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Internacional para el Desarrollo
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Diálogo Social y Simplificación Administrativa



Localization of the
Sustainable Development
Goals and Effective Local
Governance:
**A Strategy for Acceleration
in Latin America and the
Caribbean**

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Executive Summary

Seven years before the deadline of the 2030 Agenda, the territories of Latin America and the Caribbean are at varying stages of progress in the implementation and localization of the Sustainable Development Goals (SDGs). The diversity characterizing this region, not only among countries but also within territories, hinders a uniform advancement towards SDG localization. Progress towards these goals is hampered by structural deficits within the Latin American context, which, though they impact the national level, are magnified at the subnational or territorial level, acting as decelerators for the achievement of the Agenda.

From a more favourable perspective, the existing diversity and persistent regional challenges (now amplified by the pandemic) also present an opportunity for local-level collaboration and the strengthening of multilateral mechanisms that promote a territorial perspective. Concurrently, SDG localization aims for local and territorial actions to have a direct impact on subnational spaces, where they exist; then on the national level; and ultimately on the global multilateral sphere. SDG localization processes are pivotal for establishing a new social contract, demanding the participation of multiple actors at different levels who are capable of articulating collaborative actions.



IMPORTANT

To effectively accelerate the 2030 Agenda at territories, coordinated dialogues must be established among all stakeholders. The SDGs emphasize the need for effective governance as the backbone of sustainable development.

In this regard, the implementation of effective local governance (ELG) becomes relevant, encompassing interactions among actors at the local level, such as local governments, the private sector, academia, and civil society, as well as interactions between local, subnational, and national levels. ELG is crucial for multidimensional development, enabling local authorities to collaborate with communities to identify local needs and priorities, and to find sustainable solutions to contextual challenges.



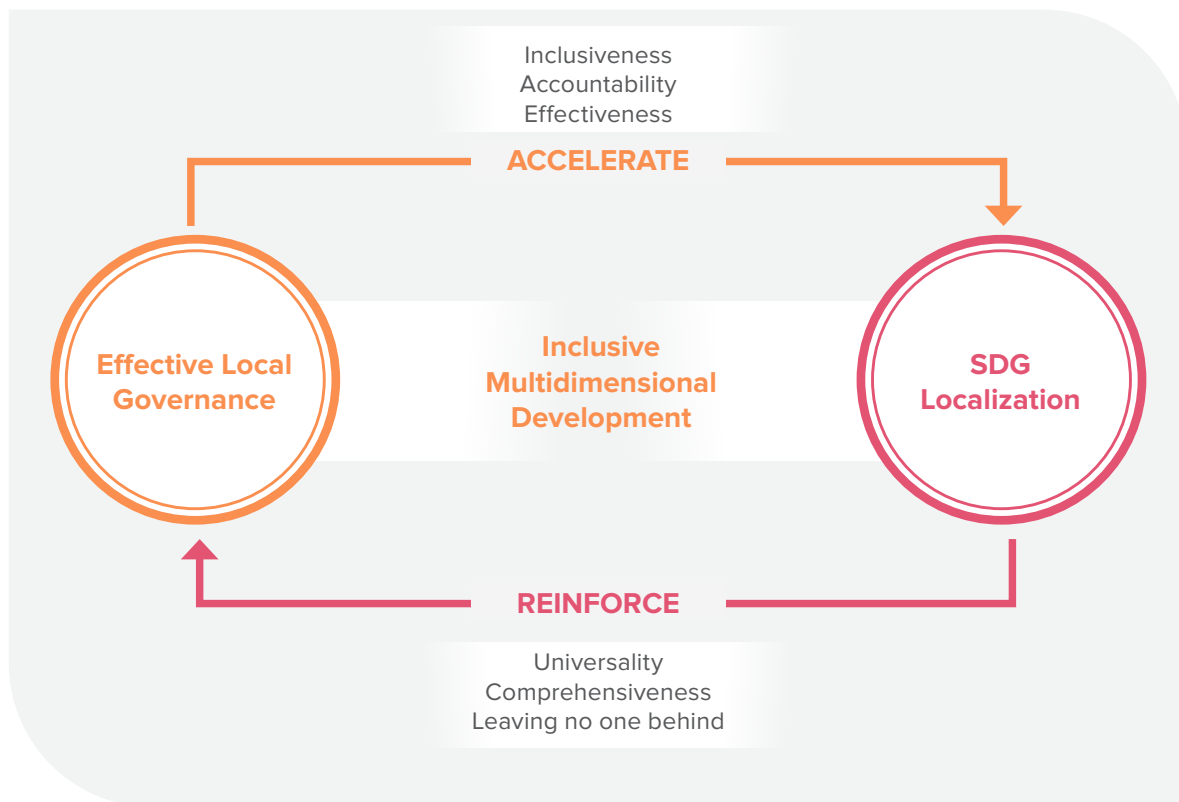
DID YOU KNOW?

UNDP promotes and supports effective local governance processes through **comprehensive approaches**, fostering multi-actor and multi-level engagement in relation to and interaction with local, subnational, and national governments.

To achieve this, UNDP works in coordination with subnational governments and actors within the territory, enhancing their leadership and management capacities, improving resource planning and management, and encouraging citizen participation in decision-making.

This strategy proposes that effective local governance and SDG localization form a virtuous circle, mutually accelerating and reinforcing each other. Effective local governance has the potential to expedite SDG localization processes and ensure their effective adaptation and implementation in the territory. Concurrently, plans, programmes, and actions geared towards achieving SDGs at the territorial level **propel and reinforce the practice of ELG**, involving all actors present in the territory.

Figure 1. *Virtuous circle of SDG localization and ELG*



Source: Authors' elaboration.

Furthermore, the Strategy acknowledges that the decelerators of development, given their complexity, cannot be addressed by a single actor or through conventional project-based approaches. It is necessary to establish **multi-actor collaborations** that combine the resources, skills, and capacities of different actors from the public, private, and civil society sectors to jointly develop more innovative solutions.

Working in partnerships is positioned as an essential element for achieving the SDGs, as different forms of multi-actor collaboration provide the institutional and organizational structures needed to foster the systemic transformation at the core of the SDGs. To ensure the success of these partnerships, attention must be paid to **practical gender needs and strategic interests**, as well as the **cultural diversity of the context** in which they operate, so that the exchange of strategic issues, competencies, and skills can reach its full potential.



PLEASE NOTE:

UNDP, with its multilateral character, has the opportunity to **adopt a role of promotion and facilitation in the establishment and management of multi-level and multi-actor partnerships**, aimed at ensuring **effective governance** for the localization process of the 2030 Agenda.

From this perspective, expanding the work of UNDP will be urgent, requiring new forms of participation. To achieve this, citizens and civil society must have access to quality information and new spaces for participation. Trainings should be promoted, work processes should be innovated, limited project-oriented views and siloed work should be overcome, while reconsidering how problems are interpreted and interventions are made at each and every level.

Participation must ensure that **the voices of women are articulated in the local agenda**, not only as a fulfilment of the targets set in SDG 5 but also as a means to accelerate the achievement of the 2030 agenda in the territories where life unfolds.

This strategy does not intend to propose a normative ‘how-to’ guide, but rather encompasses a series of interconnected and adaptable acceleration axes tailored to the specific contexts and needs of different territories, as well as to the strategic interests of the diverse cultural and sexual backgrounds of their inhabitants.

The proposed strategy is organized as follows:

Table 0.1: Summary of the Integrated Framework proposed in this Strategy

Concepts (2) <ul style="list-style-type: none"> • Sustainable Development Goal localization • Effective local governance 	
Premises (3) <ul style="list-style-type: none"> • Differentiation • Internal expectations and capacities • Recognition and adaptation of local processes 	Acceleration Axes (6) <ol style="list-style-type: none"> 1. Support institutional strengthening practices and build technical and strategic capacities for SDG localization as catalysts for multidimensional development 2. Support the design and implementation of policies and mechanisms for territorial decentralization and deconcentration, including financial, technical and competency aspects. 3. Promote the enhancement of systems and procedures for the generation, analysis and use of local and subnational data, to monitor SDG localization in the territories. 4. Promote innovation, digitalization, research and knowledge management to accelerate SDG localization processes. 5. Promote the development and enhancement of strategic partnerships, and strengthen multi-actor platforms at local, subnational, national and multiple levels towards SDG localization. 6. Drive strategic and propelling initiatives that accelerate the localization of the 2030 Agenda.
Approaches (4) <ul style="list-style-type: none"> • Territorial • Multidimensional • Multi-actor and multi-level • Development public policy coherence 	
Key Actors	<ul style="list-style-type: none"> • National governments • Subnational governments • Local and regional government associations (both national and international) • Academia, academic institutions and/or research centres • Citizens and civil society organizations • Private sector

Lastly, our aim is to present a Strategy based on the principles of universality, comprehensiveness, and ‘leaving no one behind’ of the 2030 Agenda. It is grounded in the idea that localization processes in subnational contexts of Latin America and the Caribbean will succeed to the extent that they can be framed within effective local governance systems¹. Thus, our goal is to contribute to multidimensional and inclusive development, with a territorial and subnational focus, by promoting SDG localization processes and effective local governance.

This Strategy aims to serve as a gateway that provides partners, donors and aid workers an organizing framework to accelerate SDG localization in the region, addressing the contextual challenges of each territory, and aiming towards inclusive multidimensional development.

¹ The concepts of ‘governability’ and ‘governance’ have been widely debated in Latin American academic circles, with different viewpoints on their meanings and scope. However, in terms of communication, the stakeholders addressed by this strategy are familiar with the use of the term “governance” to refer to the multiple interactions that occur among different actors and levels for the formulation and implementation of public policies. To facilitate understanding and application, this strategy will use the term ‘governance’. For more information on the concepts of ‘governability’ and ‘governance’, please see the document Governance, Democracy and Development in Latin America and the Caribbean, available in Spanish and English at <www.undp.org/es/latin-america/publications/gobernanza-democracia-y-desarrollo-en-america-latina-y-el-caribe>.

1.



1. BACKGROUND AND RATIONALE

The consequences of the health crisis, as well as the multiple and overlapping development crises of recent years—which UN Secretary-General Antonio Guterres has termed ‘polycrises’—have generated a global setback in the advancement of the Sustainable Development Goals.

The latest UNDP Human Development Report shows that **the global Human Development Index (HDI) has declined for two consecutive years**, putting the world in a similar position to where it was just after the adoption of the 2030 Agenda back in 2015. More than 90% of the world’s nations saw their HDI values decline in 2020 and/or 2021 (UNDP, 2023). Furthermore, the climate crisis, COVID-19 and almost all other humanitarian and development challenges are more severe on women, due to unequal power-sharing and deep-seated gender discrimination (UNDP, 2022).

These scenarios are also reflected at the regional level in Latin America and the Caribbean (LAC). The 2021 Regional Human Development Report describes the region as ‘caught in a trap of progress’. Despite decades of improvement, progress does not reach all groups equally. Such inequality hinders the achievement of the multidimensional development model advocated by UNDP, based on inclusion, productivity and resilience (UNDP, 2021).

Acceleration in attaining the 2030 Agenda towards the desired development model in the region is limited by deficits in the Latin American context that, while having an impact at the national level, are maximized at the subnational or territorial spheres. Thus, in Latin America and the Caribbean, **a key decelerator for development is the growing uncertainty** which both stems from and leads to the maximization of interconnected challenges. There is a new ‘uncertainty complex’ that accelerates development challenges in the region which, if by no means new, are increasingly urgent to face (UNDP, 2023).

Uncertainty can spur political polarization. The LAC region has experienced increasing political polarization in recent years, with deep divisions in different countries. Ideological disagreements, social and economic tensions, as well as a lack of political consensus, have contributed to a highly polarized political environment in the region. When polarization is high, it can prevent consensus and decision-making for the well-being of society, and result in government paralysis at multiple levels with its ensuing inability to meet the demands of the citizenry.



A factor that contributes to this polarization is the region’s chronic territorial imbalance and structural inequalities that concentrate poverty in specific geographical areas. LAC’s challenge of maintaining social cohesion and peace remains, while simultaneously recovering from the crises generated by the COVID-19 pandemic, which have increased inequalities and poverty. The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) points out that, after the region’s growth in 2021, it concluded 2022 with a decrease in growth to 3.2 percent and 2023 will accentuate this

trend, with an estimated growth of only 1.4 percent (OBSAL, 2022). On top of that, socio-economic indicators show greater lag in rural areas².

The **inequality between local environments** and the **territorial imbalance** resulting from various inequalities enhance the region's nature of fragility and the increasingly complex and protracted **territorial conflicts**.



² UN Department of Economic and Social Affairs, World Social Report 2020: Inequality in a Rapidly Changing World, UN DESA 2020, p. 108, <www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/02/World-Social-Report2020-FullReport.pdf>.

65 percent of the SDG targets are relevant at the local level (OECD, 2022), with local and regional governments being primarily responsible for translating them into their own context. In order to accelerate the local-level achievement of the 2030 Agenda while effectively recovering from the consequences of the health crisis, a **coordinated dialogue** between all stakeholders must be established.



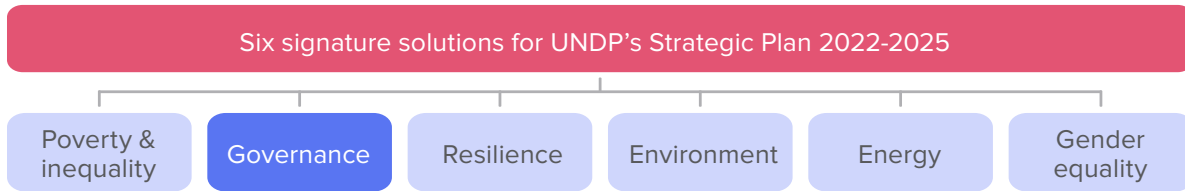
The 2030 Agenda refers to the need for effective governance as the backbone of sustainable development and the eradication of poverty. With no less than 16,529 local governments identified in 19 LAC countries (UNDP 2021), betting on local governance must be the number one priority of all social and political actors of the region for the coming years (Acuña-Alfaro and Cruz-Osorio, 2021). Effective local governance becomes key to achieving better quality of life for the population, involving all actors in the territory to identify common needs and priorities, and to find sustainable solutions to contextual challenges.

Thanks to its multilateral nature, UNDP promotes and supports processes of effective local governance through comprehensive approaches, fostering multi-actor and multi-level meeting spaces through its relationship and interaction with local and subnational governments.

Consolidating effective governance is one of the pillars and objectives of UNDP in the medium term. UNDP's Strategic Plan 2022-2025 is based on its ongoing commitment to poverty eradication: supporting countries on their journey towards achieving the SDGs. To this end, it defines six signature solutions (Figure 2), among which governance is of paramount importance, since actions for climate, biodiversity, access to energy, gender equality or resilience are all irremediably linked to the principles of effective governance for sustainable development, as defined by the United Nations Economic and Social Council (2018): **effectiveness, accountability and inclusiveness.**

At the regional level, the **Regional Programme for Latin America and the Caribbean (2022-2025) is steering towards four interconnected programme outcomes.** Promoting growth (outcome 1) is critical to inclusion (outcome 2), but both need to be done in a long-term sustainable way (outcome 3). All three outcomes depend on effective governance (outcome 4) as a precondition.

Figure 2. Signature solutions of UNDP's Strategic Plan 2022-2025



Note: Authors' elaboration.

SDG localization processes in LAC subnational contexts will be successful as long as they can be framed in systems of effective local governance. This is the foundational premise behind the Strategy presented in this document, based on the principles of universality, comprehensiveness and 'leaving no one behind'.

Thus, the ultimate objective of this Strategy is **to contribute to multidimensional and sustainable territorial development by promoting effective local governance in the acceleration of SDG localization processes.**



IMPORTANT

This strategy is intended to **serve as a gateway for partners, donors and aid workers to find an organizing framework to accelerate SDG localization in the LAC region**, addressing the contextual challenges of each territory, and aiming towards inclusive multidimensional development.

1.1. STRATEGY DEVELOPMENT PROCESS

This Strategy is the living result of a collaborative and co-creative process, appealing to collective intelligence as a path by which rich and innovative ideas and solutions are developed. In general, co-creation is articulated through sessions in which different groups participate, designed and energized by facilitators.

