeholders in the definition, implementation and monitoring of the post-2015 agenda. The final report of the Dialogues called upon all actors to pay more attention to the 'softer' side of the means of implementation: the national and local factors. Implementation will need to be participatory and inclusive, with accountability, capacities and partnerships at the heart. Not only will implementation then be more effective, it will also be more legitimate.²

Over the last decade, the development agenda has been considerably broadened with the emergence of a wide range of global challenges and global public goods that call for innovative institutional arrangements and solutions. At the same time, a large number of new actors have rapidly gained importance within the development scene such as Local and Regional Governments (LRGs)³, private sector entities, academia, as well as foundations. From the Paris Declaration to Busan's outcome document, the international cooperation agenda shifted from aid effectiveness to development cooperation effectiveness, thereby changing the paradigm considerably. It became evident that the local dimension is increasingly intertwined with global and national issues. Even though peace, human security, health, employment, climate change and migration - to name but few - are mainly dealt with at national and international levels, it is fundamental to consider their local dimension in order to effectively tackle them.

LRGs - together with other local governance stakeholders - play a key role in promoting, building and sustaining dynamic transformative partnerships from the bottom up. They are important actors for promoting sustainable development but also critical agents for reconciliation and the re-establishment of the social contract between the state and the people. As they are the primary point of institutional contact for the majority of individuals, they ensure that any future local development policy, from service delivery to wider programmes for citizen empowerment and participation, will focus on individuals and communities. A genuine devolution of power accompanied with clear mandates, capacities and resources are prerequisites to allow LRGs to effectively assume their role as key players in development. Their value and potential as development partners was long underestimated by national governments but over the last decade LRGs are gaining more and more importance as development partners. This key role is reconfirmed in the Synthesis report of the SG when stating that strategies to promote sustainable development will also have to be reviewed, and implemented at the local level, with the full engagement of local authorities.

The UNDG's report on delivering the post 2015 development agenda makes a very clear statement: the active role of LRGs in international development cooperation is crucial to achieving development results, democratising the aid effectiveness agenda and promoting inclusive ownership. DC as well as the territorial approach to development, should be acknowledged and used as a modality to support the implementation of the post 2015 agenda at the local level.

¹ *The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet. Synthesis Report of the Secretary-General on the Post-2015 Agenda*

² UNDG. *Delivering the Post 2015 Development Agenda. Opportunities at the National and Local Levels*. NY, 2014

³ In this document LRGs is used to refer to all levels of subnational governments/authorities, including decentralized and deconcentrated government structures.

In responding to these new challenges, UNDP's Strategic Plan 2014 – 2017 (SP) takes an explicitly more multidisciplinary issues-based approach as its predecessor. This new approach is also mirrored by UNDP's new organisational structure that includes an inter-disciplinary approach concerning Governance and Sustainable Development. Strengthening of local governance is a key area in the SP pursued through improvements in the overall framework of functions and financing and development of capacities at local levels. Starting from the 2010 evaluation of UNDP's local governance interventions the organisation elaborated its new integrated Local Governance and Local Development draft strategy (LGLD). It is UNDP's corporative framework to respond to the local level development challenges, specifically directed at furthering the implementation of the SDGs at the local level.

The *ART Global Project – Territorial Partnerships for Implementing the SDGs* - supports the implementation of UNDP's overall draft strategy for local governance and local development. The project is geared at harnessing the potential of territorial partnerships through a variety of modalities, such as Decentralised Cooperation (DC), South-South (SS) and triangular cooperation at territorial level. Through this project UNDP will stimulate and foster transformative partnerships at the local level, thereby further strengthen the potential and role of LRGs as development partners.

DC has gained traction as innovative cooperation modality, specifically when articulated with the broader development system and aligned with the partner countries' national and local development priorities. UNDP understands DC in a broad and inclusive sense, where local and sub-national governments, civil society, non-governmental organisations (NGOs), the private sector and academia work with counterparts in other countries to advance local sustainable human development.⁴ Today it is commonly acknowledged that by working jointly, DC cooperation partners and multilateral agencies can mutually enhance their development impact. DC stimulates a constructive dialogue between territories, which in turn promotes more equal relationships among development partners from the North and the South, thus making the new agenda a truly universal one. UNDP builds upon the work of the UNDP ART Initiative that facilitated the cooperation between DC partners and the multilateral system for the past nine years.

The current project document has been developed through an intense consultation process within UNDP as well as with key local governance stakeholders, i.e. LRGs, its associations and other relevant territorial networks, partners and donors. The external consultation process was carried out over the last two years with a variety of partners and linked to different consultation and dialogues on relevant thematic areas, e.g. the European Commission (EC) led Structural Dialogue⁵, the UNDP/ UNHABITAT/ Global Task Force of Local and Regional Governments (GTF) led Dialogue on localising the post 2015 agenda, the 2nd World Forum on Local Economic Development (LED), etc. The in house consultations were led by BPPS, and involved regional hubs and a number of COs, that were closely involved in the implementation of the previous phase of the ART project.

II. STRATEGY

Past cooperation and lessons learned

As a consequence of the growing importance of the DC modality a variety of studies and evaluations were carried out recently, for example by UNDESA in 2013.⁶ A set of conclusions and policy recommendations were proposed for discussion at the 2014 Development Cooperation Forum (DCF). Specific recommendations include the highlighting of the promising potential of multilateral organizations to improve LRGs capacities in the field and their complementarities with decentralized development cooperation. It also underscores the need to raise the awareness of national governments and multilateral organizations working with LRGs on the need to define

⁴ UNDP/ART. *The Territorial Approach towards Development Effectiveness. The UNDP ART Experience. November 2011.*

⁵ EC. *Concluding Paper. Structured Dialogue for an Efficient Partnership in Development. May 2011.*

⁶ See for example: UNDESA. *Effective Decentralised Development Cooperation Flows, Modalities and Challenges, Agustí Fernández de Losada. 2013*

shared development strategies, harmonize efforts and coordinate interventions through appropriate multi-level governance mechanisms.⁷

The *Structured Dialogue for an Effective Partnership in Development* was launched at the initiative of the European Commission in 2010, to promote dialogue with a broad variety of (local) development actors, aimed at increasing the effectiveness of all stakeholders involved in EU development cooperation. Main conclusions of this multi-stakeholder dialogue included the territorial approach, pointing out its potential to enhance the ownership of local development strategies and strengthen coordination of development efforts, in line with the Paris Declaration Principles. In its recommendations the final outcome paper called on LRGs to advocate and work for the development of DC mechanisms, which can play an important role in promoting mutual accountability and building capacities. LRGs should also strengthen the coordination of decentralized and other international cooperation activities to enhance the impact and effectiveness of all interventions within their territories.⁸

The EUROPEAID *Study on European Decentralized Cooperation Experiences* inter alia recommends including research centres and think tanks to generate knowledge and capitalize best practices in the field of decentralized cooperation. Furthermore, it calls for South - South and triangulation initiatives in the field of decentralization cooperation and for establishing coordination mechanisms with emerging countries that support this type of cooperation.⁹

United Cities and Local Governments (UCLG), in a recent policy paper, stresses that Local Governments across the world have the responsibility to develop and upgrade their own capacity and effectiveness, to develop strong systems of government and governance, to meet the development needs of their people. This requires them to learn from, and share experiences with, each other. That is why local governments' international development cooperation is so important, and why our national governments and the international community should be firmly encouraged to support it.¹⁰

In 2010 UNDP evaluated its local governance interventions.¹¹ The evaluation concluded inter alia that UNDP's local governance interventions supported the localization of the MDGs and furthered the development of local governance institutions. However, it was also pointed out that the internal systems and organization of UNDP have not been able to facilitate the organization for better programming and the utilization of its complementing skills, funds and programmes. From the lessons captured in the programme evaluation, major conclusions have been derived to form the basis of UNDP's integrated LGLD draft strategy: i) the need for a strong national and local ownership of local governance and local development interventions, focusing on building local capacity to take them up and ensure sustainability and effective accountability; ii) the local governance and local development project has to be approached in an integrated manner, creating harmonized policies, focused capacity development, and most importantly, a well sequenced implementation response; and, iii) local governance and local development interventions must have a multi-level governance approach, a multi-sectorial response and a partnership based involvement of key stakeholders, including territorial partnerships such as DC modalities.

The ART Initiative is UNDP's partnership project for decentralised cooperation (DC). It started as an accumulation of different initiatives in 2005 and was formalised as Global UNDP project in 2010; that phase came to an end in December 2014. ART operates in the context of wide ranging development scenarios with varying levels of human development. It uses territorial partnership modalities to promote sustainably human development at local level through aligning cooperation partners to locally and nationally owned territorial development processes.¹² The 2012 midterm evaluation of the UNDP ART global project has made several pertinent recommendations, which have informed the formulation of this project. Key recommendations include the following: i) better

⁷ UNDESA/UNDP/UCLG Policy Brief. *Local and Regional Governments as crucial actors for development: Decentralised Development Cooperation as a means to the support implementation of SDGs at local level*. Development Cooperation Forum NY 2014.

⁸ See footnote 5.

⁹ EUROPEAID. *Study on Capitalisation of European Decentralised Cooperation Experiences*. Brussels 2012; PLATFORMA, *Decentralised Development Cooperation – European Perspectives*, Brussels, 2012;

¹⁰ UCLG. *Position Paper on Aid Effectiveness*. Barcelona. 2012

¹¹ UNDP. *Evaluation of UNDP Contribution to Local Governance*.