Due to the broad nature of this Strategy, it was of utmost importance to integrate different perspectives that would ensure that the most relevant aspects were not left out for all the actors who could benefit from it.

Figure 3: Summary of the methodological process



Note: Authors' elaboration.

The Strategy was developed between September 2022 and June 2023, following various iterative phases (Figure 3):

	<p>An initial phase included the analysis of UNDP strategic documents related to effective local governance and SDG localization, both at the global and regional levels, as well as of other strategies, such as the UNDP Regional on Human Mobility and Sustainable Development Strategy in LAC and the UNDP Regional Gender Equality Strategy in LAC 2023-2025. Additional documents related to the subject were also reviewed. The complete list of documents may be found in Annex 3.</p>
	<p>A second phase focused on two co-creation workshops, which sought to develop ideas and solutions collaboratively, connecting people from UNDP's regional teams and focal points. The first workshop involved 29 participants from the Regional Governance Team as well as the Governance Focal Points of different country offices, such as Haiti, Jamaica, Colombia, Mexico, Guatemala, Venezuela, Peru, Paraguay, Chile, Brazil, Belize, Barbados and The Dominican Republic, among others. The second workshop was attended by 18 people from various LAC regional teams.</p>
	<p>Concurrently, individual interviews were held with referent regional team members, aiming to incorporate in-depth visions on the most relevant topics to be included in the Strategy. The complete list of interviewees may also be found in Annex 3.</p>
	<p>This consultation phase was completed with an online survey of UNDP Regional Gender and Inclusive Growth team members, carried out during the week of 24-28 October 2022, scheduled to coincide with a UNDP LAC Gender Community of Practice in Panama.</p>
	<p>Along this process, three validation sessions analysing different drafts of the Strategy were held with the Regional Governance Team, plus a final validation that included not only UNDP and AACID actors, but also local, subnational, and national government representatives from Latin America and the Caribbean. This final validation consisted of a two-day face-to-face meeting at the Spanish Cooperation's Training Centre in Cartagena de Indias, Colombia (AECID CFCE), involving 13 government representatives, 12 UNDP representatives and four AACID representatives from 12 countries. Further details of the Strategy's methodological process may be found in Annex 2.</p>

2.



2. SDG LOCALIZATION AND EFFECTIVE LOCAL GOVERNANCE IN LATIN AMERICA AND THE CARIBBEAN

2.1. TWO CONCEPTS: SUSTAINABLE DEVELOPMENT GOAL LOCALIZATION AND EFFECTIVE LOCAL GOVERNANCE³

In order to achieve the objective of this Strategy, it is important to share a conceptual clarification on SDG localization and Effective Local Governance, as well as the implications of their interrelation.

2.1.1. SDG LOCALIZATION

The localization of the SDGs has been present since the genesis of the 2030 Agenda. However, the way of understanding what it consists of and how it is carried out has evolved, largely thanks to the appropriation and promotion of the process by governments and subnational actors. Initially, localization emphasized the role of subnational governments in achieving a global agenda led by national governments. Without ignoring this role, the practice of localization has broadened its meaning, and is now considered an opportunity to promote local and territorial development processes led by governments and other subnational actors⁴.

Considering the evolution of its meaning, this Strategy will understand the localization of the 2030 Agenda as the process of adapting and implementing the SDGs at the subnational level to achieve local objectives that contribute to the overall achievement of the Agenda. Localization, in this framework, seeks to promote the potentialities for development, present in local and territorial contexts, and to recognize the leadership and initiative of the territories in the definition of priorities, goals, actions and visions of development.

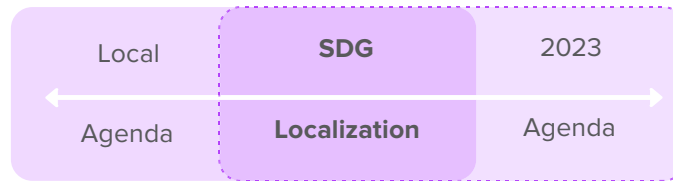
As expressed in Figure 4 below, localization must result in a contextualized proposal of the 2030 Agenda, based on a mutually enriching relationship between the global and the local agendas. Through this relationship, the 2030 Agenda benefits from contributions to its achievement through grass-roots action ‘from below’, while the SDGs contribute to promoting and improving local and territorial development.

3 The concepts of ‘governability’ and ‘governance’ have been widely debated in Latin American academic circles, with different viewpoints on their meanings and scope. However, in terms of communication, the stakeholders addressed by this strategy are familiar with the use of the term “governance” to refer to the multiple interactions that occur among different actors and levels for the formulation and implementation of public policies. To facilitate understanding and application, this strategy will use the term ‘governance’.

For more information on the concepts of ‘governability’ and ‘governance’, please see the document Governance, Democracy and Development in Latin America and the Caribbean, available in Spanish and English at <www.undp.org/es/latin-america/publicaciones/gobernanza-democracia-y-desarrollo-en-america-latina-y-el-caribe>.

4 In line with this evolution, United Cities and Local Governments (UCLG) noted in 2021 that localization “... is the process of defining, implementing and monitoring strategies at the local level in order to achieve global, national and subnational sustainable development goals and targets. Localization is, therefore, the process of implementing the SDGs in different territories. More specifically, it takes into account subnational contexts in the quest to deliver the 2030 Agenda. This ranges from setting goals and targets to determining the best means of implementation and using indicators to measure and monitor progress.” <gold.uclg.org/sites/default/files/hlpf_2021.pdf>

Figure 4. Local and global mutual enrichment diagram



Source: Authors' elaboration.

The various localization experiences implemented to date have shown **the concrete contributions of the SDGs to local and territorial development**. Eleven of these are described by clicking the numbers on the following interactive resource:



To be effective, SDG definitions and localization practices must incorporate **multi-actor and multi-level perspectives**. Let's see what these are:

The **multi-level perspective** recognises that challenges and solutions to local problems are not limited to a single administrative level, but require coordination and effective cooperation between the different levels of government, as well as with the global level. To advance subnational development agendas, multi-level coordination and cooperation should promote policy coherence, the exchange of experience and knowledge, and the transfer of the necessary capacities, competencies and resources to the subnational level.

The **multi-actor perspective**, in addition to increasing the legitimacy of subnational governments and contributing to the principle of ‘leaving no one behind’, involves multiple actors in localization processes and enables each of them to bring their strengths and capacities to promote the development of local government innovation and creativity in search for solutions. No single actor can address development challenges in isolation. In this participatory search for actors, we must incorporate political and conceptual tools to vindicate the diverse realities of women, understanding intersectionality as far beyond the sum of multiple oppressions.



PLEASE NOTE:

To accelerate SDG localization, involved actors and stakeholders need to take into account governance frameworks at the local and territorial levels. As a process of transformation and collective change, SDG localization is a political process whose outcome will be determined by power relations and governance systems.

The transformation of power relations has a special impact on the generic construction of society and how it is structurally and symbolically shaped in the territories. Supporting territorial development processes implies the implementation of instruments and vehicles to fight discrimination based on sex, race, class and/or politics. Making human rights a reality requires influencing power dynamics and structural relations of discrimination.

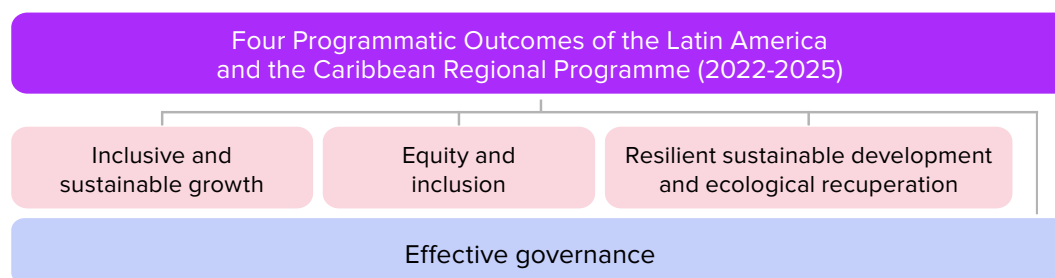
This Strategy considers that one of the ways to enable SDGs and make them effective at the subnational level is to promote effective local governance.

2.1.2. EFFECTIVE LOCAL GOVERNANCE

A new local governance is taking shape in Latin America and the Caribbean as an unexpected yet positive externality of the region’s current recovery from the consequences of the COVID-19 pandemic. The region’s development landscape remains complicated. Unemployment, hunger, political polarization and exclusion maintain pressure on democratic institutions and resist the social advances of the last decade, decelerating SDG localization processes in the LAC region. Nevertheless, amongst the most relevant actors taking part this recovery are local governments. They are driving initiatives and innovation on issues related to the development of a sustainable recovery (Acuña-Alfaro and Cruz-Osorio, 2021).

To achieve the required changes, there is an urgent need to act differently and drive innovative solutions. Based on these conclusions, UNDP proposes to generate change in the region by following three pathways—productivity, inclusion and resilience—a course of action that requires effective governance, understood as the **set of interactions between actors at the subnational level, ranging from local government to the private sector and civil society.**

Figure 5. LAC Regional Programme 2022-2025 Programmatic Outcomes



Source: Authors' elaboration.

UNDP considers effective governance as the foundation on which to advance in the construction of productive, inclusive and resilient societies in Latin America and the Caribbean (UNDP, 2022). Aligned with the principles of effective governance developed by the Committee of Experts on Public Administration (CEPA)⁵ and motivated by the challenges and opportunities of the post-COVID recovery, UNDP proposes eight principles to guide effective governance for Latin America and the Caribbean (UNDP, 2021). Table 2 shares this proposal's list of the principles and their adaptation to the region's context:

Table 2. UNDP principles of effective governance and adaptation to the region's context

Effective Governance	UN ECOSOC Principles	Effective Local Governance
Effectiveness	Well-formed policies	Fiscal policies that allow for sustainable, inclusive spending that is friendly to economic growth.
	Competent governments	Transforming State capacities with innovation.
	Collaboration	Rebuilding trust in and legitimacy of political, economic and social actors.
Accountability	Integrity	Transparency, public access to information and accountability.
	Transparency	The Law and equal access to justice for all citizens.
	Independent monitoring	
Inclusion	Leave no one behind	The Law and equal access to justice for all citizens.
	No discrimination	Elimination of violence as a mechanism for negotiation between social and political actors.
	Participation	Intergenerational equity and environmental sustainability as priority objectives.
	Subsidiarity	
	Intergenerational equity	

Source: Authors' elaboration.

5 UN Economic and Social Council, 'Principles of Effective Governance for Sustainable Development', Official Records, 2018, Supplement No.24 E/2018/44-E/C.16/2018/8, para. 31, available at: <publicadministration.un.org/portals/1/images/cepa/principles_of_effective_governance_spanish.pdf>.

UNDP’s work prioritizes local governance systems and their linkages with multi-level systems, because they have the greatest potential for change, capacity to prevent and recover from shocks, and ability to accelerate the implementation of the 2030 Agenda. Seen this way, it is the combined set of institutions, systems and processes—at the subnational level—through which local authorities interact with and provide services to citizens, local groups and communities; and through which the latter articulate their interests and needs, mediate their differences and exercise their rights and obligations.



In this sense, local governance is the backbone of effective efforts to achieve sustainable development in the territory (UNDP & United Nations Capital Development Fund, UNCDF, 2004). This effectiveness is increased when it is integrated into multi-level and multi-actor mechanisms. That is, when the “decision-making system for defining and implementing public policies produced by a collaborative relationship is vertical (between different levels of government, including national, federal, regional or local levels) or horizontal (within the same level, e.g. between ministers or between local governments) or both” (Global Taskforce of Local and Regional Governments et al., 2016).

Effective local governance is, therefore, a proposal to catalyse change from the responsible, inclusive and effective action of local governments; as such, effective local governance takes advantage of both the opportunities and potentialities of the context, as well as of the spheres at different levels of government action.

2.1.3. THE VIRTUOUS CIRCLE FOR INCLUSIVE MULTIDIMENSIONAL DEVELOPMENT

This Strategy proposes that effective local governance and SDG localization processes are part of a virtuous circle, in which they accelerate and reinforce each other (Figure 5).

Effective local governance has the potential to accelerate SDG localization processes and ensure that they are adapted and implemented effectively in the territory, involving local communities and ensuring sustainable and participatory management of resources and decisions. At the same time, plans, programmes and actions aimed at achieving the SDGs at the local level, as well as the consideration of their guiding principles, drive and reinforce the exercise of effective local governance, involving all actors present in the territory (UNDP, 2021).

Considering the challenges to economic growth, equity and environmental sustainability in the region set out in the UNDP Regional Programme, **the ultimate destination of this virtuous circle is inclusive multidimensional development.**



Why inclusive multidimensional development?

The 2030 Agenda is built on three principles, one of which is **integration**, which involves the **harmonization of social, economic and environmental dimensions**. Responding to multidimensional problems involves the design and implementation of solutions that go beyond sectoral and territorial targeting and build bridges throughout people's life cycles (UNDP, 2016).

Please take a closer look at the following resource, which will help you to better understand **inclusive multidimensional development**:

01

A fundamental premise for multidimensional development is the establishment of solid foundations for territorial economic growth. Despite the fact that a multidimensional approach to development implies moving beyond the use of per capita income, economic growth and GDP as criteria to measure a given nation's level of development, in the LAC context, economic growth remains a relevant dimension.

Heterogeneity in the pace and forms of growth in the region continues to be one of the main decelerators to the achievement of the 2030 Agenda. However, economic growth does not necessarily translate equitably to income, and income, while an essential dimension, does not address all dimensions of well-being and the interdependence between them.

02

03

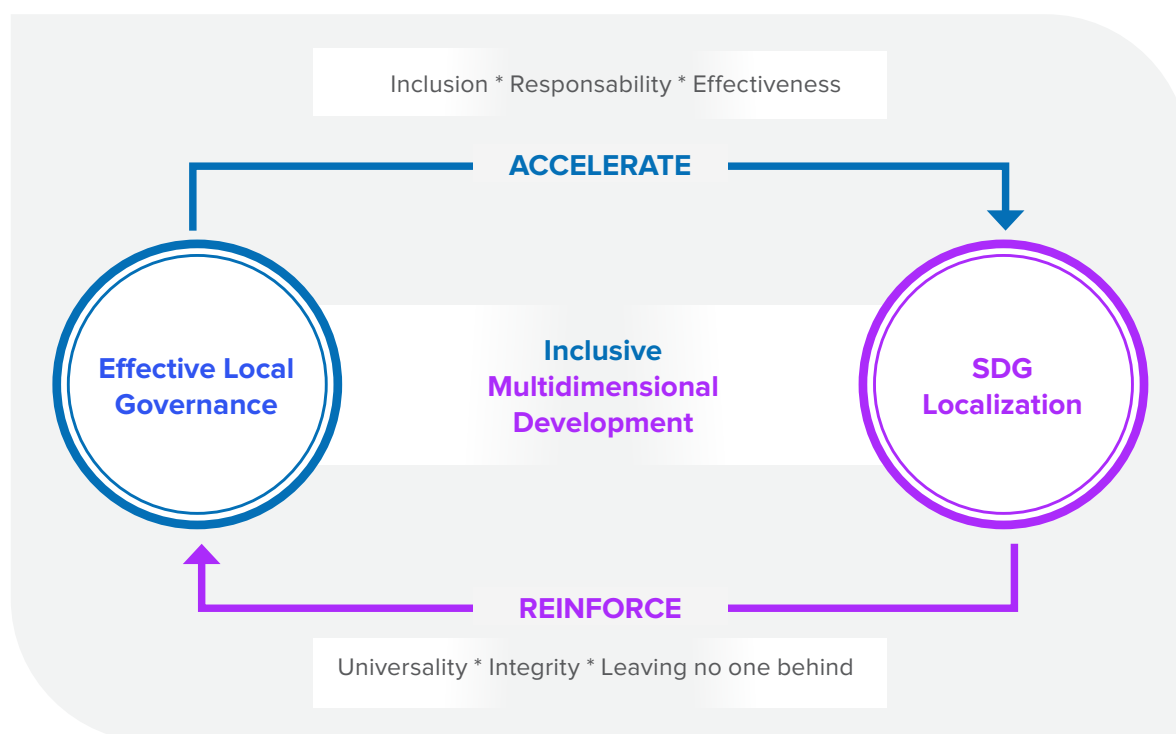
In the scheme of multidimensional development, focusing on inclusive growth implies promoting territorially-based economic models and practices such as social and solidarity economy, green economy and circular economy, among others.

To achieve a model of well-being that transcends the economic progress promoted by UNDP, it is essential that the aforementioned models and practices are fully incorporated into public policies, planning, and systems & structures to support local and territorial development processes, such as SDG localization (UNDP, 2016).

04

Development at the centre of the virtuous circle, therefore, while attending to the economic dimension as particularly relevant, must follow the notion of well-being beyond economic progress and aim for multidimensional and inclusive development. To this end, the relationship between localization and effective local governance qualifies priorities and actions at the territorial level in all dimensions of development, creating impacts that are observed through the management of financial resources and the implementation of programmes that try to improve people’s quality of life, leaving no one behind.

Figure 6. Virtuous circle for inclusive multidimensional development



2.2. SDG LOCALIZATION IN THE REGION: DIVERSITY-BASED PROGRESS IN A CHALLENGING CONTEXT

Seven years before the deadline of the 2030 Agenda, LAC countries and local contexts are at varying stages of progress in localizing the SDGs. All governments in the region have incorporated the 2030 Agenda at different scales, and sought the support of the United Nations System⁶, according to the document Support of United Nations Country Teams to Governments of Latin America and the Caribbean for the Implementation of the 2030 Agenda (United Nations Development Group for Latin America and the Caribbean, 2017).

6 Twenty-four of the twenty-six LAC governments actively requested the support of the United Nations System in at least two of the following three pillars: Mainstreaming, Public Policy Support or Acceleration.

However, the diversity that characterizes this region, not only from country to country, but also from territory to territory, makes it difficult to make homogeneous progress towards the fulfilment of objectives. The *Sixth annual report on regional progress and challenges in relation to the 2030 Agenda for Sustainable Development in Latin America and the Caribbean* published in 2023 indicates that, at the regional level, a marked heterogeneity prevails in the fulfilment of SDG targets, as shown in the figure below.

Figure 7. SDG targets according to their potential for achievement by 2030 and percentage of targets analysed by SDG in LAC



Source: Sixth annual report on regional progress and challenges in relation to the 2030 Agenda for Sustainable Development in Latin America and the Caribbean (ECLAC, 2023).

2.2.1. AREAS OF ACTION IN SDG LOCALIZATION, AND PRACTICAL EXAMPLES IN THE REGION



Under the **premise of regional heterogeneity**, the countries of Latin America and the Caribbean have made steady progress in institutional frameworks and instruments to implement the 2030 Agenda for Sustainable Development.

As orientation, some practical examples identified in the region, in the areas of action defined by UNDP, the Global Taskforce of Local and Regional Governments and UN Habitat, are framed in the *Roadmap for localizing the SDGs: Implementation and monitoring at subnational level*⁷.

Figure 7. Areas of action for localizing the 2030 Agenda



Note: Authors' elaboration.

- **Awareness-raising: understanding the SDGs at the subnational level**



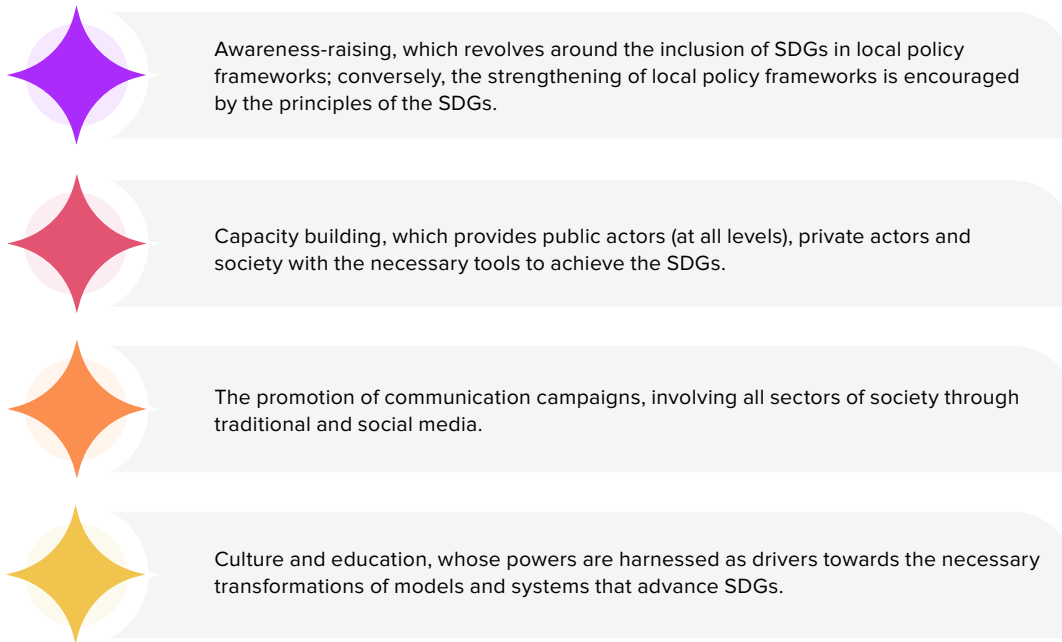
PLEASE NOTE:

SDG localization requires, from its onset, effective communication to raise awareness among all the actors involved in the process: national and subnational governments, civil society organizations, the private sector, academia and citizens.

7 Roadmap for localizing the SDGs: implementation and monitoring at subnational level, Global Taskforce of Local and Regional Governments, UN Habitat and UNDP, 2016, available at <sustainabledevelopment.un.org/content/documents/commitments/818_11195_commitment_ROADMAP%20LOCALIZING%20SDGS.pdf>.

Effective local governance is required, given that local and subnational governments are well placed to raise awareness of the importance of the SDGs and their relevance to local communities. Subnational governments bridge the gap between central governments and communities and are thus able to encourage the participation of all actors with whom they interact.

To this end, governments are taking action in the following areas:



Examples of awareness-raising actions include:

Sharing the Results of the 2030 Agenda: Mexico, Guatemala and Panama

In 2021, the **government of Mexico City** launched the ‘2030 Agenda in Mexico City’ campaign⁸, with the aim of promoting citizen participation in different actions at the local level and achieving the SDGs at the global level. Under the slogan ‘**Share the goal of a sustainable city**’, the campaign sought to convey that daily actions impact the quality of life, services and rights that the city may offer; likewise, that citizens and governments share the goal of a sustainable city capable of providing services and opportunities to all (Mexico City Governing Board, 2021).

⁸ Promoted by the General Coordination of Advisors and International Affairs of the Government of Mexico City, in collaboration with the German Development Cooperation (GIZ).



Guatemala witnesses the emergence of the ‘**SDG.GT**’ initiative, an effort of the Guatemalan NGO Connected Cities Foundation and the Guatemala Network of the United Nations Global Compact, which uses communication and art to make the Guatemalan population aware of the SDGs and become involved in their fulfilment. Through *chapín* (i.e., Guatemalan) art produced by a Guatemalan female artist shared on outdoor screens, social networks and digital platforms, the Foundation promoted the main contents and challenges of the SDGs, calling on fellow *chapín* citizen initiatives, social organizations, universities, businesses and the media to join the effort to build a sustainable Guatemala (Connected Cities Foundation, 2022).

In **Panama**, the Presidency’s Social Cabinet held **awareness-raising meetings** on the 2030 Agenda and Sustainable Development Goal 16, in order to form an inter-institutional coordination group for the promotion of peace, justice, inclusion, transparency and solid institutions at all levels. These meetings were part of the efforts to organize **spaces for dialogue and exchange**, to enable shared knowledge and enhance articulation vis-à-vis the challenge of meeting Sustainable Development Goal 16 (Plan Colmena, 2018).

- **Advocacy: Including the subnational perspective in national SDG Strategies**



IMPORTANT

If local and regional governments take ownership of the SDGs and participate in determining their roles and responsibilities, their involvement in implementation will be greater.

Local and regional governments must build on the international commitment to localize the 2030 Agenda and **call for reforms that give them clear powers and create enabling environments** in which to ensure effective local and territorial development.

National legislation and regulations provide the legal frameworks within which local and regional governments operate. Such frameworks can create incentives or obstacles to sustainable development, especially in relation to local resource management, fiscal and financial decentralization, inclusive economic development and environmental protection (Global Taskforce of Local and Regional Governments et al., 2016).

In 2016, the region began to integrate the 2030 Agenda into different visions, strategies and national development plans. At that time, at least 16 institutional mechanisms had already been defined that were based on existing institutions that had been assigned new responsibilities or which entailed the creation of new institutions with specific functions. In 2017, countries transitioned from an initial

phase of disseminating the content of the 2030 Agenda to one characterized by the incorporation of the contents of the Agenda into public policies and the development of national and subnational monitoring and evaluation institutions and mechanisms (ECLAC, 2019).

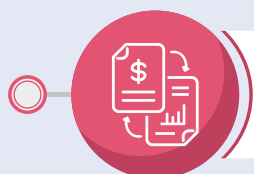
Besides the creation of coordination mechanisms, **political leadership in the region has focused on making the 2030 Agenda a State policy**, increasing the coordination of public budget formulation policies to achieve a balance between social, economic and environmental dimensions. The region has made progress in the development of open budget processes which favour public policy planning processes and enable the participation of different actors.

As **an example of promotional actions** we have:

Mexico's integration of the SDGs into its budget programmes

Mexico is making efforts to link **its development plan with its budget and the 2030 Agenda**. In fiscal year 2018, 80.7 percent of its budget programmes addressed issues related to the fulfilment of the SDGs. In addition, 156 of the 169 SDG targets are linked to at least one budget programme. The Secretariat of the Treasury and Public Credit (SHCP for its Spanish acronym) describes this exercise in detail in the document *Linking the Budget to Sustainable Development Goals*⁹, which highlights that the country's institutional architecture is the result of the implementation of strategic planning, monitoring, evaluation and budgeting instruments from a results-based management approach.

The central objective of the exercise was to find out which parts of the budget contribute to SDG achievement. This articulation was carried out in two stages:



Linking SDG targets to national planning and budget programmes.

Establishing the contribution of each budget programme to SDG targets (ECLAC, 2019).



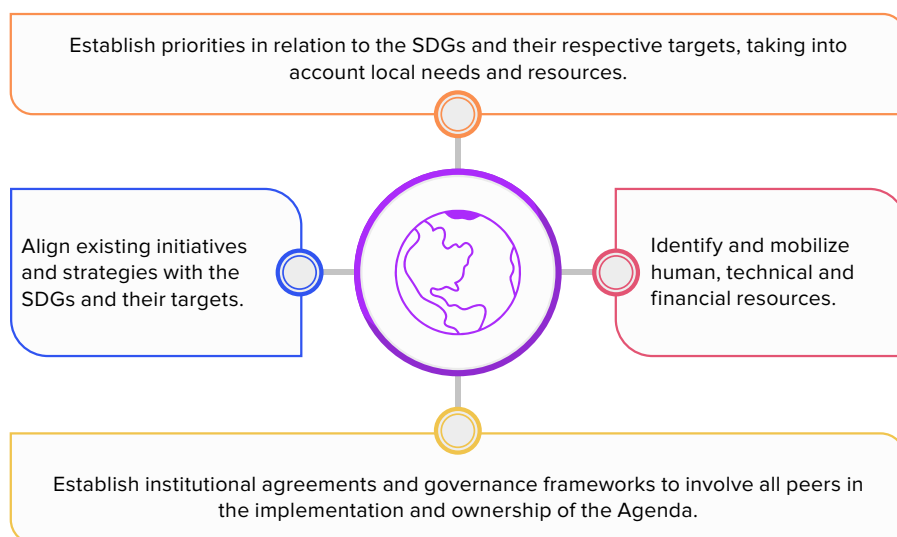
9 Available in Spanish at <www.gob.mx/cms/uploads/attachment/file/556730/ANEXO_2_Vinculacion_del_Presupuesto_a_los_Objetivos_del_Desarrollo_Sostenible.pdf>.

- **Implementation of the SDGs at the local level**

Parallel to their awareness-raising and advocacy work, local and subnational governments carry out actions to **promote the SDGs from within their communities**, prioritizing those goals and targets that best respond to their specific contexts and needs.

The roles of different levels of government in **the implementation of the SDGs depends on each country's political and institutional framework**. Each level of government must have the capacity to set its own priorities in line with its areas of responsibility through local and regional plans and sectoral policies.

Comprehensive implementation of the SDGs at the local level, through effective local governance involving all relevant actors in the region, may include:



To carry out the aforementioned actions in LAC, the contextual elements that are inherent to this region must be taken into account and must not be ignored, if the effectiveness of localization processes is the goal. One of them is citizen security.

In this context, **the Infosegura initiative becomes particularly relevant** as a project that has promoted innovative solutions for prioritization and territorial targeting and data ecosystems, which have allowed governments to plan and design strategies for preventing and responding to violence and insecurity. The use of evidence for the design of public policies has resulted in the construction of digital territorial targeting tools which leave no one behind.

Examples of promotional actions include:

Addressing citizen security at the local level - UNDP Infosegura Regional Project:

Territorial Prioritization Index (TPI)¹⁰. The TPI's design and development has made it possible to display and define those municipal territories with greater threats to citizen security in El Salvador, Guatemala and Honduras. Moreover, the TPI helps coordinate inter-institutional and intersectoral actions in these three countries of northern Central America.

Territorial Prioritization Index for Violence against Women and Girls (IPTVCM for its Spanish acronym)¹¹. This territorial-level tool ranks and groups municipalities according to indicators of insecurity against women and girls. Its aim is to generate evidence, advocacy, and decisions that guide governments to prioritize and focus efforts to prevent and address violence against women and girls.

Municipal Priority Index (IPM for its Spanish acronym)¹². The IPM was developed by taking into account insecurity indicators, based on a human development and citizen security conceptual framework, and uses a robust and open methodology that can be adapted to other national or regional contexts. IPM ranking results are visualized in ways that enable analyses providing evidence-based inputs for planning and monitoring public policies on citizen security.

Strategic Planning at the National and Local Levels: Cuba and El Salvador

Cuba has reaffirmed the 2030 Agenda as a State commitment and a national priority. Within this framework, Cuba developed the **Laboratorio ODS (SDG Laboratory)**, an interactive technological platform that responds to the specific demand to strengthen technological innovations for the management of information on SDG implementation progress at the national and local levels and thus facilitate analysis and decision-making. The Laboratorio ODS resulted from the efforts of multiple national and local actors to support their country in monitoring progress and strengthening the alignment between the SDGs and Cuba's National Economic and Social Development Plan 2030 (PNDES 2030 for its Spanish acronym). At the same time, the Laboratorio ODS encourages multi-sectoral and multi-stakeholder analysis to visualise bottlenecks and identify accelerators of national priorities and SDGs. A linked tool, the LAB-SDG Cuba Platform, was also generated to support SDG monitoring and has been shared with all the territorial governments in the nation through Cuba's Articulated Platform for Integral Territorial Development (PADIT for its Spanish acronym).

10 Infosegura: Territorial Prioritization Index. Additional information on Honduras' TPI available at <infosegura.org/en/news/territorial-prioritization-index-new-citizen-security-and-coexistence-analysis-tool-honduras>.

11 Infosegura: Violence against women and girls. Additional information on Guatemala's IPTVCM available at <infosegura.org/en/news/territorial-prioritization-index-violence-against-women-and-girls-new-tool-analysis-and-decision-making-guatemala>.