¹² ART Instruments: *National Coordination Committees, Territorial Working Groups, Decentralized Cooperation mechanisms, Local Economic Development Agencies, Local Planning Cycles, International Cooperation Guidelines, Development Cooperation Effectiveness Measuring Tool, etc.*

integrate DC actors within multilateral development frameworks, thereby leveraging the full potential of DC; ii) better integrating ART mechanisms and tools within local government functions; iii) further improve the quality and extent of participatory processes as pre-conditions for adequate integration and consolidation of introduced processes within existing institutional frameworks. Building upon these recommendations the ART Initiative has identified a number of key lessons that have informed the formulation of the integrated LGLD project as well as this ART - Territorial Partnership project.

- a. DC cooperation and multilateral agencies mutually enhance their development impact. DC can stimulate constructive dialogue between territories, which in turn promotes more equal relationships among development partners from the North and the South. Strengthening and promoting such territorial partnerships is an adequate means to promote the universality of the new agenda.
- b. DC can play a crucial role in promoting local development and development cooperation effectiveness. By aligning DC actors towards integrated local development frameworks UNDP can reduce fragmentation and build complementarities among actors as well as coherence between local processes and national strategies. UNDP can considerably increase the development impact of DC by promoting a unified global operational mechanism allowing DC to better align their interventions to the international, national and local development processes.
- c. To harness the full potential of this development cooperation modality UNDP will have to enact a corporate DC partnership policy including the establishment of a corporate platform for DC and other tools geared at facilitating the harmonisation and alignment of DC actors with UNDP corporate projects/programmes and policies.
- d. To increase impact of DC modality UNDP should further augment its cooperation with and support to International LRG associations, specifically in harmonising development expertise and in linking such expertise with the concrete development initiatives in partner countries.
- e. DC is not a new cooperation modality. Its integration within multilateral systems however is innovative and needs to be smoothened also with regards to operational and administrative aspects. In order to avoid operational bottlenecks relevant tailored documents and processes (agreements, etc.) should be included within POPP.
- f. SS cooperation and triangulation (SSTC) are gaining more and more importance within the new development agenda and architecture; SSTC at territorial level however is many times overlooked by the relevant stakeholders. UNDP could build on ART's experience and integrate SSTC at territorial level within its SS cooperation strategy. In order to do so concrete operational mechanisms should be designed and put at the disposal of interested partners.

UNDP's integrated LGLD draft strategy, developed in response to the recommendations made in the Independent Evaluation Report also builds upon the cumulative lessons learned laid out in this section. It proposes a harmonised approach to today's local level development challenges putting LRGs and the partnership approach at its core. It intends to strengthen the role of LRGs in development, as well as enhancing the effectiveness of LRGs, their associations (and other DC actors) as development cooperation partners. UNDP's overall LGLD draft strategy will serve as UNDP's umbrella approach that cements the different UNDP global and regional project initiatives in support of LGLD such as support to decentralisation, urbanisation, local governance in crisis, local; governance and gender equality and women's empowerment, LED and effective partnership building. The herewith proposed project – ART Territorial Partnerships for Implementing the SDGs – is the partnership component of the LGLD draft strategy. It is geared at strengthening and expanding the existing alliance between UNDP and Decentralized Cooperation partners in support of the implementation of the SDGs at local level. UNDP thereby provides an effective operational framework that will allow the partners of such alliance to be better articulated with international, national as well as local development processes and policies.

Project Strategy

The global project "***Territorial Partnerships for Implementing the SDGs***" supports the implementation of UNDP's corporate draft strategy on integrated LGLD. By promoting territorial

partnerships, it aims at supporting countries in achieving simultaneous eradication of poverty and significant reduction of inequalities and exclusion through strengthened institutions to progressively deliver universal access to basic services.¹³ The global project is guided by the UNDP Strategic Plan (2014-2017) and responds primarily to the UNDP Strategic plan outcome 7: "Development debates and actions at all levels prioritize poverty, inequality and exclusion consistent with our engagement principles " and also outcome 3: "Countries have strengthened institutions to progressively deliver universal access to basic services". The project gives a practical expression to these outcomes through the following four result areas:

- Harness the potential of territorial partnerships in support of UNDP's LGLD projects
- Facilitate a strategic and structured dialogue between UNDP and international associations of LRGs
- Establish corporate UNDP mechanisms and tools for promoting territorial partnerships at regional and global level
- Support the implementation of country based LGLD projects, ART framework project and territorial platforms

The key outputs and indicators of the project which are expressed in the Results and Resource Framework (RRF) in section IV have clear linkages to the UNDP Strategic Plan. The strategic summary is to promote multi-actor territorial partnerships in support of the implementation of the SDGs at local level.

The project will orient and harmonize territorial partnerships towards local needs and priorities, making sure that the proposed actions will serve as a means for harmonizing and aligning partners' actions towards the strategies implemented at local and national level. It will also ensure that these partnerships are sensitized about those values, areas and components, which are key to advance sustainable human development at local level. Joint actions aimed at raising awareness at global dialogues and processes will be also envisaged.

In this regard, one of the main determining factors for a successful implementation of the project is the socioeconomic inclusion of all local stakeholders, with a special emphasis on vulnerable groups, including women, youth and indigenous peoples. In particular, the project will ensure that partner institutions are sensitized on gender issues and that these partnerships are in line and contribute to the gender mainstreaming strategies that the different COs apply in the countries. Similarly, the territorial platforms will be accompanied to make sure that participatory and decision-making processes are inclusive and fully owned by the territories to ensure their sustainability. The LED component of this project is also offered as a tested mechanism that can tackle the roots of social and economic inequalities and strengthen women and youth's involvement. By stimulating a dialogue among local stakeholders, the LED approach will further foster innovation as an important driver of socio-economic development, which helps to drive economic growth and address socioeconomic challenges, integrating marginalised groups into circuits of economic activities.

Other elements of particular relevance at local level is territorial *resilience* (including climate change and DRR). Studies show global climate change and disasters have their greatest impact at this level, due to the accumulated impacts of small and medium disasters that may be equivalent to, or exceed, those of large disasters¹⁴. Local actors have a key role in the prevention and mitigation of climate change effects, as they are at the forefront in recovering from disasters and instrumental in building the resilience of their own communities. As emphasized in the Outcome Document of the Third World Conference on Disaster Risk Reduction, held in Sendai (March 2015), strengthening disaster risk governance to manage disaster risk through focused action by States within and across sectors at local and national levels, is a key priority for action. The territorial platforms promoted by this project can improve the efficiency and effectiveness of UNDP's interventions aiming at facilitating the articulation of local, national and international actors interested in harmonizing their respective actions on these areas.

The project is based on results and lessons learned from the first phase of the ART Initiative (2010 to 2014) and is geared at fully mainstreaming the Initiative within UNDP corporate policies and

¹³ https://intranet.undp.org/unit/office/exo/sp2014/SP201417/ResourceLibrary/Shared%20Documents/UNDP_strategic-plan_14-17_print%20friendly.pdf

¹⁴ http://www.unisdr.org/files/26725_26725drrandccainthepacificaninstititu.pdf

strategies. The **establishment of a corporative platform for territorial partnerships within UNDP**, i.e. the HUB for Territorial Partnerships/UNDP Brussels, will allow UNDP to capitalize upon its existing relationships with LRGs, their networks and associations and other DC partners, thereby considerably expanding its territorial partnership base. UNDP is actively supporting the role of the International Associations of LRGs to feed into and influence international development policy processes such as the post 2015 agenda, post Busan or the Global Partnership process. It is a key strategic partner of the Global Task Force for Local and Regional Authorities (GTF) working jointly to influence the global development agenda. Within the first project phase, UNDP ART has partnered with UCLG and Organisation of Regions United (ORU FOGAR) to advance the recognition of the role and importance of the local dimension for effective development cooperation. This recognition was explicit in the outcome document of the Busan 4th High Level Forum on Aid Effectiveness. This alliance continued with international LRGs associations during the first HLM GP in Mexico, lobbying jointly for the important role of innovative local level partnerships and development cooperation modalities such as SSTC territorial partnerships and Decentralized Cooperation. In 2014 UNDP - jointly with GTF and UNHABITAT - has implemented the Dialogue on the localization of the post 2015 agenda. With regards to global processes, 2015 is the target year of the MDGs but also a pivotal year for the definition of the new development framework. A number of ongoing processes, including the Third United Nations World Conference on Disaster Reduction (Japan, March 2015) and the 21 Conference of the Parties to the UNFCCC (Paris, December 2015), already acknowledge the role of the local level in tackling climate change and resilience building. The HUB for Territorial Partnerships can facilitate the alignment of decentralized and SSTC partners to the outcomes of these processes.

Taking into account the key role of LRGs in addressing current urban challenges, the HUB for Territorial Partnerships will also facilitate territorial partners' actions aimed at strengthening the capacities of urban governments to develop comprehensive and relevant urban policies and respond to new challenges of urban management, thereby complementing UNDP's initiatives within the urban governance portfolio. It will also facilitate their participation in global debates related to the urban agenda, specifically towards the global conference on urbanization of Habitat III. In all these international debates, particular attention will be given to facilitate a gender-balanced participation.

This important alliance will be further strengthened through the **establishment of a LRG Advisory Committee to UNDP**, which will allow a more structured and strategic exchange and high level discussions between UNDP and main LRG and their associations. The composition of the committee will be jointly defined by UNDP Senior Management and the main LRGs associations, namely the GTF.

Based on UNDP's role as global knowledge broker, the project will furthermore include a strong knowledge management component directed at **closing the gap between the various knowledge systems** and enhance linkages to integrated local development systems and initiatives at country level. And, finally the project will focus on capacitating LRGs and local governance stakeholders through a territorial partnership approach and the exchange of experience and lessons learned between local level actors, always in **complementing UNDPs corporate capacity building strategies and plans**. As it is widely recognised that innovation requires specific public sector support, especially at the local level, the project will strive to foster governance mechanisms for innovation and new technologies, and strengthen the coordination of innovation-related policies.

The project, directly linked to UNDP's integrated LGLD draft strategy and currently connected to the ART framework projects in 21 countries in Africa, Latin America, Asia Pacific, Europe and CIS and Arab States is part of an attractive offer to the DC partners to align their resources (technical and financial) through the multilateral system towards local and national priorities and implementing the SDGs at local level.

More specifically, the ART global project will have the following four outputs:

Output 1: *UNDP's partnership with LRGs and DC partners expanded to promote the implementation of the post 2015 agenda at local level*

Over the last decade, the ART Initiative was instrumental to position UNDP within the networks of LRGs and DC actors as a reliable partner in development. This partnership was developed at international level aiming at jointly promoting policies as well as directed towards concrete development interventions at national and local level in partner countries. However, UNDP – up to know – only tapped a small part of the existing potential enshrined within DC actors. The establishment of a UNDP HUB for territorial partnerships (in Brussels) and its programmatic linkage to the localization of the post 2015 agenda will allow UNDP to considerably expand its partner base, thereby tapping into considerable new technical and financial resources. Besides the traditional southern European DC partners, UNDP will – through the HUB and global project - reach out to the central, northern and eastern European countries, emerging DC countries in LA and Asia, as well as the vast resources of territorial exchange practices within the EC. This quantitative increase will also be accompanied by a qualitative leap forward as to how knowledge embedded within territories can be exchanged and contribute towards the achievements of the universal post 2015 agenda. This will be achieved by furthering thematic harmonization and systematization of decentralized knowledge and experience (to a much larger extend as before), the alignment with a global strategy and the provision of a corporate and global operational mechanisms, i.e. the UNDP LGLD draft strategy and project. This will **allow DC partners to become an integral part of a broad and integrated programming mechanism that aligns its partners and initiatives with national and local priorities in line with the SDGs**. For furthering and expanding its DC partner base, UNDP will position itself as the partner of choice by establishing and promoting the UNDP HUB for Territorial Partnerships for furthering the localization of the SDGs. Such **corporate branding will send a clear message to actual and potential partners**, but also raise awareness within UNDP itself. The HUB for Territorial Partnerships will also build on the synergy with the UNDP Post 2015 team, with whom the dialogues on localizing the post 2015 agenda were facilitated, in order to further draw on its relevant expertise and ensure the linking of the local level to the activities planned for the implementation of the SDGs. The HUB will act as global entry point for DC partners and facilitate the engagement of DC partners in support of UNDP's LGLD projects and related development initiatives, as well as facilitate the strategic partnership with the EC, specifically its programme for Local Authorities and Civil Society/DEVCO. The HUB will count on a Secretariat tasked with organizing and implementing its day-to-day work.

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

Capacity gaps at the local level are diagnosed as the main obstacle for promoting Sustainable Human Development, hence also implementing the SDGs. The Project's objective is to build upon existing knowledge-sharing networks to ensure that this knowledge (e.g. on inclusive and participatory local development planning, climate change mitigation, human mobility management and other priority areas) is better linked to concrete development initiatives and strategies, and secondly, to establish links and exchanges between different systems of knowledge. The latter refers to the necessity for bridging the gap between the knowledge of local administrations and academic institutions/research institutes shared and managed by Associations of LRGs (UCLG, FOGAR, Platforma, etc.), with UNDP's (and the wider UN) systems of knowledge. Various knowledge-based networks of LRGs and Local governance actors are systematically generating lessons based on relevant experience and good practices for interested practitioners. However, this knowledge is not widely disseminated and it hardly ever transcends the constituency of the respective institutions and/or contributing organisations.

The project aims at complementing UNDP's strategic interventions and tools on capacity building at the local level by tapping into the vast experience and knowledge of local level practitioners/LRG officials/experts.

What is currently missing are concrete and operational mechanisms that facilitate decentralized knowledge exchange in a meaningful (harmonized and aligned) way. The project will therefore establish two concrete tools aimed at facilitating such exchange: 1. **LRG officers exchange mechanism**. LRGs will have the opportunity to send and receive experienced and well qualified officers for an extended period of time (between one and six months). The scheme could be operated in collaboration with UNV and turn into a very concrete contribution in building capacities within LRGs. Salaries would be covered by origin LRGs, complemented by a dedicated fund to

cover additional costs; 2. **Regional Platforms for the exchange of territorial practices.** These platforms would be comprised by virtual sites (including capturing innovative public administration based development solutions), online learning facilities, as well as a sustainable partnership module that would allow to foster and promote partnerships around possible exchange, joint solutions and innovation. Such regional platforms will be facilitated and supported by the **HUB for Territorial Partnerships**. UNDP could thereby merge different and until today largely unrelated pools of knowledge and data (LRGs, LRG associations, CSOs, private sector) for more impact and effective development solutions at the local/territorial level.

The territorial partnerships and the regional platforms will contribute to further integrate, within national as well as local government functions, the already established set of instruments and mechanisms, which are well tested and implemented within a number of UNDP Country Offices. Thereby, this will provide effective support to local institutional frameworks, within national as well as local government functions and will further contribute to UNDP's efforts in elaborating sector specific indicative plans and setting of standards and guidelines for sub-national institutions.

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

Apart from the operational strengthening of UNDP's engagement with LRGs and local governance actors, the project aims at strengthening the strategic relationship between UNDP and the main International LRG associations. By establishing and facilitating an **Advisory Committee to UNDP for LRGs** (mainly through its international associations), UNDP will first acknowledge the increased political as well as development cooperation role of LRGs and, secondly, move from rather ad hoc towards continued and structured relationship at senior management level. The project will establish and operate a Secretariat of the AC tasked with facilitating biannual meetings and regular and strategic information exchange. It will help to strengthen the voice of LRGs within UNDP, position the LGLD strategy and project (as well as within other policies and programmes) and allow joint mobilizing of partners and donors for joint LGLD programming. Such AC will also allow UNDP to tap into the increasing political strength of LRGs, at international as well as at national levels. The AC can be seen as the strategic and political instrument that complements the operational and programmatic functions of the HUB for territorial partnerships and the LGLD global project.

Output 4: *UNDP ART framework projects/territorial platforms strengthened and linked to regional and global processes*

Finally, the project will contribute towards the implementation of UNDP's integrated LGLD projects at country level, specifically through its expertise on the territorial approach to development, DC partnership systems, and LED including the promotion of inclusive markets. Solving complex development problems requires the integration of capacities distributed across scales, sectors, domains and levels of social organization and governance systems. The territorial approach fosters a meaningful involvement of all relevant local governance actors, the creation of appropriate local institutional frameworks and related governance networks. These governance networks create bridges that enable various participants to exploit the synergies, allow for the pooling of knowledge, the exchange of experience, and for the generation of a feasible institutional framework for fruitful collaboration. Because they span socio-economic, political, and cultural differences, networks can transform what might otherwise degenerate into counterproductive confrontations across public, private and civil society sectors into constructive, collaborative relationships. These local institutional frameworks, being the centerpiece of integrated local development systems, will help to create the necessary conducive environments at local level, enabling Governments and Development Partners to land and implement the agenda at local level.

The project will continue to support Country Offices to apply the territorial approach and build such integrated local development systems, through the ART Framework Programmes (FPs) or broader LGLD projects. It will mobilize its DC partner networks to complement existing expertise and resources to better realize the transformative potential of such territorial platforms for the implementation of the SDGs and the development cooperation effectiveness principles. The countries where the project will be active will be selected according to demand of the Cos, and in line with national governments' requests. The global project capitalises on the ART Initiative's experience, methodologies and instruments - successfully tested and implemented in over twenty

countries since 2005. It will establish a framework for potential DC partners, conducive to engage at local level and contribute with expertise and funds. European LRGs and associations thereof will be included as privileged development partners who offer the most relevant technical expertise and experience. The territorial platforms promoted by the project will provide the framework to address priority areas and strengthening resilience of local actors. Recognizing the crucial role of local and regional actors, especially governments, in risk reduction and resilience building, territorial platforms and partnerships can contribute to strengthening governance and institutions, enhancing preparedness for effective response, as well as providing local authorities with adequate capacities to plan for recovery as well as put in place adaptation and resilience measures vis-a-vis climate change and disaster risks.