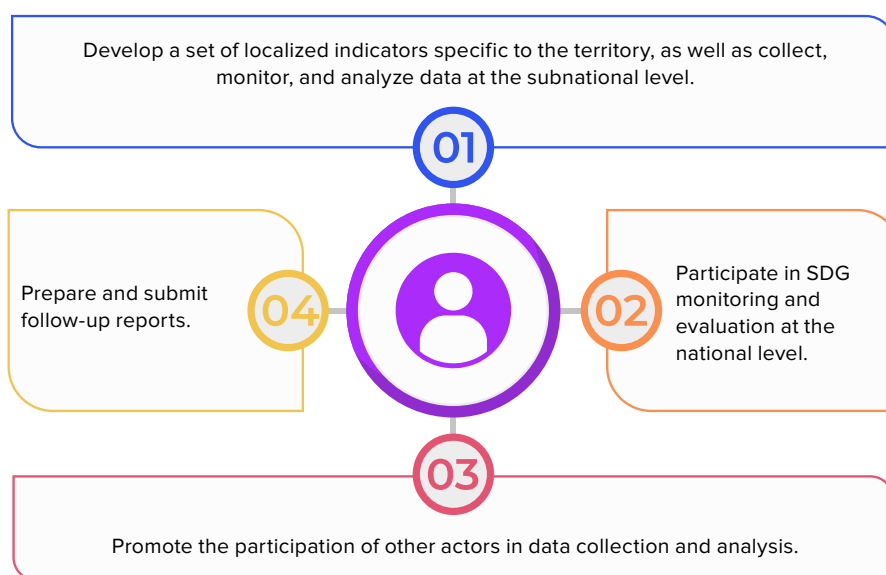
12 Infosegura: Municipal Prioritization Index. Additional information in Spanish on Guatemala's IPM available at <www.infosegura.org/queatemala/indice-de-priorizacion-municipal-queatemala>.

For its part, in El Salvador the Council of Mayors and the Planning Office of the Metropolitan Area of San Salvador (COAMSS/OPAMSS), has drawn up its **Institutional Strategic Plan 2021-2025/2030** (PEI 2021-2025/2030 for its Spanish acronym)¹³ to facilitate the implementation of the metropolitan agenda and the national policy for sustainable development. The PEI assumes the compatibility of the 17 SDGs with the New Urban Agenda and the Montreal Declaration on Metropolitan Areas and proposes a hybrid five- and ten-year period: 2021-2025 to prepare a progressive and coherent transition towards the development and organization of the Metropolitan Area of San Salvador (AMSS); and 2021-2030 to ensure coherence and solidity for the implementation of the project within the target period, followed by a transition to the 2040-2050 decade.

- **Follow-up: evaluating and learning from our experiences**

Monitoring the territorial achievement of the SDGs must serve not only to understand if the programmes and actions designed in promotion and planning stages are being implemented, but also if they really contribute to improving the quality of life of citizens and promoting the intended multidimensional development model. The development of quantitative tools for measuring the SDGs is one of the main calls of the 2030 Agenda, both at national and territorial levels, to determine in a timely manner the progress of the proposed targets (CODS, 2020).

In a context such as LAC, characterized by the **heterogeneity and diversity** of degrees of progress to achieve common objectives such as those of the 2030 Agenda, it becomes relevant to share experiences, good practices and capacities for improvement that propel regional progress towards multidimensional development. **Among the relevant actions for the monitoring and evaluation of SDGs** within a model of effective local governance, the following **stand out**:



13 PEI 2021-2025 /2030 available in Spanish at <opamss.org.sv/wp-content/uploads/2023/02/PEI_COAMSS-OPAMSS_2021-2025.pdf>.

Between 2016 and 2021, 28 of the 33 countries in Latin America and the Caribbean have reported their progress in monitoring and implementing the 2030 Agenda, by submitting at least one Voluntary National Review¹⁴ to the High-Level Political Forum on Sustainable Development.

Table 3. Voluntary National Reviews in Latin America and The Caribbean, 2016-2022¹⁵

	2016	2017	2018	2019	2020	2021	2022	2023
	Colombia	Argentina	Bahamas	Chile ^a	Argentina ^a	Antigua and Barbuda	Argentina ^b	Barbuda ^a
	Mexico	Belice	Colombia ^a	Guatemala ^a	Barbados	Bahamas ^a	Dominica	Chile ^b
	Venezuela (Bolivarian Republic of)	Brazil	Ecuador	Guyana		Bolivia (Plurinational State of)	El Salvador ^a	Guyana ^a
		Chile	Jamaica	Saint Lucia		Colombia ^a	Grenada	Saint Kitts and Nevis
		Costa Rica	Mexico ^a		Costa Rica ^a	Cuba	Jamaica	
		El Salvador	Paraguay		Ecuador ^a	Guatemala ^a	Suriname	
		Honduras	Dominican Republic		Honduras ^a	Mexico ^b	Uruguay ^c	
		Guatemala	Uruguay ^a		Panama ^a	Nicaragua		
		Panama			Peru	Paraguay ^a		
		Peru			Saint Vincent and the Grenadines	Dominican Republic ^a		
		Uruguay			Trinidad and Tobago	Uruguay ^b		
Annual Total	3	11	8	4	9	11	7	4
Total N° of reports	3	14	22	26	35	46	53	57
Total N° of countries	3	14	19	21	24	28	31	32
Total N° of countries (% of all countries in the region)	9	42	58	64	73	85	94	97
N° of countries that have reported more than once			3	5	11	14	16	18

Source: Economic Commission for Latin America and the Caribbean (ECLAC), based on the UN webpage 'Voluntary National Reviews' at <hlpf.un.org/2023/vnrs>.

a Presenting for the second time.

b Presenting for the third time.

c Presenting for the fourth time.

Note: Taken from A decade of action for a change of era, (Table IV.5) (ECLAC, 2022)

At the local level, Voluntary National Reviews are translated into Voluntary Local Reviews (VLRs). **At least 50 local and regional governments in LAC have developed their own VLRs from 2018 to 2022.** This marks a trend of innovative exercises that express subnational, municipal and territorial actors' commitment to the 2030 Agenda, exercises that constitute a tool for SDG appropriation and ownership that complements national monitoring and review efforts.

14 Voluntary National Review (VNR) is a process through which countries assess and present national progress made in implementing the 2030 Agenda, including achieving its 17 Sustainable Development Goals and the pledge to leave no one behind. Please see <hlpf.un.org/vnrs> and <www.ohchr.org/en/sdgs/voluntary-national-reviews>.

15 Although Saint Kitts and Nevis produced its VNR in 2022, their review will be presented in July 2023.

On the other hand, there are examples of cities and regions that have created their own institutions or statistical tools to complement planning services. The strengthening of these institutions in terms of capacity, scope and linkage will be essential to accelerate the processes of SDG evaluation and localization in the region. However, the argument remains that some local and subregional governments lack adequate mechanisms for collecting information and data at the territorial level, and local datasets are often not consistent with national data collection systems.

Examples of follow-up actions include:

Measuring SDG achievement at the local level: São Paulo and El Salvador

In São Paulo, the Fundação Sistema Estadual de Análise de Dados (SEADE¹⁶, São Paulo State Data Analysis System Foundation) has become a nationally renowned institution in the production and dissemination of socioeconomic and demographic analysis and statistics. Its Board of Directors is composed of representatives from the Ministry of Economy and Planning, the Fundação de Desenvolvimento Administrativo (the Administrative Development Foundation), the University of São Paulo, the University of Campinas and the State University of São Paulo Júlio de Mesquita Filho, as well as four representatives appointed by the state governor. SEADE and the Secretariat of Planning and Management have been publishing annual monitoring reports on the SDGs in accordance with indicators previously established during their planning stage (Global Taskforce of Local and Regional Governments et al., 2016).

In El Salvador, the Council of Mayors and the Planning Office of the Metropolitan Area of San Salvador, COAMSS/OPAMSS, have developed the **Metropolitan Atlas: Local and Metropolitan Dynamics in the Light of the 17 Sustainable Development Goals¹⁷**, as part of the Strengthening the Governance of the Metropolitan Area of San Salvador Project for the Adoption and Implementation of the Sustainable Development Goals—Metropolitan Governance, funded by the European Union.



The document contains relevant information on the territory of 14 municipalities that make up the Metropolitan Area of San Salvador (AMSS) linked to the 2030 Agenda to address slow economic growth, social inequalities and environmental degradation in a more comprehensive manner. It has been structured in two large sections: the first presents six thematic maps as an introduction in which the dynamics of population growth and development of the metropolitan area are shown; the second corresponds to the analysis of the 17 SDGs contrasted with information from the territory and data from official sources. The main targets of each SDG are summarized; this is followed by an analysis of the public aspects of each theme territorialized, using cartography, graphs, images and key data; to then close with an overview page that presents general information at the regional, national and global levels.

16 SEADE is a foundation linked to the Department of Planning and Management of the State of São Paulo: <www.seade.gov.br/>.

17 The complete Metropolitan Atlas can be downloaded in Spanish at <opamss.org.sv/ova_doc/atlas-metropolitano>.

3.



3. THE STRATEGY'S INTEGRATED FRAMEWORK

3.1. RATIONALE AND STRUCTURE OF THE INTEGRATED FRAMEWORK

The objective of this Strategy is to contribute to multidimensional and sustainable territorial development by promoting effective local governance in the acceleration of SDG localization processes.

It is based on the relationship that exists between SDG localization processes and the need for a multi-level and multi-actor approach, and an articulation with others UNDP areas deployed in the same territory.

This Strategy does not intend to propose a regulatory 'how to do', but to cover a series of axes and actions that can be adapted to the specific contexts and needs of the different territories.

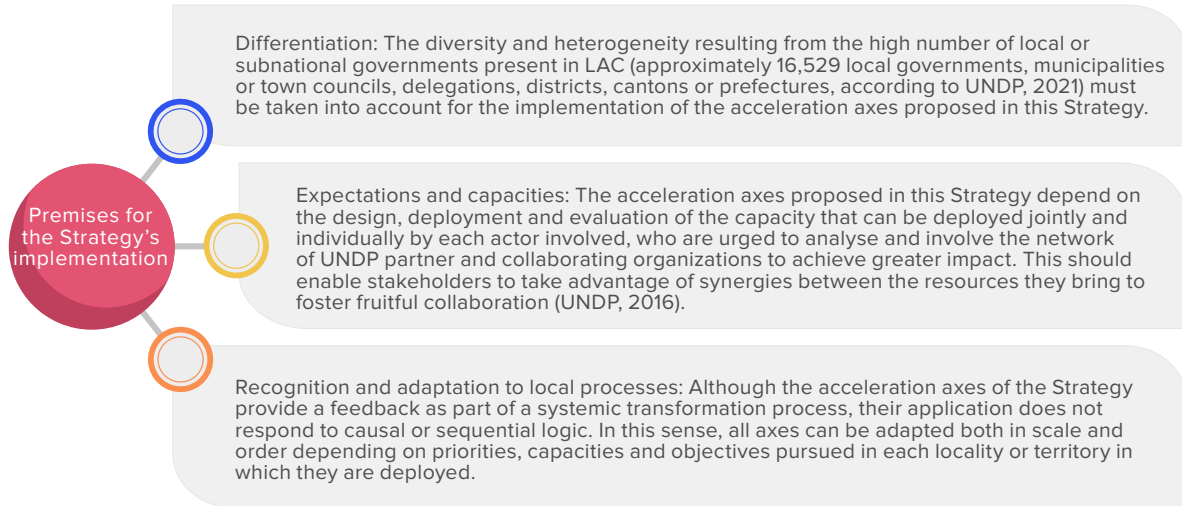
Figure 8. Integrated framework for effective local governance and SDG localization for multidimensional development



Note: Authors' elaboration.

3.2. PREMISES FOR THE STRATEGY'S IMPLEMENTATION

The proposal of approaches and axes of acceleration that are deployed further on is based on the knowledge and understanding of the following premises, assumed as inherent to the Latin American context:



3.3. APPROACHES TO THE STRATEGY'S IMPLEMENTATION

Considering the aforementioned premises, four approaches are proposed, understood as optics or 'lenses' under which any initiative implemented from this Strategy must be viewed. In addition, these approaches seek to bring the three principles of the 2030 Agenda to the territory: universality, comprehensiveness and 'leaving no one behind'.

- **Gender as a lever of acceleration**

The 2030 Agenda states that all Sustainable Development Goals and targets depend on **achieving gender equality and women's empowerment** (UNDP, 2022). The proper promotion of development requires progress in gender equality. Development is not possible if gender inequalities are not recognized and strategies are not promoted to combat them in defense of a fairer and more equitable social model for men and women (AACID, 2019).



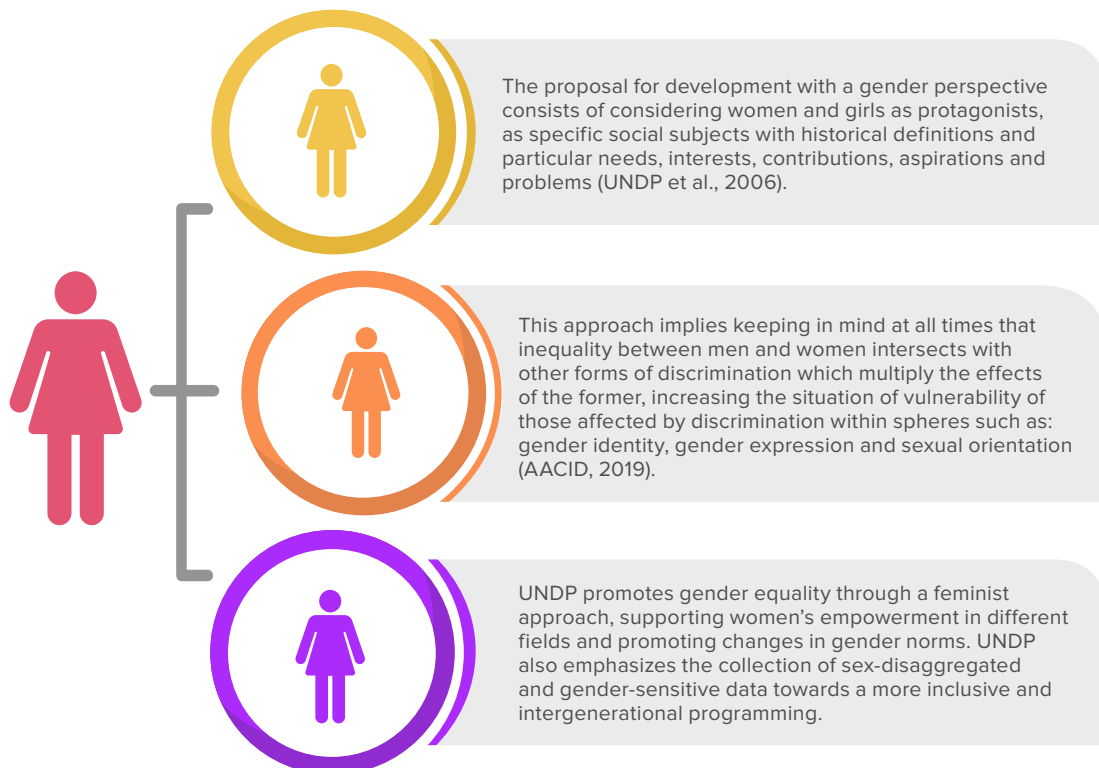


DID YOU KNOW?

This Strategy proposes that, in order to significantly accelerate and expand the results of SDG localization processes, actors in the territory must place gender equality at the centre of dialogues and decisions on political, economic and environmental issues, while UNDP can contribute to this effort in its role as convener and promoter.

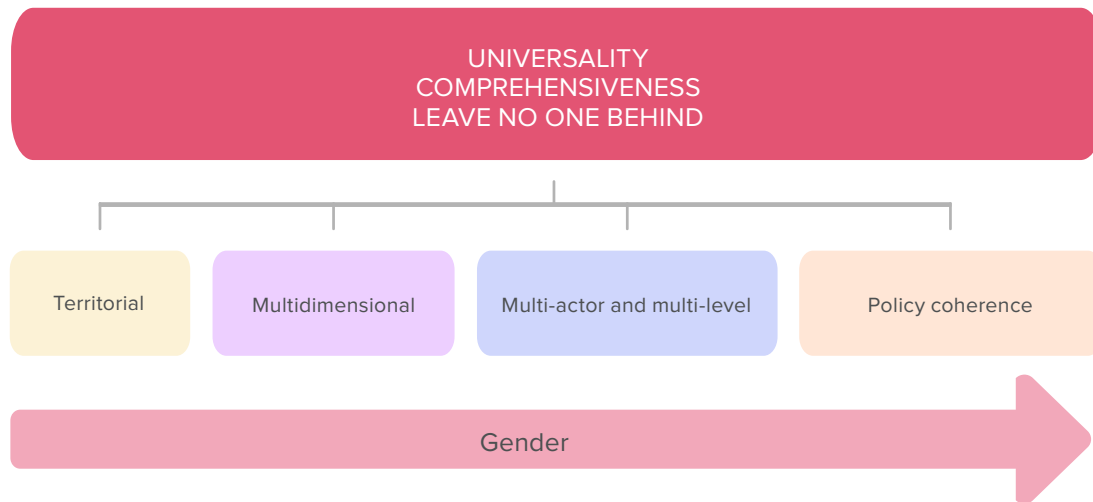
The progressive incorporation of this approach in the United Nations’ planning and public management areas arises from the need to appreciate and value reality from a perspective of justice and equality (UNFPA, UNDP, UNICEF, UN Women Interagency Report, 2012).