The other strategic element consists in working with a multilevel governance approach, thereby linking the territorial systems for integrated development to national-level policies and strategies, as well as allowing DC partners to align their interventions. Specific emphasis will be put on inclusive and participatory processes that allow LRGs to engage with the civil society and the private sector (and other local governance stakeholders) in a meaningful and effective way. This will considerably further accountability and transparency, as well as full ownership, at the local level. Key to the strategic approach is that its actual implementation will be strongly based on an already established set of instruments and mechanisms that are well tested and implemented within a number of UNDP Country Offices.¹⁵

Partnership

The project is per se a partnership project but will rely on a number of key partners to establish a UNDP corporate mechanism for territorial partnerships. This invariably calls for partnerships with relevant units within BPPS, BERA, the Regional Bureaux and the UNDP Country offices. The specific area of territorial partnerships and its integration within the LGLD project calls also for partnerships with UNCDF and UNV being active partners within the corporate strategy. UN Habitat being a key actor for urban development and a partner in the localisation of SDG consultation shall also be included when relevant.

Outside the UN system, the existing privileged partnerships with international associations of LRGs will be instrumental, i.e. the Global Task Force of LRGs towards the post 2015 agenda and HABITAT III (GTF), UCLG, FOGAR, CLGF, etc. This also necessitates the corollary cooperation with continental and national associations of LRGs. UNDP will further cooperate with a certain number of key donors and partners that share the same approach within the LGLD area. That is foremost the European Union (DEVCO/DEREGIO) and other likeminded bilateral donors.

The Project will also rely on international civil society groups in its policy influence and some necessary advocacy pursuits on local governance, e.g. ALDA, etc. Second tier private sector local level organisations will also continue to be key partners in establishing inclusive territorial partnerships. Particularly, the partnership with Small and Medium Enterprises (SMEs) and their networks will be fostered in order to further harmonize their actions in the territories, as part of the local economic development component of the project (the World Forum on LED process), as well as at national and international level, e.g. together with relevant companies such as SEBRAE and Itaipu in Brazil.

¹⁵ See the UNDP ART Initiative Review 2013 (as well as 2012, 2011).

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the UNDP Strategic Plan: <i>Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services</i> <i>Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion consistent with our engagement principles</i></p>				
<p>Intended Outputs as stated in the UNDP Strategic Plan: <i>Output 3.2: Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public</i> <i>Output 7.6: Innovations enabled for development solutions, partnerships and other collaborative arrangements</i> <i>Output 7.7: Mechanisms in place to generate and share knowledge about development solutions</i> <i>Output 7.8: Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals</i></p>				
<p>Partnership Strategy: <i>Establish UNDP as partner of Decentralised Cooperation partners. Promote territorial partnerships and align them with UNDP's global integrated LGLD project to further the implementation of the SDGs at the local level.</i></p>				
<p>Project title and ID (ATLAS Award ID): <i>ART – Territorial Partnerships for Implementing the SDGs</i></p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS/AMOUNT
<p>Output 1 UNDP's partnership with LRGs and DC partners expanded to promote the implementation of the post 2015 agenda at local level</p>	<p>2015: 15 decentralized development partners (from partner and donor countries) aligning their development initiatives with UNDP LGLD programmes in partner countries 5 decentralized development partners (from partner and</p>	<p>1.1 Establish and operate a HUB for Territorial Partnerships within UNDP Brussels 1.2 Facilitate the harmonization and alignment of Decentralized Cooperation actors expertise (LED, service delivery, etc) with UNDP's LGLD programmes 1.3 Mobilize financial and technical</p>	<p>UNDP ART Initiative UNDP BPPS/BERA UNDP RO Brussels UNDP REGIONAL HUBs</p>	<p>USD 2,550,000 Personnel Workshops/Seminars Professional services Miscellaneous/operating expenses Travel</p>

<p>Baseline No decentralized cooperation partner (from the partner and donor countries) is aligning its development initiatives with UNDP LGLD programmes in partner countries</p> <p>Indicator # of agreements signed between UNDP and DC partners</p> <p># of partnerships aligned towards UNDP LGLD programmes</p>	<p>donor countries) signed agreements with UNDP</p> <p>2016: 25 decentralized development partners aligning their development initiatives with UNDP LGLD programmes in partner countries</p> <p>15 decentralized development partners (from partner and donor countries) signed agreements with UNDP</p> <p>2017: 50 decentralized development partners aligning their development initiatives with UNDP LGLD programmes in partner countries</p> <p>30 decentralized development partners (from partner and donor countries) signed agreements with UNDP</p>	<p>resources in support of implementing UNDP's integrated LGLD draft strategy</p> <p>1.4 Support the formulation, launching and implementation of integrated LGLD programs in line with UNDP's integrated LGLD draft strategy</p>		
<p>Output 2 Knowledge and expertise systematized and exchanged to strengthen developmental capacities</p>	<p>2015: A platform for SSTC for territorial practices established</p>	<p>2.1. Strengthen the capacity of LRGs, associations thereof and local governance institutions in partner countries to deliver basic services</p>	<p>UNDP ART Initiative UNDP BPPSUNDP REGIONAL HUBs International and</p>	<p>USD 1,200,000</p> <p>Personnel Workshops/Seminars Professional services</p>

<p>of LRGs and local governance institutions</p> <p>Baseline</p> <p>No platform for SSTC for territorial practices, no exchange mechanism for LRG officers yet established</p> <p>Indicators</p> <p>A platform for SSTC for territorial practices established</p> <p>Exchange mechanism for LRG officers established</p> <p># of SSTC cooperation between sub national development partners established</p> <p># of LRG official exchanges facilitated through the established mechanism</p> <p># of territorial development experiences and practices documented</p>	<p>Exchange mechanism for LRG officers established</p> <p>5 SSTC cooperation between sub national development partners established</p> <p>5 LRG official exchanges facilitated through the established mechanism</p> <p>3 territorial development experiences and practices documented</p> <p>2016:</p> <p>15 SSTC cooperation between sub national development partners established</p> <p>20 LRG official exchanges facilitated through the established mechanism</p> <p>10 territorial development experiences and practices documented</p> <p>2017:</p> <p>30 SSTC cooperation between sub national development partners established</p> <p>100 LRG official exchanges facilitated through the established mechanism</p> <p>30 territorial development experiences and practices documented</p>	<p>2.2. Establish and operate regional platforms to facilitate SSTC for territorial practices (fully integrated with UNDP's overall mechanisms and strategy on SSTC)</p> <p>2.3. Fostering voluntarism for strengthening LRGs capacities by establishing and operating an exchange mechanism for LRGs officials</p> <p>2.4. Engage with and support newly established decentralized development cooperation agencies (or equivalents such as units, offices, etc) in partner countries</p> <p>2.5. Systematise and document innovative territorial development experiences and practices</p>	<p>national associations of LRGs</p> <p>LRGs</p> <p>Universities</p>	<p>Consultants</p> <p>Publications</p> <p>Miscellaneous/operating expenses</p>
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<p>Output 3</p> <p>A strategic exchange between UNDP and LRGs facilitated and operationalized</p> <p>Baseline No LRG Advisory Committee and Secretariat to UNDP established</p> <p>Indicators A LRG Advisory Committee to UNDP established A LRG Advisory Committee Secretariat established and operational</p> <p># of advisory Committee meetings held per year # of UNDP policies informed through the AC mechanism</p>	<p>2015: LRG Advisory Committee and Secretariat to UNDP established A LRG Advisory Committee Secretariat established One Advisory Committee meeting held</p> <p>2016: Two Advisory Committee meetings held At least two UNDP policies/strategies informed through the Advisory Committee mechanism</p> <p>2017: Two Advisory Committee meetings held At least three UNDP policies/strategies informed through the Advisory Committee mechanism</p>	<p>3.1. Establish a LRG Advisory Committee to UNDP</p> <p>3.2. Establish and operate a Secretariat to the UNDP LRG Advisory Committee</p> <p>3.3. Facilitate a systematic exchange and interaction between UNDP and key LRGs and their associations</p> <p>3.4. Inform development debates and international policy processes in alliance with its LRG partners</p>	<p>UNDP ART Initiative UNDP BPPS/BERA International and national associations of LRGs LRGs</p>	<p>USD 700,000</p> <p>Personnel Workshops/Seminars Consultants Publications Miscellaneous/operating expenses</p>
<p>Output 4</p> <p>UNDP ART framework programmes / territorial platforms strengthened and linked to regional and global processes</p>	<p>2015: 15 ART framework programmes/UNDP LGLD programmes actively supported 7 ART framework</p>	<p>4.1. Support to the ownership and scaling up of existing UNDP country based territorial platforms/ ART framework programmes</p> <p>4.2. Support the territorial platforms to</p>	<p>UNDP ART Initiative UNDP BPPS Regional HUBs</p>	<p>USD 2,800,000</p> <p>CO / AWP Personnel Professional services Workshops Publications</p>