Mainstreaming the gender perspective is the process of assessing the implications for men and women of any action that is planned, in all areas and at all levels. As stated in UNDP’s Gender Equality Strategy 2022-2025, “UNDP recognises that more is achieved by engaging people than by leaving them out”. Priority should be given to **building a gender architecture** that helps country offices move away from mechanical approaches to gender equality and focus on removing structural barriers (UNDP, 2022).



Thus assuming a gender approach as transversal to development, this Strategy proposes four perspectives that will guarantee the comprehensiveness of any policy or initiative that derives from it in order to be implemented in a territory.

Figure 9: Strategy approaches diagram



- **Territorial approach:**

A territory is not merely a geographical, administrative or economic space, but also an economic, social, political, ecological and cultural entity that evolves over time. From this approach, this Strategy proposes to see territorial development as **endogenous and incremental**, while underlining the need for spatial integration and multilevel interactions and coordination.

This approach addresses sustainable development in its multiple social, economic and environmental dimensions, since **it capitalizes on the natural integrity of the territory as a point of reference, valuing all of its endogenous potential:** its experience, tools and installed capacities, together with the cultural identity, dynamics and priorities of the people who inhabit it (AACID, 2019). Within the framework of the 2030 Agenda, and particularly of SDG 11, it remains imperative to generate public policies for territorial development that allow cities and human settlements in the region to be inclusive, safe, resilient and sustainable (UNDP, 2022).



The territorial approach considers territories as ‘living’ entities made up of interconnected functions and relationships. Territories integrate and coordinate actions designed to address the specificities of a particular city, region or locality, built on the potential of their own endogenous development. Territory – based policies emphasize the need to shift from sectoral to multi-sectoral approaches, moving from single, uniform solutions to context-sensitive interventions for policy design and implementation (OECD, 2020).

Social, economic and environmental contexts are determined by governance and institutional systems and vice versa. The holistic nature of sustainable development requires the Effective Governance/SDG Localization framework to adopt a multi-sectoral systems perspective to understand the relationships between the problems and challenges of territorial development (UNDP, 2016). In this sense, rural development systems in highly diverse environments; the experience of Rural Development Groups; the presence of large cities; together with the particularities of an urban network, represent great potential to perceive the territory as a meeting point for a continuous dialogue (AACID, 2019).

- **Multidimensional approach**

The 2030 Agenda is built on **three principles**, one of which is **integration**, which involves the harmonization of social, economic and environmental dimensions. Responding to multidimensional problems involves designing and implementing solutions that go beyond sectoral and territorial targeting, and build bridges across people's life cycles (UNDP, 2016).

The interdependencies between dimensions of development have been recognized, and are probably the most fundamental principles of the concept of sustainable development (Sachs, 2012). Income is just one of the opportunities that people wish they had, although it is certainly very important; but that's not what life is all about. The SDGs inform priorities and actions at multiple scales in all dimensions of development (not just the economic one), creating impacts that can be observed through the direction of financial resources and the implementation of programmes that attempt to achieve progress in all dimensions (Sterling et al., 2020).

A **multidimensional approach** is emerging, as well as a holistic vision of development, among which this Strategy points out in particular the need for a **human rights approach, without completely abandoning the notion of economic growth, but committing on it being more inclusive**. It is not enough to move forward 'gap by gap'; a multidimensional approach to action is needed (UNDP, 2016). It is necessary to look at SDG localization actions from an approach that can modify structural barriers and change development systems as a whole, understanding the different socio-political contexts, as well as the intersections between different forms of discrimination (UNDP, 2022). **Let's take a closer look at each of the dimensions of this approach:**



Social Dimension

Social justice and equity, together with the conservation of the environment, are the fundamental principles set out in the concept of sustainable development set out in the Brundtland Report¹⁸.

The social dimension of development is critical, given that in the long run an unjust society is unlikely to be sustainable in environmental or economic terms.

¹⁸ A report published in 1987 for the United Nations, which confronts and contrasts the position of economic development with that of environmental sustainability. Conducted by the Brundtland Commission and led by former Norwegian Prime Minister Gro Harlem Brundtland.

The 2030 Agenda is underpinned by the main international human rights treaties. Thus, in the final resolution of the Agenda, in its preamble and its declaration of intent, human rights are included as common principles and commitments; thus, the declared aim of the SDGs is to make effective the human rights of all people (AACID, 2019).

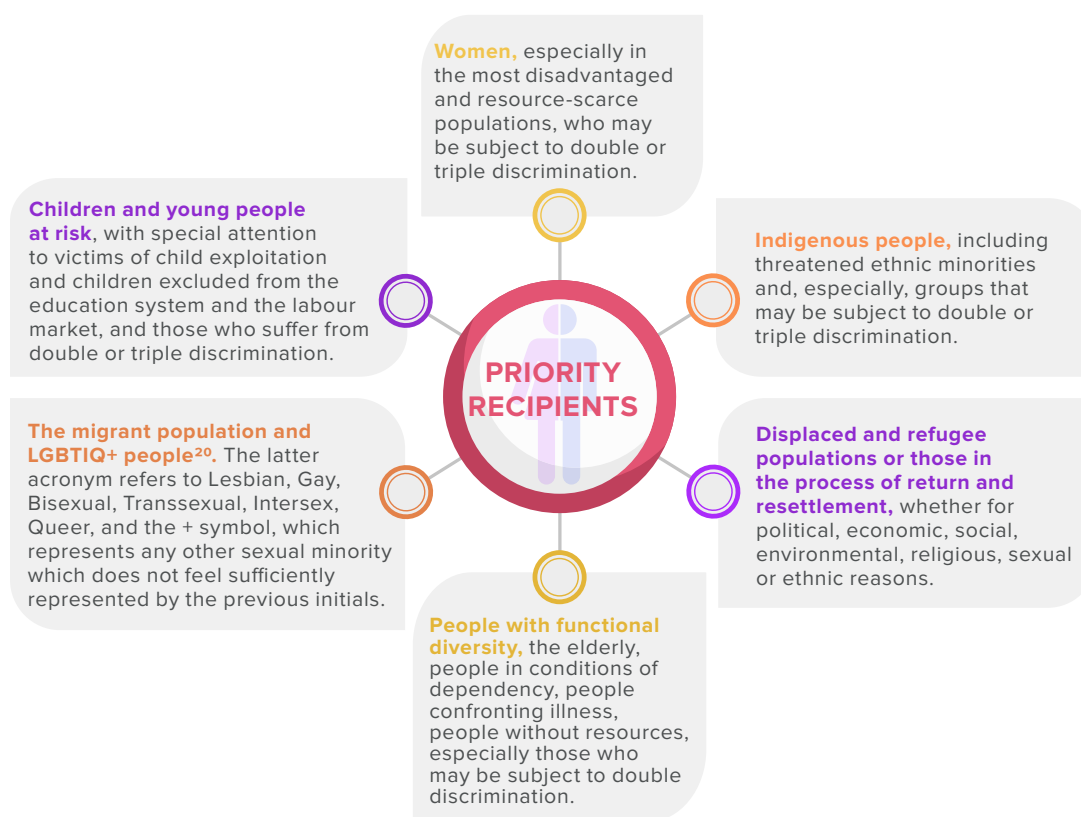
Within the multidimensional perspective of development, committing to human rights in the implementation of the 2030 Agenda means **adopting an analytical perspective that affects all dimensions: political, legal, economic and social, as well as different spheres** (public: institutional and technical; and private: companies, civil society organizations, etc.), based on an ideal of justice in which human rights guarantee human dignity (Solanes Corella, 2020).

The central objective of the human rights-based approach is to serve as a tool for identifying and analysing inequalities that are part of the most important development challenges in order to correct discriminatory practices and unjust power relations that hinder progress. [...] Social plans, policies and programmes must promote the realization of rights and the improvement of their holders' capacities to exercise those rights.

The human rights-based approach requires a more comprehensive approach to the challenges. This means confronting persistent patterns of inequality and discrimination and formulating responses that take into account the structural causes that allow a political and social environment to foster exclusion and marginalization and, ultimately, the denial of human rights (UNFPA, UNDP, UNICEF and UN Women Interagency Report, 2012).

Although the aim is to guarantee the full exercise of the rights of all people, there are priority recipients due to their situations of vulnerability or risk of social exclusion, recognized and protected by the Universal Declaration of Human Rights of 1948¹⁹, including:

¹⁹ These groups are aligned with the priority beneficiaries of the III Andalusian Plan for Development Cooperation (2020-2023), of the Andalusian Agency for International Development Cooperation (AACID).



Economic Dimension:

To speak of a multidimensional approach to development, progress or well-being implies transcending the use of per capita income, economic growth and GDP as criteria to measure the level of development of countries. However, in the context of LAC and in terms of SDG localization, economic growth continues to be a relevant dimension. The heterogeneity in the pace and forms of growth in the region continues to be one of the cross-cutting difficulties for homogeneous progress towards achieving the 2030 Agenda. **Under the inclusive growth approach, this Strategy seeks to promote territorially-based economic models and practices** such as social economy (also known in LAC as social and solidarity economy), green economy and circular economy, among others. Its aim is to see these economies as true ways to generate wealth, inclusion and equality, and thus promote a more effective response to local and global challenges (UNDP, 2016).

To achieve the model of well-being beyond economic progress promoted by UNDP, it is essential that these models and practices are fully incorporated into public policies, planning, and systems and structures to support local development processes, such as SDG localization (UNDP, 2016).

²⁰ Acronym for Lesbian, Gay, Bisexual, Transsexual, Intersex, Queer, and the + symbol, which represents any other sexual minority who does not feel sufficiently represented by the previous initials.

Within these inclusive models and practices, special mention must be made of the Social and Solidarity Economy, which is deeply rooted in local development processes and recognized as a key driver of transformative dynamics at the local level. Undoubtedly, it should be recognized as one of the main drivers of economic development, cooperation between cities and the green transition towards a new global balance (LED World Forum, 2021).



Environmental Dimension:

Our planet faces two interrelated human-induced emergencies: **climate change and biodiversity loss**. At a global level, we are not being able to meet the Paris goal of not exceeding 2°C of warming; current commitments put us on track for 2-3°C warming. The impacts of climate change are already tangible in the region. The loss of biodiversity, on the other hand, has been a constant on the planet for decades. Unfortunately, Latin America leads this loss, registering the largest global decline in average animal population diversity with a 94 percent loss (WWF, 2022).

Land-use change remains the greatest current threat to nature, destroying or fragmenting the natural habitats of many terrestrial, freshwater and marine animal and plant species. However, if we are unable to limit global warming, climate change will most likely become the main cause of biodiversity loss in the coming decades. Since our future depends entirely on biodiversity and climate stability, it is critical that we have a good understanding of the connections between the deterioration of nature and climate change (WWF, 2022).

This environmental polycrisis threatens the well-being of current and future generations, affecting development at all levels, including human rights, the autonomy and empowerment of women, and the eradication of poverty. Recognition of the role of environmental sustainability implies collective action, coordination at all levels, and policies with a comprehensive, multidimensional and multisectoral approach. Effort is needed now more than ever; the polycrisis has highlighted that nature's contributions to people are critical to ensuring human health and well-being, generating economic opportunities, and strengthening social and ecological resilience (UNEP/La Rábida Observatory, 2021).



DID YOU KNOW?

LAC is considered the second most disaster-prone region in the world due to natural and climatic events. Since 2000, 152 million people in the region have been affected by 1,205 disasters, including floods, hurricanes and storms, earthquakes, droughts, landslides, fires, extreme temperatures, and volcanic events²¹

Reduced water availability, including drought conditions in the Central American Dry Corridor and receding, melting glaciers in the Andean region, is significantly affecting smallholder campesinos who practice dryland farming and depend on rainfall; but water scarcity has an impact on nutritional security as well, since 160 million people lack access to safe drinking water supplies in the region. Seasonal delays and unpredictable rainfall are also taking a toll on agricultural production and indigenous

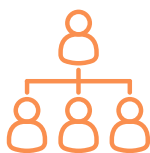
21 Please click on TRANSCRIPT at <news.un.org/en/audio/2020/01/1054691>.

populations who depend on natural resources for their livelihoods, resulting in the abandonment of traditional practices, knowledge and livelihoods and, in some cases, migration (WFP, 2023).

Approaching development from an environmental and climate resilience perspective implies planning for territories to not only return to the point where they were before a given environmental disaster, but actually generate the conditions to prevent similar ravages by future disasters, and foresee their effects on the population, their economy and well-being.

- **Multi-Actor and Multi-Level Approach**

Reducing fragmentation and promoting joint and coordinated action between different actors and different levels of government has been a recurring theme in development policy discussions. Within the framework of the SDGs, it has been accepted that, given their complexity, **many of the problems we face cannot be addressed by a single actor** or through conventional project-based approaches. **The 2030 Agenda itself assumes that the contribution of all actors is essential, where each one determines their own role and challenges to co-create solutions towards SDG implementation (AACID, 2019).**



In addition to increasing the legitimacy of subnational governments and contributing to 'leaving no one behind', **involving multiple actors in localization processes makes it possible to take advantage of the strengths and capacities of each one and to foster innovation and creativity in the search for solutions.** The diversity of actors and characteristics of the region represent an opportunity for collaboration, bringing an amalgam of actions and tools that local entities can use and share.

Strengthening effective local governance systems will be essential to implement these actions and ensure that the SDGs are comprehensively adapted in the region.

With SDG localization principles ready to place local priorities at the heart of development planning and implementation, **it is a key challenge to ensure the participation and commitment of both new agents as well as previously existing ones in coalitions that can act collectively and create solutions at local and territorial levels (UNDP, 2021).** In this way, **collaborative work is positioned as an essential element to achieve the SDGs**, as well as the different forms of multi-actor collaboration offered to institutional and organizational structures, which are needed to foster the systemic transformation at the heart of the SDGs.

There are various types of multi-actor collaboration to support the 2030 Agenda and the achievement of the SDGs. Those which are receiving increasing recognition within the current development landscape are **dialogues, consortia, alliances and multi-actor platforms.** Dialogues and consortia, for example, tend to focus on tasks around a given theme or issue, while alliances and platforms place more emphasis on structural, systemic and transformational changes (AECID, 2021).

While it is important to improve horizontal multi-actor coordination to expand the reach and impact of local programmes, local policies must be linked to regional and central policies to strengthen vertical coordination and promote accountability within multiple levels of government.

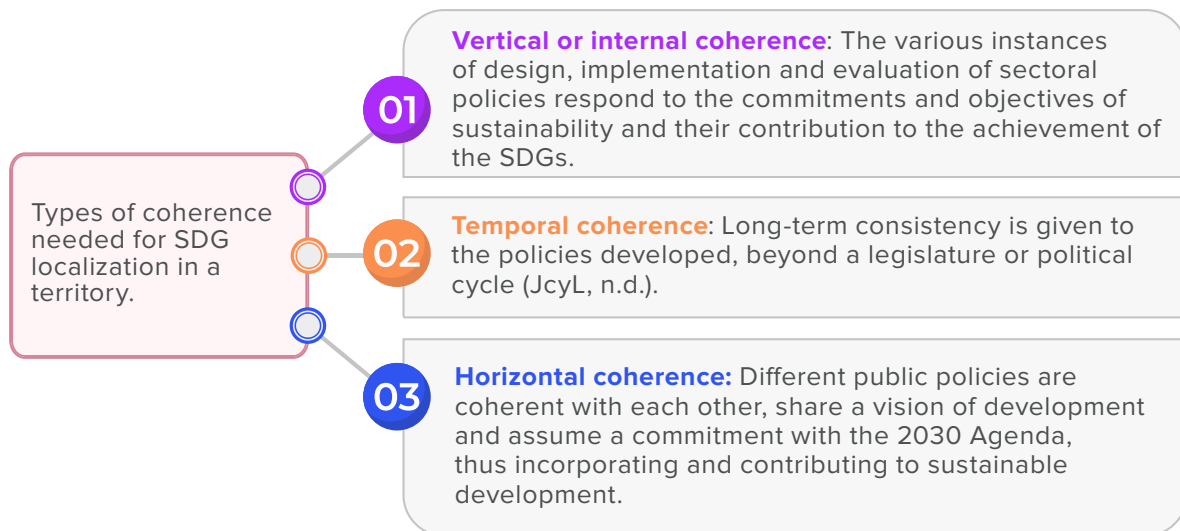
The multi-level approach recognises that challenges and solutions to local problems are not limited to a single administrative level, but **require effective coordination and cooperation between different levels of government, not forgetting the global level**. Coordination and cooperation should promote policy coherence, the exchange of experience and knowledge, and the transfer of necessary capacities, competencies and resources to the subnational level to advance their development agenda.

- **Policy Coherence for Development (PCD) Approach**

Placing the emphasis on the territory, and preserving multi-actor and multi-level approaches, should lead to policy coherence for sustainable development. The latter seeks **to integrate sustainability into the design, implementation and evaluation of public policies at different levels, as well as the coordination and complementarity between them**. Coherence can be sought at the horizontal level, within the same institution, or vertically, between different agencies working in the same fields (Basque Agency for Development Cooperation, 2015).

This approach promotes seeking congruence between the political objectives and the axes or lines of action implemented through this Strategy, at all times maintaining horizontal and vertical coherence between all actors involved, under the previously mentioned multi-actor and multi-level approaches.

Several sources talk about different types of coherence necessary for SDG localization in a territory. Let's look at some of them:



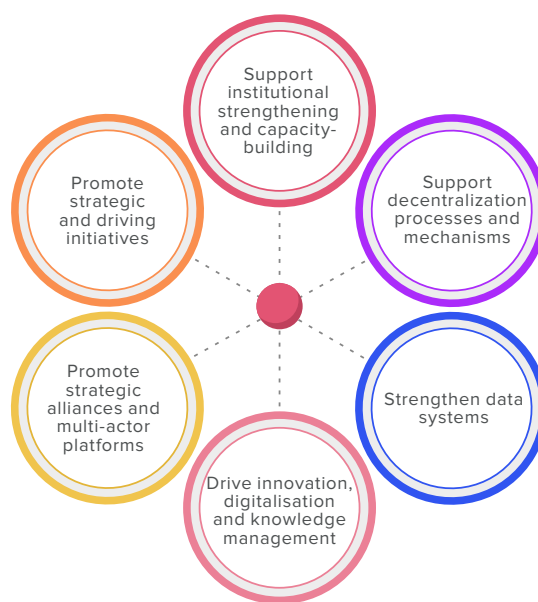
The explicit inclusion of PCD in the 2030 Agenda through SDG 17 has posed a new challenge for countries and territories committed to the global development agenda (Ayuso, 2018). The key factors to be able to effectively work with the PCD approach—factors which guarantee the various types of coherence detailed above—are institutional commitment and involvement; the existence of capacities; and the creation of mechanisms for the Agenda's implementation, monitoring and evaluation (AACID, 2019); all of which can be ensured through a system of effective governance.

3.4. ACCELERATION AXES FOR THE STRATEGY'S OPERATIONAL CAPACITY

Subnational and local development in Latin America and the Caribbean responds to patterns of complexity shaped by a great diversity of actors, capacities, contexts, times and power relations. In response to this complexity, the Strategy's operativity is deployed through six acceleration axes. These axes are designed to be adaptable to the opportunities and challenges of local, subnational, national, regional and global contexts, and to cover the areas that constitute SDG localization processes in Latin America and the Caribbean (see section 2.2.).

These axes are not stagnant compartments, but interconnected spheres that provide feedback to one another in order to advance systemically towards the objectives pursued by the 2030 Agenda. Their order, scale and chronology must be adapted to the aspired priorities, capabilities and objectives where they are implemented, for which reason they may be selected and applied in a modular way according to each context.

Figure 10. Graphical diagram of the six acceleration axes proposed in this Strategy



Note: Authors' elaboration.

AA1. Support institutional strengthening practices and technical and strategic capacity building for SDG localization as a catalyst for multidimensional development.

At the institutional plane, this includes the opportunity to use integrated SDG frameworks at the subnational level and the promotion of connections with national processes and institutions so that they can enrich each other as part of countries' harmonized pathways to achieve the SDGs. This includes integrating local governments into the coordination and reporting mechanisms of the 2030 Agenda, as well as ensuring alignment and consistency between supranational, national and subnational Strategies, using the SDGs as a framework to align priorities, incentives, etc.

Also at the heart are actions to promote cooperation between the various levels of government, in order to break down silos and promote policy coherence and greater integration between national and local development objectives, as well as more coherent and sustainable development policies and the implementation of development.²² Municipal and regional governments must work together to recognize the 2030 Agenda as a framework for action and establish mechanisms that enable citizen participation and institutional accountability.

Moreover, this Strategy recognizes that institutional strengthening will depend on building the capacities of the people who make up the institutions. This first axis is aimed at subnational government officials and technical staff, as well as civil society actors and citizens. It seeks to provide them with the necessary skills and knowledge to increase their commitment to the ownership of the 2030 Agenda, as well as their participation in the achievement of the SDGs.

SDG acceleration in the territory requires adequate infrastructure and equipment, as well as qualified human resources. Endogenous capacity-building in local and regional governments is necessary for creating institutions, analysing policies and managing development. These actions will improve the capacity of actors to respond to long-term challenges.

To achieve this, specific knowledge and skills must be developed to enable tasks to be carried out more effectively, while maintaining a holistic and sustainable view of development. Strengthening the capacities of local and regional governments—for example, for the production, use and dissemination of data—can contribute to greater citizen participation and increased citizen trust.

Promoting peer-to-peer learning and capacity building to support local leadership and teamwork can be an effective way to improve service delivery, change workflows, address needs, and promote good practice-based learning (Global Taskforce of Local and Regional Governments et al., 2016).

Table 6. Examples of the first Acceleration Axis (AA1)

<p>Project to Support Paraguay's SDG Commission, Paraguay</p> 	<p>To support the achievement of the institutionalization of the Sustainable Development Goals (SDGs), UNDP provides support to Paraguay's Inter-institutional Coordination Commission for the Implementation, Follow-up and Monitoring of International Commitments on Sustainable Development, known as the SDG Commission, created by Presidential Decree in 2016.</p> <p>Among other efforts, the SDG Commission is meant to carry out a pilot project with selected municipalities to work on the implementation of the SDGs at the local level through the following components or guidelines:</p> <ol style="list-style-type: none"> 1) Strengthen the institutional capacity of municipal development councils. 2) Manage an innovation fund that rewards innovative solutions to challenges 3) Create computer science tools that enable the massive involvement of citizens and the monitoring of the implementation of SDGs at the municipal level. <p>(UNDP Paraguay, 2022)</p>
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22 The OECD notes that the lack of integrated approaches and coherence at the local level can undermine the achievement of the SDGs and represents an obstacle to increasing policy effectiveness for many reasons. Organisation for Economic Co-operation and Development (OECD), Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence, 14 July 2016, <www.oecd.org/development/better-policies-for-sustainable-development-2016-9789264256996-en.htm>.

'Liderando' training programme for state and municipal managers, Brazil



In Brazil, Liderando is a **training programme on SDG leadership and localization** that has been delivered to municipal officials, along with an online course on the use of data for SDG localization.

The Liderando programme, which has already trained 900 leaders in more than 300 municipalities, consists of a partnership between the National School of Public Administration (Enap for its Portuguese acronym) with 20 institutions, including ministries, international organizations, third sector organizations and municipal associations.

This partnership ensures the effective governance of Liderando, counting not only on its funders, but also on technical support based on the vocation and experience of each partner. These include: the Brazilian Ministry of Economy; the German Development Cooperation or GIZ; the Arapyauá foundation; Instituto Humanize; Fundação Brava; the Latin American Faculty of Social Sciences (FLACSO); and the United Nations Development Programme (UNDP).

(ENAP, 2022)

AA2. Support the design and implementation of policies and mechanisms for territorial decentralization and deconcentration, including financial, technical and competency aspects.



SDG localization processes present an opportunity to reinforce decentralization agendas and promote new forms of collaboration between actors. Decentralization is a process of national political, legislative, institutional, and/or fiscal reform, which involves the transfer of power and resources from national to subnational governments, or from national to subnational administrative units.

Decentralization processes are guided by the principle of subsidiarity. This principle states that certain cases are better handled by a competent authority that is smaller, lower-level or less centralised, and thus closer to the public.

This second axis promotes actions that prioritize decentralized cooperation, through a wide range of intervention schemes, including North-South, South-South and triangular cooperation. Inter-municipal cooperation, including cross-border cooperation where appropriate within a territorial framework, must be used by local governments to jointly assess their needs, define their SDG priorities and develop joint programmes and plans at territorial levels.

Decentralized cooperation can also be an optimal way to create platforms for local and regional governments to exchange knowledge and experiences, provide technical assistance and once again link citizens, civil society organizations, the private sector and academia (Global Taskforce of Local and Regional Governments et al., 2016).

Table 7. Examples of the second Acceleration Axis (AA2) SDG Localization and Local Governance:

<p>Coastal municipalities in Mexico share experiences on intermunicipal territorial governance models, Mexico</p> 	<p>Implemented by the World Wildlife Fund (WWF) and the United Nations Development Programme (UNDP) in Mexico, the Capacity Building Programme holds institutional work sessions focused on intermunicipal collaboration to face shared challenges and improve integrated territorial management planning in the coastal municipalities of the Mexican states of Nayarit, Quintana Roo and Yucatan.</p> <p>These sessions present the <i>intermunicipal</i> board as a model of municipal association that works through the environmental agencies of all the municipalities that constitute them, created under the legal figure of the Intermunicipal Decentralized Public Organization (OPDI for its Spanish acronym). The objective of these sessions is to share the intermunicipal board model to promote local governance in the conservation of natural capital and the improvement of the living conditions of local communities, through the analysis of case studies.</p>
<p>The Andalusian Cooperation Agency supports the Recovery, Social Reconstruction and Resilience Plan for Central America and the Dominican Republic</p> 	<p>With the Secretariat for Social Integration of Central America (SISCA) as its main partner, the Andalusian Cooperation Agency (AACID) contributes to achieving a global society that guarantees human rights based on Food Sovereignty and Agroecology as fair, supportive and sustainable models for development.</p> <p>By incorporating improvements and lessons learned from previous interventions and planning an external evaluation, AACID will generate spaces for action-reflection between Andalusian educational centres (EC) and local entities, using the vegetable garden as an educational tool to understand the Globalized Agrifood System, rendering associated North-South inequalities and interdependencies visible, while promoting learning and participation processes for SDG localization, ranging from a human rights-based approach (HRBA) and gender equality and diversity (GED) to Global Health.</p> <p>AACID's work will be based on an educational proposal with a service-learning approach and on the drive for the creation of learning networks based on training, research and participatory action processes in the local contexts of the ECs, strengthening socio-affective links to the territory.</p>

AA3. Promote the strengthening of systems and procedures for the generation, analysis and use of local and subnational data to monitor SDG localization in the territory.

SDG localization processes must be based on evidence: only with quality and up-to-date information is it possible to make timely decisions, evaluate progress towards the achievement of objectives and detect areas of success and improvement in the design and implementation of specific policies and actions. In the context of Latin America and the Caribbean, it is difficult for some local and regional governments to have adequate mechanisms –or consolidate existing ones– for collecting information and data at the territorial level, often rendering local datasets inconsistent with national data collection systems.


This third axis seeks to take advantage of institutional strengthening and shared capacities to monitor and evaluate SDG achievement at the local and territorial levels. UNDP and the United Nations system in general have made efforts to prioritize SDG monitoring at the local and regional levels. Establishing data collection systems at the local and regional levels is critical to disaggregate information “by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts” (SDG 17, target 17.18) and to monitor processes and outcomes through indicators (Global Taskforce of Local and Regional Governments et al., 2016).

Monitoring and evaluating local or regional plans, while maintaining a territorial approach, requires joint initiatives to create subnational mechanisms made up of independent but interconnected processes. When resources and capacities do not allow for the creation of these subnational

mechanisms, governments and local actors can rely on other stakeholders deployed in the territory. Academia, think tanks, and the private sector can support with the analysis of information, as well as with issues of transparency and accountability that contribute to legitimacy. Information management is key to public policy; in order for citizens to get involved, it is necessary to share data.

In this sense, creating spaces to concentrate efforts, and bringing other actors together, such as universities, research centres and even NGOs and the private sector deployed in the territory, can contribute to the tasks of data collection, monitoring and analysis.

Table 8. Example of the third Acceleration Axis (AA3)

<p>Monitoring for Implementing Peaceful Just and Inclusive Societies, El Salvador, Uruguay and Mexico</p> 	<p>The report <i>Monitoring for Implementing Peaceful Just and Inclusive Societies</i> summarizes the results of a pilot initiative led by the United Nations Development Programme (UNDP), in collaboration with the Open Government Partnership (OGP) and with financial support from the United States Agency for International Development (USAID).</p> <p>This initiative was implemented between November 2016 and July 2017, in order to support inclusive processes and methodologies for monitoring SDG16 in six countries: El Salvador, Georgia, Indonesia, South Africa, Tunisia and Uruguay. Additionally, this report presents information from Mexico, which was not part of the pilot initiative but simultaneously developed a similar methodology in coordination with these countries.</p> <p>(Perucca and UNDP, 2017)</p>
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AA4. Promote innovation, digitalization, research and knowledge management to accelerate SDG localization processes.

Localizing the SDGs represents a catalyst for social innovation in communities and subnational contexts. Within Latin America and the Caribbean, the cultural, geographical and socio-economic diversity of its countries leads us to identify the challenges and opportunities specific to each local context, challenges and opportunities which foster the development of ingenious solutions adapted to the local needs and realities that produce them. Thus SDG localization processes make it possible to stimulate creativity and the active participation of society, hence promoting social innovation as a driver towards the multidimensional development for which it is intended.

Digitalization provides technological tools that allow citizen participation and collaborative work, as well as access to information and resources to design and implement innovative solutions adapted to local needs and contexts. SDG localization processes focused on the reality of the territory, which are able to identify specific challenges and opportunities for change, promote the adoption of original solutions to advance SDG achievement. The combination of digitalization and innovation enhances the comprehensive approach to address the challenges of sustainable development from the local and territorial context, generating a greater impact on communities and contributing towards the achievement of the targeted multidimensional development model.

Thus, this fourth acceleration axis promotes the creation and promotion of tools and mechanisms, both formal and informal, to ensure the participation of civil society organizations, private companies and the academic world in the 2030 Agenda and SDG localization processes, with a strong emphasis on digitalization. These mechanisms must be accessible to all sectors of society, balanced—i.e. that no one group dominates another—and transparent. When everyone has the opportunity to contribute

their views, information and experience to this debate, the process gains legitimacy; decision-making must also be transparent and widely communicated to ensure that the process is accountable and trust is maintained (Global Taskforce of Local and Regional Governments et al., 2016).


On the other hand, the processes of social innovation and collaboration, whether digital or not, make it possible to jointly identify knowledge gaps in SDG localization, in close collaboration with the actors present in the territory, particularly in academia and research institutes. Following the territorial approach previously mentioned, this fourth axis gives special consideration to existing local knowledge systems and their respective knowledge institutions.

The aim is to harness innovation and digitalisation to share learnings and good practices, as well as to identify and systematise existing territorial development innovations, building on established knowledge-sharing networks (e.g. on inclusive and participatory territorial development planning, climate change adaptation and mitigation, human mobility management, and other priority areas).