<p>Baseline</p> <p>13 ART CO level framework programmes/ UNDP LGLD programmes actively supported</p> <p>5 ART framework programmes with full national ownership</p> <p>Indicators</p> <p># of framework programmes/UNDP LGLD programmes strengthened</p> <p># of framework programmes with full national ownership</p> <p># of relevant international events with participation of local governance stakeholders from ART framework programmes</p> <p># of UNDP Country Office/ Governments supported in formulating programmes (or components) based on specific ART expertise</p>	<p>programmes with full national ownership</p> <p>Local Governance stakeholders from 10 countries participated in relevant international events</p> <p>3 UNDP Country Offices/ Governments supported in formulating programmes (or components) based on specific ART expertise</p> <p>2016:</p> <p>12 ART framework programmes /UNDP LGLD programmes actively supported (or the locally owned mechanisms/ processes where applicable)</p> <p>10 ART framework programmes with full national ownership</p> <p>Local Governance stakeholders from 20 countries participated in relevant international events</p> <p>6 UNDP Country Offices/ Governments supported in formulating programmes (or components) based on specific ART expertise</p> <p>2017:</p> <p>10 ART framework programmes actively supported (or the locally owned mechanisms/ processes where applicable)</p>	<p>become vehicles for more integrated and effective territorial development and a means for furthering the implementation of the SDGs at local level</p> <p>4.3. Strengthen the relation between LRGs and citizens to further transparency and accountability at local level</p> <p>4.3. Support the linking and networking of local governance stakeholders and respective national authorities with international partners and relevant international policy processes</p> <p>4.4. In close coordination with Regional HUBs provide expertise and support to UNDP Country Offices and Governments for the formulation and establishment of programmes (or components) based on specific expertise such as decentralised Cooperation systems, territorial approach, LED, etc.</p> <p>4.5. Reinforce the capacity of Regional Hubs with regards to Decentralised Cooperation and in building regional DC and territorial SSTC networks</p>		
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	<p>15 ART framework programmes with full national ownership</p> <p>Local Governance stakeholders from 30 countries participated in relevant international events</p> <p>10 UNDP Country Offices/ Governments supported in formulating programmes (or components) based on specific ART expertise</p>			
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IV. ANNUAL WORK PLAN

Year: 2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Output 1	Activity Result 1.1. A HUB for Territorial Partnerships for Local Development established and operated within UNDP Brussels							450,000
UNDP's partnership with LRGs and DC partners expanded to support the implementation of the post 2015 agenda at local level	Establish the Secretariat of the HUB for Territorial Partnership ¹⁶	x				UNDP RO Brussels ART Initiative	Personnel	250,000
	Launch the HUB for Territorial Partnerships		x			UNDP RO Brussels	Contractual services	100,000
	Formulate and implement an Action Plan for the HUB for Territorial Partnerships	x	x			ART Initiative		
	Formulate and implement Marketing and Communications Plan in line with UNDP Brussels corporate communication strategy	x	x	x		ART Initiative		
Indicator # of agreements signed	Monitor the Action Plan			x	x	ART Initiative UNDP RO Brussels	General operating expenses	100,000
	Position UNDP as the entry point for DC partners to the multilateral system		x	x	x	UNDP RO Brussels		

¹⁶ The Secretariat of the HUB for Territorial Partnerships will be managed by the ART Initiative/UNDP Brussels.

<p>between UNDP and DC partners # of partnerships aligned towards UNDP LGLD programmes</p>	<p>Activity Result 1.2. Decentralized Cooperation actors' expertise (LED, service delivery, etc) harmonized and aligned with UNDP's LGLD programmes</p>								<p>150,000</p>
<p>Targets 15 decentralized development partners (from partner and donor countries) aligning their development initiatives with UNDP LGLD programmes in partner countries 5 decentralized development partners (from partner and donor countries) signed agreements with UNDP</p>	<p>Mobilize Decentralized Cooperation actors expertise towards LGLD programmes</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative</p>	<p>Personnel</p>	<p>100,000</p>
	<p>Establish and manage a Pool of DC experts on service delivery and LED</p>		<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative</p>	<p>Professional services</p>	<p>30,000</p>
	<p>Organize harmonization roundtables/technical meetings in donor and partner countries to identify synergies, joint perspectives and initiatives</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative UNDP RO Brussels</p>	<p>Workshops & Seminars</p>	<p>20,000</p>
	<p>Facilitate missions with decentralized cooperation partners in support of LGLD programmes</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative Regional Hubs UNDP COs</p>		
	<p>Activity Result 1.3. Financial and technical resources mobilised in support of implementing the integrated LGLD draft strategy</p>								<p>150,000</p>
	<p>Approach decentralized cooperation actors in donor and partner countries</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative Regional Hubs UNDP COs</p>	<p>Personnel</p>	<p>130,000</p>
	<p>Organize promotion activities in donor and partner countries</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative Regional Hubs UNDP COs</p>		
	<p>Work towards harmonization and simplification of administrative and legal procedures governing the engagement of LRGs and Associations of LRGs with UNDP</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>ART Initiative UNDP BPPS/BERA</p>	<p>Professional Services</p>	<p>10,000</p>

	Elaborate and sign at least 5 agreements through the ART TF or COs respectively		x	x	x	x	ART Initiative UNDP Cos	Travel	10,000
	Activity Result 1.4. The formulation, launching and implementation of integrated LGLD programs in line with UNDP's integrated LGLD Strategy supported								
	Conduct formulation and support missions based on CO or REGIONAL HUB requests	x	x	x	x	x	ART Initiative Regional Hubs UNDP Cos	Personnel	100,000
	Support the implementation of the integrated LGLD programs	x	x	x	x	x	ART Initiative	Contractual services	40,000
	Sensitize decentralized cooperation actors about local priorities and needs as well as about necessary cross-cutting approaches (e.g. inclusiveness, gender equality, etc.) and orient them towards the UNDP LGLD pilot countries and existing territorial local development systems		x	x			x	ART Initiative	General Operating expenses
	Inform UNDP CO and REGIONAL HUBs of opportunities to cooperate with DC partners on a regular basis		x	x		x	ART Initiative UNDP RO Brussels		
	Support and facilitate the piloting of post 2015 agenda/SDGs at the local level	x	x	x	x	x	ART Initiative BPPS REGIONAL HUBs UNDP Cos		

<p>Output 2 Knowledge and expertise systematized and exchanged to strengthen developmental capacities of LRGs and local governance institutions</p> <p>Baseline No platform for SSTC for territorial practices, no exchange mechanism for LRG officers yet established</p> <p>Indicators A platform for SSTC for territorial practices established</p> <p>Exchange mechanism for LRG officers established</p> <p># of SSTC cooperation between sub national</p>	<p>Activity Result 2.1. Developmental capacities of LRGs, associations thereof and local governance institutions in partner countries to deliver basic services enhanced</p> <table border="1"> <tr> <td data-bbox="479 90 592 2028">Participate in inclusive LGLD assessments within the framework of the integrated LGLD strategy</td> <td data-bbox="592 90 673 2028"></td> <td data-bbox="673 90 755 2028">x</td> <td data-bbox="755 90 836 2028">x</td> <td data-bbox="836 90 917 2028">x</td> <td data-bbox="917 90 998 2028">ART Initiative</td> <td data-bbox="998 90 1169 2028">30,000</td> </tr> <tr> <td data-bbox="479 1291 592 2028">In close coordination with the ART partner networks, organize and implement capacity development initiatives for LRGs/ their associations/local governance institutions in partner countries (trainings, peer to peer, etc.)</td> <td data-bbox="592 1291 673 2028"></td> <td data-bbox="673 1291 755 2028">x</td> <td data-bbox="755 1291 836 2028">x</td> <td data-bbox="836 1291 917 2028">x</td> <td data-bbox="917 1291 998 2028">ART Initiative Regional Hubs UNDP COs LRG Associations</td> <td data-bbox="998 1291 1169 2028">30,000</td> </tr> <tr> <td data-bbox="479 1081 592 2028">Establish agreements with national/local universities to formulate and implement capacity development plans</td> <td data-bbox="592 1081 673 2028"></td> <td data-bbox="673 1081 755 2028">x</td> <td data-bbox="755 1081 836 2028">x</td> <td data-bbox="836 1081 917 2028">x</td> <td data-bbox="917 1081 998 2028">ART Initiative</td> <td data-bbox="998 1081 1169 2028">10,000</td> </tr> <tr> <td data-bbox="479 871 592 2028">Facilitate and establish partnerships between academic institutions strengthen the universities capacities and role in LGLD and promote active exchange between the universities</td> <td data-bbox="592 871 673 2028">x</td> <td data-bbox="673 871 755 2028">x</td> <td data-bbox="755 871 836 2028">x</td> <td data-bbox="836 871 917 2028">x</td> <td data-bbox="917 871 998 2028">ART Initiative Universities (and associations thereof)</td> <td data-bbox="998 871 1169 2028"></td> </tr> </table>	Participate in inclusive LGLD assessments within the framework of the integrated LGLD strategy		x	x	x	ART Initiative	30,000	In close coordination with the ART partner networks, organize and implement capacity development initiatives for LRGs/ their associations/local governance institutions in partner countries (trainings, peer to peer, etc.)		x	x	x	ART Initiative Regional Hubs UNDP COs LRG Associations	30,000	Establish agreements with national/local universities to formulate and implement capacity development plans		x	x	x	ART Initiative	10,000	Facilitate and establish partnerships between academic institutions strengthen the universities capacities and role in LGLD and promote active exchange between the universities	x	x	x	x	ART Initiative Universities (and associations thereof)		70,000
Participate in inclusive LGLD assessments within the framework of the integrated LGLD strategy		x	x	x	ART Initiative	30,000																								
In close coordination with the ART partner networks, organize and implement capacity development initiatives for LRGs/ their associations/local governance institutions in partner countries (trainings, peer to peer, etc.)		x	x	x	ART Initiative Regional Hubs UNDP COs LRG Associations	30,000																								
Establish agreements with national/local universities to formulate and implement capacity development plans		x	x	x	ART Initiative	10,000																								
Facilitate and establish partnerships between academic institutions strengthen the universities capacities and role in LGLD and promote active exchange between the universities	x	x	x	x	ART Initiative Universities (and associations thereof)																									