In this fourth axis, linkages between different knowledge systems may be fostered to bridge the gap between local governments and their partnerships with academic institutions, research centres and development partners, including the United Nations knowledge system.

Finally, this fourth axis promotes and facilitates the active participation of universities and research institutes in territorial development processes, specifically their participation in local ecosystems for the implementation of all SDGs²³.

Table 9. Examples of the fourth Acceleration Axis (AA4)

<p>Innovation Facility 2.0, Uruguay</p> 	<p>In Uruguay, with the aim of promoting transformation processes in the territory through methodologies based on community listening, collective interpretation and co-creation, the first social innovation workshops were held together with departmental governments, coordinated by the UNDP Uruguay national office in partnership with the Agirre Lehendakaria Center (ALC) social innovation laboratory of the Basque Country in Spain.</p> <p>These workshops are carried out through a Deep Demo modality, whose added value is to offer each institution new tools to make strategic decisions collaboratively and incorporate a complex system perspective into the management of its portfolio of initiatives. In this first instance, UNDP Uruguay worked together with the municipalities of Canelones and Montevideo.</p>
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23 For example, UNDP has a well-established partnership with Union of Latin American and Caribbean Universities (UDUAL for its Spanish acronym) to jointly promote local economic development processes. UNDP's local governance programmes often involve universities as key drivers for change and knowledge creation in their own territories. For example, in Cuba, UNDP's PADIT programme has a network of 15 partner institutions from academia and civil society at the national level that accompany territorial governments in their management work. In addition, at the local level, all universities and their subsidiaries at the municipal level (Municipal University Centres) are part of the government's advisory groups for the management of local development.

Certificate of Open Studies (COS) on Decentralization and Financing for Territorial Development, Cuba



Cuba's PADIT, the aforementioned Articulated Platform for Integral Territorial Development, has implemented—as permanent training processes—two COS-level courses on Decentralization and Financing of Territorial Development at the national level in Cuba (one of them for the first time in virtual mode) plus three additional programmes in the country's three regions (Pinar del Río-based western region, Cienfuegos-based central region and Guantánamo-based eastern region).

From 2017 to 2022, 177 government, local and national university stakeholders have graduated from these training processes with a multidimensional approach to development management; 55% of those trained are women. A total of 18,528 professional civil servants from academia and civil society as well as territorial development agents have been trained in these fields through courses in different modalities at the national and local levels. Study programme design and application have provided the opportunity to provide direct implementers with tools and solutions drawn by the institutions allied to PADIT, turning these learning processes into a practice of experimentation and innovation.

Currently, PADIT acts as public policy to promote territorial development in Cuba that is accompanied by the UNDP and constitutes the institutional platform to coordinate territorial development within the new management mechanism of Cuba's National Economic and Social Development Plan 2030.

(UNDP Cuba, 2022)

AA5. Promote the development and strengthening of strategic alliances and multi-level local, subnational and national multi-actor platforms for SDG localization in the territory.

This fifth axis includes the collaboration of multiple stakeholders in the search for local and global solutions tailored to local needs. Collaboration is the underlying functional principle in multi-actor strategic partnerships, local SDG platforms and innovation ecosystems.

The constitution of partnerships for the localization of the SDGs and the 2030 Agenda aims to integrate local and subnational actors from various areas of experience and knowledge, and promote participatory processes among them. This collaborative work mechanism enables public and private actors (including local, regional and national government institutions, civil society, private sector actors, academia, UNDP country offices, etc.) to engage, co-create and co-implement systemic local development solutions.

With SDG localization principles placing local priorities at the heart of development planning and implementation, it is a key challenge to ensure the participation and commitment of both new and existing actors in coalitions and platforms that can act collectively and create solutions at the local level (UNDP, 2021). In this axis, the strengthening of horizontal alliances, with national federations of municipalities or regional federations, may become particularly relevant.

Under the principle of collaboration promoted by Sustainable Development Goal 17: Partnerships for the Goals, working in partnerships is positioned as an essential element to achieve the SDGs, as well as the different forms of multi-actor collaboration that provide the institutional and organizational structures needed to foster the systemic transformation at the heart of the SDGs.

This axis seeks to go beyond partnerships, to promote the creation of subnational and multi-level platforms that allow interventions at various scopes and the mobilization of endogenous resources. It also promotes the alignment and harmonization of national governments' investments towards catalytic development opportunities. Specifically, the establishment of subnational SDG platforms enables actors in the territory to continue coordinating their efforts, including United Nations System agencies promoting sustainable and multidimensional territorial development.



Additionally, subnational platforms may be integrated into the UNDP platform system. This system has three levels: first, a global virtual platform that allows a wide range of different actors to connect, collaborate and innovate; second, subnational SDG platforms (both physical and virtual) that stimulate collaborative territorial action in cities and regions, which are connected to the global platform, as well as interconnected to each other, in order to inspire, catalyse and drive innovation from the local spheres to the global realm; and, third, integrated SDG localization platforms from programmes/projects as a means to co-design, test, implement and scale up systemic development solutions through UNDP country offices and UN country teams.

This fifth axis also includes the use of co-creation, co-design, testing and scaling up processes of innovative solutions for Effective Local Governance and territorial development, in order to accelerate the implementation of the SDGs.

Platform work promotes the creation of open innovation ecosystems for the localization of the 2030 Agenda, guided by a culture of collaboration between actors that transcends the limits of a given action. These open innovation ecosystems for SDG localization will be fully integrated with UNDP's corporate

innovation system, including its SDG Accelerator LAB network, innovation facilities, policy hubs and country support platforms, as well as its Global Policy Network. This axis thus allows UNDP's own development as a facilitator and convener of these innovation ecosystems.

Table 10. Examples of the fifth Acceleration Axis (AA5)

<p>Partnerships that transform lives, Bolivia</p> 	<p>The impact of the 2019 fires in Bolivia was very profound on social and economic levels, but much greater on an environmental one. UNDP Bolivia, relying on its articulating and technical leadership in early recovery, called on the communities themselves to propose their initiatives for the recovery of affected ecosystems in the Chiquitania, the Pantanal and the Chaco.</p> <p>Thus the 'Early Recovery Laboratories' were launched, as spaces to implement ideas and solutions arising from the communities themselves, including municipalities, academia, non-governmental organizations and foundations, under the main premise of community participation and strengthening of community capacities, resilient recovery of community livelihoods and ecosystems, and direct community benefits, promoting the participation of women.</p> <p>Under the technical coordination of UNDP, a multi-level and multi-actor strategic partnership was built between the Embassy of the Republic of Korea and the You Can Believe Foundation of the Banco Mercantil Santa Cruz, as well as implementing partners, municipalities and communities themselves, to finance the Laboratories.</p>
<p>San Juan Sacatepéquez Innovation Platform, Guatemala</p> 	<p>The Multi-Actor Platform for Local Innovation initiative of San Juan Sacatepéquez in Guatemala applies new approaches to strengthen local governance and development, based on the collaboration between multiple and diverse actors to contribute to addressing the complex current development challenges.</p> <p>The Platform integrates and introduces local government to new methodologies and tools for innovation and collaboration to change the ways its stakeholders collaborate, accelerate development and solve local problems.</p> <p>UNDP supported the Municipality of San Juan Sacatepéquez in the methodological design, facilitation and coordination of the platform, enabling the articulation of actors and creating a space for dialogue to meet the needs—within its competence—of populations in conditions of vulnerability, and supporting transparent, comprehensive and participatory planning processes for the development of the municipality. Collaborative solutions were developed with a focus on open innovation and design thinking, with the intention to seek ideas, knowledge and resources from multiple partners that can contribute and transfer valuable experiences to improve the lives of the inhabitants of San Juan Sacatepéquez.</p> <p>(UNDP Guatemala, 2019)</p>


AA6. Promote strategic and driving initiatives that accelerate SDG localization in the territory.

It is imperative to accelerate the pace to achieve the SDGs; to this end, localization offers an opportunity to intensify actions by governments, businesses and civil society on the 2030 Agenda. This sixth axis focuses on supporting the formulation and implementation of concrete initiatives at the local and territorial level that, by prioritizing one or several SDGs, have the potential to drive the remaining goals and accelerate the full implementation of the Agenda.

The initiatives considered in this sixth axis are generally sectoral or intersectoral in nature, and their purpose is to achieve specific SDG targets that, due to their relevance in a specific context, enable or promote the progress of other goals. The formulation of these actions offers an opportunity to assess the level of progress of the SDGs, analyse the synergies between their targets, and effectively invest resources to accelerate the Agenda. Additionally, different actors can participate in or lead these strategic initiatives, promoting collaboration and co-creation between governments, civil society, business and communities.

Strategic initiatives are contextual. Their driving force will depend on the opportunities and challenges of each context. The diversity of contexts in Latin America and the Caribbean entails the prioritization of different strategic initiatives. However, considering the main challenges of the region mentioned in this document and initiatives' need for a traction effect, **as a general recommendation these actions must include goals related to poverty reduction, sustainability and inclusion.** In this sense, from a territorial perspective, it is very useful to consider models and paradigms that facilitate comprehensiveness, such as the care economy, the circular economy, the solidarity economy and/or the green economy, among others.

Table 11. Example of the sixth Acceleration Axis (AA6)

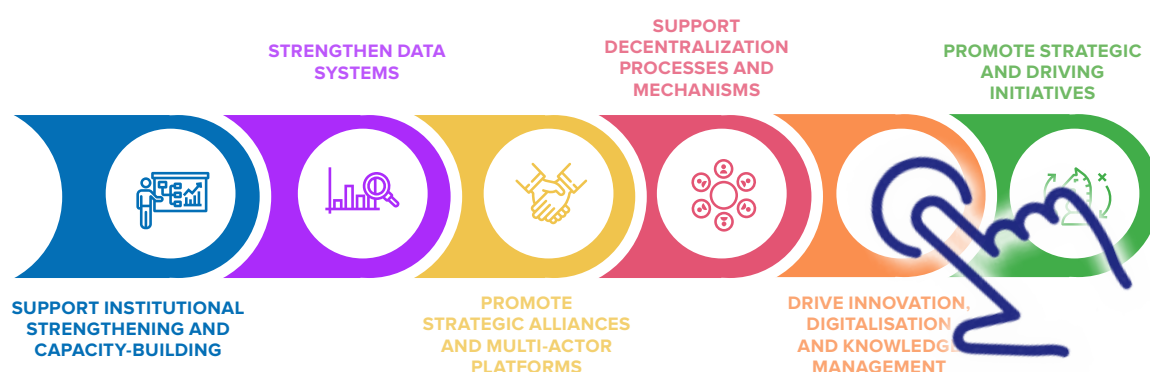
<p>Promoting productive and sustainable landscapes in Ucayali and Huánuco, Peru</p> 	<p>The Amazon forests of the Ucayali and Huánuco regions are threatened by deforestation. In Peru, land use and land-use change are the largest causes of greenhouse gas emissions. In addition to contributing to global warming, forest loss endangers the livelihoods of forest-dependent populations and the climate balance for their survival.</p> <p>Within the framework of the National Strategy for Forests and Climate Change, the National Government, the Regional Governments, the Pronaturales Foundation and UNDP Peru promote a sustainable development model that conserves the Amazon forests and provides economic opportunities to the inhabitants of the region, under criteria of sustainability, gender equity and respect for indigenous peoples.</p> <p>Therefore, addressing a strategic challenge—deforestation—through the actions implemented in this framework directly contributed to the local and national achievement of the targets contained in SDGs 8, 5, 13 and 15, and currently generate the conditions for the advancement of the remaining SDGs.</p> <p>(UNDP Peru, 2021)</p>
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3.5. COMPILATION OF TOOLS FOR THE ACCELERATION AXES

The following table presents guides or models, as well as benchmark initiatives in the region, grouped by acceleration axis, in order to support the development of specific actions and to exemplify what each axis promotes. An Acceleration Strategy for Latin America and the Caribbean

Please feel free to use the following interactive resource to get a clearer understanding of each axis' objectives. By clicking its buttons, you will find practical examples and tools to help you identify and implement such initiatives:

Interactive Resource



AA1. Support institutional strengthening practices and technical and strategic capacity building for SDG localization as a catalyst for multidimensional development.

Local capacities Project for the implementation of the Development Programme with a Territorial Focus (PDET for its Spanish acronym): For institutional strengthening. Aimed at improving local capacities and promoting community participation in 170 Colombian municipalities affected by that nation's armed conflict. ([Further information in Spanish](#)).

Towards Localizing the SDGs: Local and regional governments' report to the HLPF (2021): The fifth report by local and regional governments (LRGs) to the United Nations High-Level Political Forum on Sustainable Development (HLPF), Towards Localizing the SDGs provides the most comprehensive analysis to date of LRGs' efforts to localize the SDGs to respond to the pandemic in cities and territories around the world, as well as their connections to the SDGs under review, with a particular focus on the 43 countries submitting Voluntary National Reviews (VNRs) that year. It shows how LRGs are helping to promote a safe, just and green recovery at all levels and what challenges need to be overcome to realise their full potential. UCLG. ([Further information](#)).

Quick Win Generator: For the construction of the first multi-level governance infrastructures through the identification and development of easy-to-implement solutions to involve different actors. Currently under development by UNDP (2022) as part of its Multi-level Governance Toolkit. Coming soon.

Multi-Actor Platform for Local Innovation in San Juan Sacatepéquez (Guatemala, 2019): An open network of collaboration between traditional and non-traditional partners, who co-create comprehensive solutions to complex development problems by empowering communities and **strengthening institutions**. ([Further information in Spanish](#)).

Cuba's Articulated Platform for Integral Territorial Development (PADIT): Framework programme to support the **strengthening of institutional capacities for planning and managing territorial development**. PADIT is a flexible, comprehensive, interterritorial, **multi-level and multi-actor** platform that responds to Cuba's updating of its economic and social model. PADIT is currently public policy to promote territorial development in Cuba. It is accompanied by UNDP and constitutes the institutional platform for coordinating territorial development within the new management mechanism of Cuba's National Economic and Social Development Plan 2030. ([Further information in Spanish](#)).

National-level Implications of SDG Implementation in Ecuador (2016): This study contributes to the understanding of the implications of implementing the Sustainable Development Goals (SDGs) by presenting and analysing Ecuador's case, based on the lessons learned from that country's implementation of the Millennium Development Goals (MDGs).

This paper examines five key areas to support more in-depth discussions and analyses: SDG integration into the national planning process; coordination, management and leadership; adequacy of funding and other means of implementation; stakeholder engagement; and the capacity of national statistical agencies. Developed and published by Southern Voice. ([Further information](#)).

Roadmap for localizing the SDGs: Implementation and monitoring at subnational level: Document aimed at helping cities and regions meet the 2030 Agenda. Global Taskforce of Local and Regional Governments, UNDP and UN Habitat. ([Further information](#)).

How to implement the SDGs in cities. An introductory handbook for those working in the field of sustainable urban development: A guide aimed at facilitating the implementation of the SDGs in the field of urban sustainability. UN Sustainable Development Solutions Network (SDSN) & German Cooperation. (Further information in Spanish).

Guide for the localization of the 2030 Agenda: Aims to contribute to sensitizing, raising awareness and promoting the active role and participation of all local actors involved in SDG localization processes. Spanish Federation of Municipalities and Provinces (FEMP for its Spanish acronym). (Further information in Spanish).

AA2. Support the design and implementation of policies and mechanisms for territorial decentralization and deconcentration, including financial, technical and competency aspects

A Guide to Multi-Level Governance for Local and Regional Public Authorities: This guide aims to help you work collaboratively on sustainable energy, policies, plans and strategies in your region, by developing a multi-level governance (MLG) approach. Developed by Coopenergy. (Further information).

*** Country Profiles on territorial organization and central-local relations (2016):** The United Cities and Local Governments (UCLG) Country Profiles provide an overview of sub-national governments, territorial organization, local responsibilities, central-local relations, and local financing in 82 countries. Developed by Global Observatory on Local Democracy and Decentralization, UCLG. ([Further information](#)).