<p>development partners established</p> <p># of LRG official exchanges facilitated through the established mechanism</p> <p># of territorial development experiences and practices documented</p>	<p>Work closely with international LRG associations to strengthen national LRG associations and their capacity to promote the exchange and transfer of relevant competencies and expertise between their members</p>	x	x	x	x	<p>ART Initiative</p> <p>Regional Hubs</p> <p>UNDP COs</p> <p>LRG Associations</p>		
<p>Targets</p> <p>A platform for SSTC for territorial practices established</p>	<p>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</p>							<p>80,000</p>
<p>Exchange mechanism for LRG officers established</p> <p>5 SSTC cooperation between sub national development partners established</p>	<p>Establish an operational mechanism that allows countries in a region to share knowledge and expertise of LRGs and local governance institutions between each other and with countries in other regions</p>	x	x			<p>ART Initiative</p> <p>Regional Hubs</p>	<p>Contractual services- individuals</p>	<p>60,000</p>
<p>5 LRG official exchanges facilitated through the established mechanism</p> <p>3 territorial development experiences and practices documented</p>	<p>By capitalising on the multilevel governance systems promote the integration of LGLD experiences and best practices within national systems of knowledge sharing and SS cooperation</p>			x	x	<p>ART Initiative</p> <p>Regional Hubs</p> <p>UNDP COs</p>	<p>Workshops</p>	<p>20,000</p>

	Facilitate the implementation of SSTC initiatives in coordination with REGIONAL HUBS	x	x	x	x	ART Initiative Regional Hubs UNDP COs LRG Associations		
Activity Result 2.3. Voluntaryism for strengthening LRGs capacities fostered by establishing and operating an exchange mechanism for LRGs officials								100,000
Design an operational mechanism to facilitate the efficient exchange of LRG officials between different partner territories	x	x			ART Initiative Regional Hubs LRG Associations	Personnel	70,000	
Identify and agree with a partner organisation for the implementation of such mechanism (UNV, etc)	x	x			ART Initiative Regional Hubs LRG Associations Partner Organisation	Contractual services	30,000	
Mobilisation of technical and financial partners for the implementation of the exchange mechanism	x	x	x	x	ART Initiative BPPS/BERA			
Organize and manage a roster of interested and available LRG officials/ expertise	x	x	x		ART Initiative Regional Hubs LRG Associations Partner Organisation			
Deploy LRG officials from donor to partner countries and vice versa				x	ART Initiative Partner Organisation			

Joint monitoring of the mechanism and results with partner agencies/ organisations															
Activity Result 2.4. Capacities of sub national level international development cooperation agencies (or equivalents such as units, offices, etc) in partner countries enhanced													100,000		
	Identify interested sub national development cooperation agencies or equivalents in partner countries		x										Personnel	60,000	
	Establish agreements with decentralized development cooperation agencies or equivalents in coordination with the COs												General operating expenses	30,000	
	Provide support to decentralized development cooperation agencies or equivalents in partner countries												Learning	10,000	
Activity Result 2.5. Innovative territorial development experiences and practices systematised and documented														50,000	
	Facilitate joint research on common challenges territories are facing in donor and partner countries: youth employment, gender equality and women empowerment, citizen participation, sustainable development, LED, urbanization, climate change resilience, disaster risk reduction, etc.													Contractual services	30,000
														Workshops	20,000

	Produce at least 3 knowledge products for LGLD involving decentralized cooperation actors		x	x	x	ART Initiative UNDP COs Regional Hubs			
	Organise a methodological workshops for systematisation of good practices at territorial level			x	x	ART Initiative UNDP COs Regional Hubs			
Output 3	Activity Result 3.1. LRG Advisory Committee to UNDP established								
A strategic exchange between UNDP and LRGs facilitated and operationalized									
	Design the mechanisms for a functioning and effective Advisory Committee	x				ART Initiative BPPS/BERA		Personnel	30,000
	Identify and negotiate with key LRGs and associations	x				ART Initiative		Contractual services	30,000
Baseline	Present and officially launch of the LRG Advisory Committee		x			BPPS/BERA			
No LRG Advisory Committee and Secretariat to UNDP established	Activity Result 3.2. A Secretariat to the UNDP LRG Advisory Committee established and operated								
Indicators	Activity Result 3.2. A Secretariat to the UNDP LRG Advisory Committee established and operated								
A LRG Advisory Committee to UNDP established	Establish the Secretariat including staff form the ART Initiative, BPPS/BERA and REGIONAL HUBS	x				ART Initiative BPPS/BERA Regional Hubs		Personnel	60,000
A LRG Advisory Committee Secretariat established and									

operational # of advisory Committee meetings held per year # of UNDP policies informed through the AC mechanism	Formulate and implement an Action Plan for the LRG Advisory Committee	x	x	x	x	ART Initiative BPPS/BERA Regional Hubs			
	Organize and facilitate the agenda for the LRG Advisory Committee	x	x	x	x	ART Initiative			
Targets A platform for SSTC for territorial practices established Exchange mechanism for LRG officers established 5 SSTC cooperation between sub national development partners established 10 LRG official exchanges facilitated through the established mechanism 3 territorial development experiences and practices documented	Activity Result 3.3. Systematic exchange and interaction between UNDP and key LRGs and their associations promoted								60,000
	Create and operational mechanism that allows LRG and their associations and UNDP to share knowledge and expertise on LGLD	x				ART Initiative Regional Hubs		Personnel	20,000
	Organize roundtables, technical meetings and events to share knowledge and expertise on LGLD	x				ART Initiative BPPS Regional Hubs		General operating expenses Workshops	20,000
	Use available knowledge networks to UNDP (e.g. Teamworks) and their LRGs partners to cross fertilise knowledge production and exchange of knowledge and expertise	x				ART Initiative BPPS Regional Hubs			20,000
	Activity Result 3.4. Development debates and international policy processes - in alliance with its LRG partners - informed								60,000

	Facilitate joint research on LGLD with a view on new and innovative partnerships models and mechanisms				x	x		ART Initiative BPPS/BERA Regional Hubs	Personnel	60,000
	Develop joint UNDP and LRGs policy papers and contributions to international debates			x	x	x		ART Initiative BPPS Regional Hubs		
	Develop and implement a joint advocacy plan to promote the role of LRG in the global development agenda		x		x	x		ART Initiative BPPS Regional Hubs		
	Organize and lead the III World Forum on LED jointly with ILO and LRG associations including related regional LED events in LA, Africa and Europe		x		x	x		ART Initiative BPPS Regional Hubs		
	Facilitate UNDP and LRGs joint work/positioning on the Global Partnership for development cooperation effectiveness and the localising of the post 2015 agenda		x		x	x		ART Initiative BPPS/BERA Regional Hubs		
	Activity Result 4.1. Ownership and scaling up of processes of existing and new UNDP ART framework programmes supported									1,000,000

Output 4 UNDP ART framework programmes/territorial platforms strengthened and linked to regional and global processes	Provide programme support to COs (National and Local partners) to reinforce the ownership and scaling up of existing ART framework programmes	x	x	x	x	x	ART Initiative Regional Hubs	1,000,000
Baseline 13 ART framework programmes/ UNDP LGLD programmes actively supported	Produce knowledge products, systematizations and case studies on ownership and scaling-up of relevant methodological elements of ART framework programmes	x	x	x	x	x	ART Initiative Regional Hubs	50,000
Activity Result 4.2. Local governance stakeholders and national authorities linked with international partners and relevant international policy processes								
5 ART framework programmes with full national ownership	Facilitate coherence between policies at different levels and link integrated local systems with national policies and plans (strengthen multilevel governance systems)	x	x	x	x	x	ART Initiative Regional Hubs COs	50,000
							ART Initiative Regional Hubs COs	
Indicators # of framework programmes with full national ownership # of relevant international events with participation of local governance stakeholders from ART framework programmes	Enhance the role of LRG and their associations as facilitators in development dialogue with central governments and development cooperation partners	x	x	x	x	x	ART Initiative Regional Hubs COs	
							ART Initiative Regional Hubs COs	
# of UNDP Country Office/ Governments supported in formulating programmes (or components) based on specific ART expertise	Further the integration of sector strategies into integrated local development plans through the facilitation of cross sector dialogues	x	x	x	x	x	ART Initiative Regional Hubs COs	
							ART Initiative Regional Hubs COs	
Targets 15 ART framework programmes/ UNDP LGLD	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 Decentralised Cooperation systems, territorial approach, LED, etc. (with and through Regional Hubs)							180,000

programmes actively supported 7 ART framework programmes with full national ownership Local Governance stakeholders from 10 countries participated in relevant international events 3 UNDP Country Offices/ Governments supported in formulating programmes (or components) based on specific ART expertise	Conduct workshops on development cooperation effectiveness at local level for local governance stakeholders and international development partners						x	x		ART Initiative Regional Hubs		Personnel	30,000
													150,000
	Systematise and document local level instrument for furthering the principles of development cooperation effectiveness at local level					x	x			ART Initiative Regional Hubs			
	Systematise, document and promote mechanisms and instruments that are furthering accountability and transparency at the local level by promoting the inclusion of CSO, academia and private sector representative within local governance systems					x	x			ART Initiative Regional Hubs			
	Promote inclusive and gender-balanced dialogues and development through the integration of traditionally excluded groups of the population through multi-stakeholder platforms				x					ART Initiative Regional Hubs			
	Provide support on LED to COs, national and local stakeholders				x					ART Initiative Regional Hubs			
	Facilitate the involvement of development cooperation partners in inclusive planning processes at the local level				x					ART Initiative Regional Hubs			
<p>Activity Result 4.4. Capacity of Regional Hubs with regards to Decentralised Cooperation and in building regional DC and territorial SSTC networks reinforced</p>													30,000

	Conduct training/awareness raising sessions on the DC modality	x	x	x	x	ART Initiative Regional Hubs			
	Organise a regional meeting to exchange good practices and lessons learned on DC and territorial SSTC networks	x	x	x	x	ART Initiative Regional Hubs			
	Organize roundtables and technical meetings with DC partners and Regional Hubs	x	x	x	x	ART Initiative Regional Hubs BPPS			
	Organise and manage a Community of practice on DC and territorial SSTC	x	x	x	x	ART Initiative Regional Hubs BPPS			
TOTAL¹⁷									2,850,000
									Learning
									30,000

¹⁷ Budget

The total budget for the project from March 2015 to December 2017 is 7,250,000 USD. The detailed budget breakdown by outcome, outputs and indicators has been provided in section IV – RRF. The budget breakdown for 2015 is also provided in the same section. As of today, funding for the first two years (6,000,000 USD) of the project is secured (two thirds of the overall budget). The funds are comprised by bilateral, decentralised cooperation and trust Fund X-budgetary resources. Additionally, several agreements are in the pipeline to not only cover the third year, but also to increase the funding and partner base during each programming year. As partnership building is at the core of the project additional partners and donors will be included on a regular basis. Such inclusions will have to be approved by the project board and formalised via revisions of the AWP.

V. MANAGEMENT ARRANGEMENTS

The ART project – Territorial Partnership Project for Implementing the SDGs –will be directly executed by UNDP's Governance and Peace Building (G&P), Bureau for Policy and Programme Support (BPPS). Delegation of authority comes from the UNDP Administrator to the Director of BPPS for the overall responsibility for resources, contents and outcomes, and further delegation of authority to the G&P Chief of Profession. It will be implemented using the DIM modality.

At the strategic level, the Project Manager will report to a Project Board (also known as the Steering Committee). It comprises the following members as per UNDP programming manual guidelines:

- **Project Executive Chairperson:** the Chief of Profession G&P in BPPS;
- **Senior User:** Representative of a key partners (International association of LRGs) and donor of the project and Representatives of the Regional Bureaus;
- **Senior Supplier:** Representative of the Bureau for External Relations (BERA) through the Partnership Group Director and Brussels Representation Office Director
- **Other donors and partners** as they join the project.

The Project Board / **Steering Committee** (SC) is responsible for making - on a consensus basis - all strategic decisions for the ART Territorial Partnership Project. When guidance is required/solicited by the Project Manager, including recommendation for UNDP approval of Project revisions, the SC will provide its guidance. Upon reaching a consensus, the Steering Committee could modify, refine, review and expand any of the various longer-term project activities identified and described in this document. The terms of reference for the Steering Committee will detail the functions and procedures of the body.

The **Steering Committee role will be:** 1) ownership of the project's business case; 2) overall direction and guidance for the project; 3) approval of the work plan and budget; 4) managing project risk; 5) reviewing exception reports and plans; and 6) oversee delivery of project results and objectives; 7) support the project's resource mobilisation efforts.

- The **Executive Chairperson** will: 1) chair Project Board meetings and provide overall directions and guidance; 2) provide advice and direction for the project at the strategic level including communication with critical stakeholders, senior managers and other practice areas; 3) support and provide leadership for resource mobilization and allocation; 4) review reports, delivery of project results and modification plans and ensuring that any changes made are aligned to the original aims and objectives of the project; 5) ensure that the global project has adequate human and financial resources, in liaison with the Senior Supplier; 6) ensure that project review, monitoring and evaluation take place on time.
- The **Senior Users** have the following responsibilities: 1) ownership of the project from a user viewpoint; 2) approval of user specifications for deliverables; 3) attendance at Project Steering Committee meetings and reviews; 4) prioritization of project issues; 5) reviewing exception reports and exception plans; and 6) recommend any action on changes.
- The **Senior Supplier** has the following responsibilities: 1) ownership of the project from a supplier viewpoint; 2) approval of functional specifications for project deliverables; 3) attendance at Project Steering Committee meetings and reviews; 4) prioritization of project issues; 5) reviewing exception reports and exception plans; and 6) recommending any action on changes.

The **Project Assurance** role includes: 1) assurance that the project adheres to the business case, on behalf of the executive; 2) assurance that the project is consistent with Steering Committee Guidance; 3) monitors compliance with user needs and expectations (on behalf of the Senior User); 4) attends Project Steering Committee meetings and reviews; 5) provides supplier assurance (carried out by spot-check/audit of deliverables and outputs); 6) ensures the technical quality of the outputs through a review of products and deliverables.

The **Project Manager** is responsible for: 1) Planning, monitoring and control; 2) Reporting on progress and quality to the Project Steering Committee and the donors; 3) Provide Policy Advisory service as required 4) Ensuring delivery of project deliverables; 5) Coordinate with the Regional Bureaus and Regional Hubs as required; 6) Coordinate with the management in the country

offices regarding implementation of national activities; 7) Prepare and attend Project Board meetings and reviews.

ART Project Team will be a team of technical advisers/specialists and project assistant/associate as required. The team will support the Project Manager in responding to technical issues and the daily management of the project and work in coordination with the DGP Operation Specialist to ensure effective management of the project activities. If required, additional short-term capacity will be hired on a task-basis. The project team will also assure the operational functioning of the Secretariat of the HUB for Territorial Partnerships in UNDP Brussels, as well as the Secretariat for the LRG Advisory Committee to UNDP.

Regional management teams are optional and only be constituted if and when necessary. The Project Manager will work closely with Regional Governance Leaders from the Regional HUBs to coordinate and implement activities in their respective regions.

In terms of the **basic distribution of management functions among UNDP's global architecture**, and in line with the LGLD Strategy Note:

Headquarters: (New York and Policy Centres)

- Global technical backstopping and implementation
- Global management and coordination of the Project
- Monitor implementation of results
- Provide Advisory Support when required and in cooperation with the Regional HUBs
- Review implementation of the project strategy
- Distil issues from the global project to inform programming at Country level
- Develop standards and ensure compliance
- Facilitate and coordinate the development of tools, methods and other knowledge products through a community of practice for Territorial Partnerships

Representation Office Brussels

- Hosting the ART TP project team
- Facilitate liaison between the Regional Bureaus and the HUB for Territorial Partnerships
- Hosting and co-managing (with BPPS) the UNDP Hub for Territorial Partnerships (in Brussels)
- Coordinate fundraising & partnership
- Review implementation of the project strategy

Regional Bureaux:

- Identify ART/Territorial Partnership priorities for the Region and include these into the regional project(s)
- Provide necessary feedback on regional perspectives to the global team on technical issues
- Serve as the link with relevant regional bodies
- Provide coordination and oversight for resource mobilization
- Serve as the ART/Territorial Partnership anchor at HQ on Regional information and advocacy

Regional HUBs:

- Respond to country demand and provide front-line technical support
- Coordinate implementation of the ART territorial partnership strategy at the regional level
- Provide the necessary technical supervision and ensure the maintenance of standards
- Facilitate regional community of Territorial Partnership practice activities

Country Office Teams:

- Implement the Territorial Partnerships at the National/sub national levels
- Integrate Territorial Partnerships within the overall CO LGLD projects and/or the respective ART framework programmes
- Responsible for M&E and report on the results achieved by the Project at the National Level
- Promote and facilitate the incorporation of local-level consideration in all national and sector plans and policies
- Ensure coordination with other activities by other DP on LGLD

The overall project strategy will be implemented through the establishment of the **HUB for Territorial Partnerships in the UNDP Representation Office (RO) in Brussels**. The HUB will count on a Secretariat that will be operated by the ART project team in close cooperation with representatives of the senior user. The HUB will be managed by the ART Project Manager (BPPS) under the overall direction of the Director of the UNDP Brussels office. It will become UNDP's main reference point for all DC partners and be responsible for harmonising and aligning DC partners towards the UNDP corporate policies, strategies and programmes. Responsibilities will furthermore include mobilising of technical and financial resources in support of the overall LGLD draft strategy as well as the ART Territorial partnership project.

The project will respond to country demands and serve COs, in coordination with the Regional HUBs and in line with the UNDP regional strategies. Specifically, a synergy will be sought with local governance and sustainable development units of relevant regional HUBs in order to mobilize actors and facilitate partnerships at regional level, as well as to enrich international processes with regional perspectives. Regional Hubs might also further consolidate and expand regional networks of territorial partners thereby strengthening UNDP's overall network of territorial partners.

The financial/administrative arrangements of the project will be implemented/ executed in accordance with UNDP regulations and rules and the Operational Guidelines on the Management of the **Trust Fund**. Specifically UNDP's Trust Fund for innovative partnerships with national governments, local authorities, private sector, NGOs, academic institutions and foundations established by the Administrator of the UNDP on 20th December 2005 and further amended after approval of the Associate Administrator on 9th August 2010 and within the framework of the thematic windows of the Fund-Art Initiative;



*Including ART Framework Programmes

VI. MONITORING FRAMEWORK AND EVALUATION

The ART Global Project will be subjected to UNDP's current monitoring and evaluation procedures and any additional policies and procedures agreed to by the Project Board. The Project Board will have overall authority over the Project. Its composition ensures that the project will be adequately monitored and evaluated at all stages. Senior users will ensure that the activities and products meet the demand and expectations of the users and beneficiaries. The quality will also be reinforced by the management teams of Regional Hubs, which will also monitor progress and relevance of the project to the regional and country users.

The global project will report on the achievement of outputs as well as how the ART Territorial Partnership project has contributed to outcome level results. It will monitor activities articulated in the annual work plans (AWPs). Monitoring and evaluation (M&E) exercises will identify good practices and lessons learned, and incorporate these to improve project management. Additionally, in order to ensure proper M&E, the project will ensure regular and systematic collection of data and evidence to assess progress against indicators in the results and resources framework, using the necessary tools and resources to monitor them.

The Project Board will meet at least once a year, and twice a year if requested by the chairperson, to review and approve activities under the annual work plan and review and approve modifications to the project if needed. The project will produce annual narrative reports that demonstrate progress, difficulties in implementation and areas needing adjustments. The Board will, at its annual meetings, review both the financial and narrative reports presented by the Project Manager. They will approve all financial modifications beyond 15% of original budget lines as well as changes to the activity plans. Board members can meet virtually at the request of the Chairperson. These board meetings will also allow formalisation of the integration of new partners, donors and related resources within the overall project plan as well as the respective AWP.

Financial reports and projections will be produced annually to ensure that the project is on course. The financial controls required by UNDP as well as any additional requirements by the respective donors will be complied with. The project will be audited at the end of the project cycle in compliance with UNDP requirements and regulations. The project will be evaluated in terms of UNDP's standard procedures and regulations at the end of the project cycle.

- Annual Review Report: an Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review: based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will become the final assessment. This review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on reviewing progress made towards the achievement of specified outputs, and evaluating their alignment to appropriate outcomes. All Project activities will be closely monitored at their respective level of responsibility by BPPS, BERA, RBx, Regional HUBs, and the UNDP Country Offices.
- Final Evaluation: the project will be independently evaluated at the end of the project cycle based on the agreed outcomes and outputs of the global project. The scope of the final evaluation will be decided by the Project Board.
- Mid-term evaluation: there will be a mid-term internal evaluation of the project to determine whether the project is continued to be consistent with the objectives, budget and the impact at the country level. The project will be revised to ensure that the project remains consistent with its original objectives to the extent identified by the mid-term evaluation.

VII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the

“Project Document” instrument referred to in: (i) the respective signed SBAAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP’s security, and the full implementation of the security plan.

The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Risk Analyses

Based on the initial risk analysis below, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

The success of this project will depend on the extent to which UNDP will make the relevant policy commitments through the LGLD strategy to give direction to country offices and national counterparts. From UNDP’s Strategic Plan, LGLD is very fundamental to the process of improving access to services, reducing poverty, promoting inclusive development and equity. The attention for LGLD has become even more pertinent in the localization of the Post-2015 development agenda. The consultation process for the Post 2015 agenda clearly indicates the expectation of stakeholders and reliability on UNDP for leadership and technical guidance in “crossing the bridge” for an inclusive and equitable local governance. The major risks associated with the implementation of the global programme for LGLD are presented in the table below:

Table 1. Risk Analysis for UNDP’s overall LGLD approach

Risk	Risk Explanation	Risk Mitigation
Politicization of Local Governance and local Development Initiative	The support of Local Governance may be misconstrued as a bid for autonomy by disaffected territories	Focus on a multi-level governance process to ensure a balance of authority and institutional strengthening for enhanced decision making and results.
Insufficient Resources	The difficulty in mobilizing resources to serve as the incentive for pursuance of effective decentralization and local governance	While UNDP is sourcing from multiple sources it would make available some core funds. Rely on other parallel funds for the programme and country contribution
Cooperation of Regional Bureaus and Countries	Regional Bureaus challenge in focusing on the Regional programmes which has national focus instead of local implementation and manifestation	Make Regional Bureaus and countries the main capacity support providers for the programme and key partners to the respective countries and establish a synergy with regional programmes
Development of Knowledge, Methodologies and Tools	The varied nature of political systems in countries may require the development and regular review of knowledge materials thus delaying and requiring more resources	Focus on development of broad tools which will be reviewed at the country level using local institutions and research centers advancing a key source of knowledge development

Additional risks specifically related to the implementation of the ART Territorial Partnership programme are herewith presented:

Table 2. Risk Log for the ART – Territorial Partnership Project¹⁸

#	Description	Date Identified	Type	Impact & Probability	Countermeasures Management response
1	Challenging mainstreaming of the territorial partnerships approach within the corporate UNDP context	Second half of 2014	Operational Organizational	The majority of UNDP COs has currently little to none experience with territorial partnerships (including DC, SSTC at territorial level), which could affect the operationalization of the project. P = 2 I = 2	The project in cooperation with the Regional Hubs will roll out targeted trainings and provide relevant knowledge products and manuals
2	Obstacles in establishing integrated territorial frameworks for LGLD that allow smooth integration of DC partners at national and local level	Second half of 2014	Operational Organizational	The successful rolling out of UNDP's LGLD draft strategy will establish integrated systems for LGLD at sub national level in partner countries. These will include local institutional frameworks integrating all relevant local governance stakeholders for local development planning, etc. Such systems allow DC partners to be smoothly integrated in complex local development processes. If such systems will not exist at local level DC actors might rather contribute to further fragmentation at the local level. P = 1 I = 2	UNDP will, through its LGLD projects as well as ART FP, put in place local systems for the promotion of development cooperation effectiveness at local level. The HUB for Territorial partnerships will hence limit itself to promote and align partnerships in countries where harmonized LGLD projects or ART FPs are implemented.
3	Limited resource mobilization	Second half of 2014	Financial Operational	Only two thirds of the required project funds are currently secured. P = 1	UNDP will have to include fund raising for the project within its corporate fund raising strategy.

¹⁸ Risks 5-9 have been identified during the Social and environmental screening process. Further and more detailed information on potential social and environmental risks can be found in the Annex "Social and Environmental Screening Template".

4	Weak partner mobilization	Second half of 2014	Financial Operational Strategic	<p>I = 3</p> <p>Only via a clear corporative positioning and alliance building towards the local implementation of the SDGs will the project have a compelling enough narrative to considerably expand the existing partner base.</p> <p>I = 3 P = 1</p>	UNDP strives to establish a global alliance of territorial partners to facilitate the implementation of the SDGs at local level. It incorporates such approach in its corporate strategies and outreach with development partners.
5	Likelihood that the Project may exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them	Second half of 2014	Operational Strategic Other: Social	<p>I = 2 P = 1</p> <p>It has to be acknowledged that in specific cases and due to reasons beyond the control of the project (e.g. social dynamics), there could be a minimal possibility that certain marginalized groups find it difficult to fully exercise their right to participate in local processes.</p> <p>I = 2 P = 1</p>	The project is conceived to facilitate and ensure participation of all local stakeholders in decision-making and local planning processes. Territorial platforms are participatory mechanisms aiming at fostering dialogue and consensus among different institutions operating in a specific territory.
6	Potentiality of reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits.	Second half of 2014	Operational Strategic Other: Social	<p>I = 2 P = 1</p> <p>Taking into account the structural difficulties of ensuring an absolutely equitable gender balance, there is a possibility that some of the project actions may not always guarantee an equal gender participation within the decision-making and knowledge-sharing processes at local, national and global level.</p> <p>I = 2 P = 1</p>	The project will strive to ensure that its mechanisms and components (territorial platforms, decentralized cooperation mobilization, local capacity building, etc.) are gender responsive and rights-based and ensure inclusiveness of traditionally marginalized groups and women in particular. As described in the SESP, international partners operating under the framework of the project will be sensitized on gender and inclusiveness issues and will be

					oriented towards these priorities
7	Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities.	Second half of 2014	Environmental	<p>There is a possibility that some activities identified in the framework of the project may be carried out adjacent to environmentally sensitive areas.</p> <p>I = 1 P = 1</p>	<p>Initiatives will be implemented within the framework of CO projects and programmes. Hence, the whole set of CO practices and policies to ensure that local and national environmental rules and standards are fully observed and respected.</p>
8	Utilization of tangible and/or intangible forms of cultural heritage for some of its purposes.	Second half of 2014	Environmental Other: social, cultural	<p>If carefully managed, tangible and intangible cultural heritage has an important potential of promoting sustainable local economic development. If not carefully managed, there can be associated environmental and social aspects.</p> <p>I = 1</p>	<p>Initiatives will be implemented within the framework of CO projects and programmes. Hence, the whole set of CO practices and policies to ensure that cultural heritage is respected and protected in line with international and national rules and standards will be applied.</p>

9	Presence of indigenous people in the Project Area	Second half of 2014	Other: social	<p>P = 1</p> <p>Given that the Project will be active in a number of countries, there is the possibility that indigenous peoples are present in some of the intervention areas.</p> <p>I = 1 P = 2</p>	<p>As explained above, the project will work under the guidance of the COs to make sure that local, national and international partners are sensitized on indigenous peoples priorities and needs.</p>
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