The Roles of Civil Society in Localising the Sustainable Development Goals (2016): This paper identifies four critical roles that CSOs can play in the 'localisation' of these goals. These roles were discussed and validated by two African think tank dialogues that involved civil society actors as well as other local and international experts. Developed by African Civil Society Circle and Konrad Adenauer-Stiftung and the Global Public Policy Institute (GPPI). ([Further information](#)).

Decentralized cooperation to achieve the 2030 Agenda: Towards a new generation of multi-stakeholder partnerships (2018): The study draws on concrete examples and case studies, including best practices from several CPMR member Regions, to provide recommendations and proposals for reinforcing these multi-stakeholder partnerships for decentralized cooperation in the context of the 2030 Agenda and the EU's aims to enhance the territorial dimension. Developed by CPMR & PLATFORMA ([Further information](#)).

AA3. Promote the strengthening of systems and procedures for the generation, analysis and use of local and subnational data to monitor SDG localization in the territory.

***Rapid Integrated Assessment (RIA):** This tool aims to support countries in mainstreaming the SDGs into national and subnational planning, by helping assess their readiness for SDG implementation. The tool suggests clear steps and templates for policy makers to conduct a RIA of the SDGs to determine their relevance to the country context, both at the national and subnational level, and identify interlinkages across targets. The assessment is a first step in defining a roadmap for a country to implement the SDGs. Produced by the United Nations Development Programme (UNDP). ([Further information](#)).

Management System for Local Governments (SIGOBito): For managing local authorities' daily agendas; main initiatives in a territory; and communications with the community. ([Further information in Spanish](#)).

***Infosegura:** Aimed at strengthening capacities for the formulation of public policies on citizen security. ([Further information](#)).

Urban targets and indicators: Urban targets and indicators provide information on the targets and indicators of Sustainable Development Goal 11, as well as their interlinkages with other SDGs. In addition, a case study of the subnational data landscape in Japan and the Philippines can be found in the navigation pane. Developed by the Institute for Global Environmental Strategies (IGES). ([Further information on IGES](#)).

Visualisation of Voluntary National Reviews: Through keyword visualisation, this platform allows the user to explore reports that contribute to the follow-up and review process of the 2030 Agenda, including voluntary national reviews and country progress reports. Use this tool to see how countries are making progress, sharing experiences, lessons learned, and challenges to achieving the Sustainable Development Goals (SDGs). Developed by UNDP, in collaboration with UN DESA, UN DOCO, UN SDG Action Campaign.

Monitoring the global agenda in municipalities: the Mandala tool: The Mandala is a tool developed by the National Confederation of Brazilian Municipalities (CNM), which promotes the use of data and reflects local realities based on different indicators, in order to develop appropriate public policies in line with SDG localization. Co-developed by UCLG, UNDP, CNM, Deutscher Städtetag, FIDEGOC. ([Further information](#)).

Monitoring for Implementing Peaceful Just and Inclusive Societies (2017): This report summarizes the findings emerging from a pilot initiative led by UNDP from November 2016 to July 2017, in collaboration with the Open Government Partnership (OGP) and with financial support from the United States Agency for International Development (USAID), to support inclusive processes and methodologies for monitoring SDG16 in six countries: El Salvador, Georgia, Indonesia, South Africa, Tunisia and Uruguay. Additionally, this report presents information from Mexico, which was not part of the pilot initiative but simultaneously developed a similar methodology in coordination with these countries. Developed by the United Nations Development Programme (UNDP). ([Further information](#)).

A Short Guide to Human Settlements Indicators Goal 11+ (2016): This guide introduces Monitoring Human Settlements Indicators. Making progress in Monitoring of SDG 11 is crucial in ensuring the success of the SDG framework. Developed by UN Habitat, UNEP, UNDRR, WHO, UN Women, UNESCO, UNFPA, UNODC, UNDP and UNSD. ([Further information](#)).

La Red Colombiana de Ciudades Cómo Vamos (RCCCV, Colombian Network of Cities How We Are): This online platform offers information, stories, tools, and resources for conducting research, web and mobile app development, design data visualizations, and more. Developed by the Colombian Network of Cities How We Are (RCCCV). ([Further information](#)).

AA4. Promote innovation, digitalization, research and knowledge management to accelerate SDG localization processes.

Governance Mechanisms Prototype: Aimed at the design of multi-level governance systems based on actor needs, it raises the need to involve experts and authorities in the design of the mechanism to facilitate implementation. Under development by UNDP (2022) as part of its *Multilevel Governance Toolkit*. (Currently under development, soon to be published).

***UNDP Accelerator Labs:** Also related to **AA7. Systematization** and **AA5. Partnerships**, the Accelerator Labs are scaled to create a **global network of learning and action** on development challenges around the world, to test and scale new solutions to global problems, through integrating community ideas with new real-time data sources and experimentation, exploring, testing and building new solutions on issues such as the circular economy, youth employment and climate change. ([Further information](#)).

Innovation Facility 2.0: In Uruguay, with the aim of promoting transformation processes in the territory through methodologies based on community listening, collective interpretation and co-creation, the first social innovation workshops were held together with departmental governments. Developed by the UNDP Uruguay country office in partnership with the Agirre Lehendakaria Center (ALC) social innovation laboratory of the Basque Country. ([Further information on ALC](#)).

Promotion of the Innovation, Science and Technology Ecosystem of Quito, Ecuador: The innovation, science and technology (ICT) ecosystem of the Metropolitan District of Quito (DMQ) promotes this initiative to connect, articulate and enhance the efforts of all actors and sectors that stimulate the sustainable and inclusive development of Quito through science, technology and innovation, to jointly face common challenges and advance the ICT/DMQ mission towards 2030. Developed by the ConQuito Economic Promotion Corporation, with technical assistance of the United Nations Development Programme. ([Further information in Spanish](#)).

Multi-Level Governance for Effective Urban Climate Action in the Global South (2021): This guide offers an understanding on how to improve horizontal and vertical coordination among different levels of government as well as leveraging the contributions of non-state actors such as the private sector, civil societies, community organizations, and academia, among others, in the Global South. Developed by UN Habitat. ([Further information](#)).

Certificates of Advanced Studies (COS) on Decentralization and Financing for Territorial Development: Cuba's Articulated Platform for Integral Territorial Development (PADIT) has implemented—as permanent training processes—two COS-level courses on Decentralization and Financing for Territorial Development at the national level in Cuba (one of them for the first time in virtual mode) plus three additional programmes in the country's three regions (Pinar del Río-based western region, Cienfuegos-based central region and Guantánamo-based eastern region) PADIT, Cuba. ([Further information in Spanish](#)).

Creation of five Provincial Centres for the Strategic Management of Local Development (GEDEL), Cuba: In the provinces of Pinar del Río, Guantánamo, Cienfuegos and Artemisa, through partnerships between universities and local governments. ([Further information on the Pinar del Río GEDEL in Spanish](#)).

AA5. Promote the development and strengthening of strategic alliances and multi-level local, subnational and national multi-actor platforms for SDG localization in the territory.

Multi-level Governance System Map: This tool is used to map the status of the multi-level governance system and to identify potential partnerships, power relations, barriers, infrastructures, and evaluations of the system. Under development by UNDP (2022) as part of its *Multilevel Governance Toolkit*. (Currently under development, soon to be published).

Collaboration Starter: A tool designed to align stakeholders' objectives, needs, challenges and interests in order to generate collaboration through joint projects or interventions. Under development by UNDP (2022) as part of its *Multilevel Governance Toolkit*. (Currently under development, soon to be published).

Maximizing the impact of partnerships for the SDGs: A practical guide to partnership value creation (2019): The purpose of this guidebook is to support organisations and partnerships to maximise the value created by collaboration towards the Sustainable Development Goals. Developed by The Partnering Initiative and United Nations Department of Economic and Social Affairs. ([Further information](#)).

Wendá innovation platform (Paraguay): a space for articulating, promoting and **strengthening citizen and government initiatives** vis-à-vis the challenges of COVID-19, through a platform for volunteering, facilitation and participatory mapping of initiatives, **to connect, empower and collaborate**. Its purpose is to promote collaboration between the business sector, civil society, academia and government to respond with innovative actions to the challenges of the pandemic and its possible repercussions. ([Further information in Spanish](#)).

Guide to create an urban planning agency (2016): Urban planning agencies are tools, that have developed in a variety of forms throughout the world, depending on differences in context both territorial and institutional. They offer new responses to the need of multi-institutional and multi-key player partnerships for shared knowledge, the drawing up of urban policies and operational projects that are both evolving and long-lasting. Developed by the Agence Française de Développement (AFD) and the Fédération Nationale des Agences d'Urbanisme (FNAU) ([Further information; guide in English](#)).

Inclusive Business Policies: How Governments can Engage Companies in Meeting Development Goals (2013): This study provides a toolbox for policymakers to explore the universe of possible policies to promote inclusive business models. Developed by Endeava UG with the support of the German BMZ. ([Further information](#)).

Multi-Actor Platform for Local Innovation in San Juan Sacatepéquez (Guatemala, 2019): An open **network of collaboration** between traditional and non-traditional partners, who co-create comprehensive solutions to complex development problems by empowering communities and strengthening institutions. ([Further information in Spanish](#)).

Acceleration Laboratory (Ideas) in Gender, Mobility and Security (Argentina): An initiative that combines spaces for participation, **collective intelligence and collaborative work** with digital tools, real-time **data processing** and promotion for the design and implementation of evidence-based public policy. (Further Information)

Lab-ODS (Cuba): Interactive technological platform and SDG lab that resulted from the efforts of multiple national and local actors to support their country in monitoring progress and strengthening the alignment between the SDGs and Cuba's National Economic and Social Development Plan 2030 (PNDES 2030 for its Spanish acronym). ([Further Information](#)).

Promotion of the Innovation, Science and Technology Ecosystem of Quito (Ecuador): The innovation, science and technology (ICT) ecosystem of the Metropolitan District of Quito (DMQ) promotes this initiative to connect, articulate and enhance the efforts of all actors and sectors that stimulate the sustainable and inclusive development of Quito through science, technology and innovation, to jointly face common challenges and advance the ICT/DMQ mission towards 2030. Developed by the ConQuito Economic Promotion Corporation, with technical assistance of the United Nations Development Programme. ([Further information in Spanish](#)).

AA6. Promote strategic and driving initiatives that accelerate SDG localization in the territory.

A toolbox for Local Governments to implement SDG 5 on Gender Equality (2018): This policy brief summarizes the findings from the Swedish International Centre for Local Democracy (ICLD) investigation into SDG 5, and the efforts to turn this global goal into local policies and practice in Bosnia-Herzegovina (BiH). It offers a toolbox for Local Governments to implement SDG 5 on Gender Equality. Developed by ICLD. ([Further information](#)).

Global Public Space Toolkit: From Global Principles to Local Policies and Practice (2015): This toolkit will be a practical reference for local governments to frame and implement principles, policy recommendations and development initiatives on public space and for central governments to aid their efforts with material support and enabling legislation. Developed by UN Habitat. ([Further information](#)).

4.





4. ACTORS AND ROLES OF THE INTEGRATED FRAMEWORK

The implementation of the 2030 Agenda requires the involvement of all levels of government, all development actors and all of civil society in all countries. This implies, on the one hand, redefining the concept of ‘development actors’, opening it up to both traditional agents and new profiles; and on the other, it entails joining forces to contribute, in a coordinated and collective manner, to sustainable development through an effective governance scheme (AACID, 2019).

This Strategy recognises that successful implementation depends on the participation and collaboration of all actors involved in the territory, **ranging from local and subnational governments, to the private sector, civil society and community organisations.**



Following is a list of **actors defined in the territory**, who are considered key to the implementation of this Strategy, and of specific actions proposed for some of them within the framework of the six axes of acceleration:

-  National Governments
-  Subnational Governments
-  Local and Regional Government Associations
-  Academic institutions / Research centres
-  Citizens and Civil Society Organizations
-  The private sector

- **National Governments**

SDG localization processes require a strong national commitment to provide adequate legal frameworks and ensure institutional and financial capacities (Global Taskforce of Local and Regional Governments, 2016). The consolidation of a national vision is vital to situating the SDGs in the local context. This involves carrying out a rigorous analysis of institutional capacity, in order to arrive at the elaboration of a national development Strategy, as well as establishing a local governance policy to facilitate the process of translating national goals at the local and territorial levels (UNDP, 2016).

National visions are formalized in concrete actions, policies, programmes, regulations and investments, initiated through ministries or other national government entities. This may require support in the development of institutional and individual capacities (as outlined in this Strategy's main lines of action) for the formulation of policies, dialogue, consultation and coordination, implementation, and monitoring, as well as the establishment of rules and regulations. The process of translating the national vision into the local realm would also involve explicitly detailing how the development process and strategy are going to be evaluated. An SDG monitoring and evaluation system may be designed, in which UNDP could also collaborate (UNDP, 2016).

- **Subnational Governments**

Subnational governments play a central role in improving the human development of their inhabitants: they are the closest authority to the people, they have in-depth knowledge of the problems that citizens face, and they are the most immediate to act in a timely manner as well as to be accountable.

The 2030 Agenda considers local governments to be key actors in meeting the SDGs, as they are the closest interface between citizens and authorities, and provide daily interactions between national government and society (UNDP Global Policy Network, 2022). They play a key role in defining territorial priorities in the implementation of the 2030 Agenda, in order to develop plans and programmes for the Agenda's localisation (AACID, 2019).

In order for local governments to truly assume the role of articulators of actions and narratives, it is necessary to reform the institutional environment, create local leaderships committed to the ownership of the SDGs, improve accountability, and promote the construction of solutions supported by knowledge about people's needs.

Effective governance must move from the national level to the subnational and local levels in order to jointly address the vulnerabilities and inequalities that impede the achievement of the desired development model. In order to articulate actions and narratives, it is vital that subnational governments promote the creation of a multi-stakeholder space at the local level, in which all the actors present in the territory introduce and contributed to the SDG localization strategy, in order to give greater legitimacy to planning and ensure that the needs and demands of all sectors are met.

- **Local and Regional Government Associations**

At both the national and international levels, local and regional government partnerships will be instrumental in bringing together different levels of government and facilitating connections between networks which can support and nurture this initiative by providing valuable peer-to-peer learning opportunities (among other resources).

All SDGs have targets directly or indirectly related to the day-to-day work of local and regional governments. These should not be seen as mere implementers of the Agenda. LRG networks and associations can carry out awareness-raising campaigns to mobilise their members to understand their role in meeting the SDGs. Local governments are politically responsible catalysts for change, as well as the best placed level of government to link global goals with local communities (UCLG, 2015).

- **Academic institutions / Research centres**

Universities are *the* reference entities in knowledge management as an instrument for development, a substantial aspect in such work approach as the 2030 Agenda's, which needs to understand the interrelationships between the different economic, social and environmental issues implicit in development (AACID, 2019). Many universities and research institutes are directing part of their research capacities towards challenges related to the SDGs, several of which are also focused on the territorial level. At the same time, universities are already linked with and contribute to specific processes of territorial development, which positions them as a neutral agent for advocacy in public policies based on evidence and research.

This Strategy promotes the leveraging of well-established global, regional and national university and/or research networks and partnerships to meet key research challenges, and encourages the concrete participation of universities/research institutes/expert groups within local ecosystems promoted for SDG implementation.

- **Citizens and Civil Society Organizations**

Promoting sustainable human development within the path of the 2030 Agenda requires fostering an informed, trained, critical, committed and mobilized citizenry, capable of facing an increasingly interdependent world with ever more complex planetary problems and challenges (AACID, 2019). Only through the commitment of citizens can the SDGs be achieved. To accomplish this, it is necessary to make the 2030 Agenda known beforehand, with the challenges it raises, the opportunities it poses, the responsibilities it requires, and the capacity for change and transformation that each and every person has.

To ensure effective SDG localization processes requires strengthening the capacity of citizens to actively participate in problem-solving and to formalize and join efforts to drive transformation; meanwhile, those representing government must learn how the redistribution of power to the citizenry can help them achieve the Agenda's goals (UNDP Global Policy Network, 2022).

Civil Society Organisations (CSOs) often provide an important infrastructure for delivering solutions to citizens, as their local networks can be used to reach all social groups, especially vulnerable ones. CSOs and community structures often enjoy social trust and knowledge generated over long periods of time and can often help mobilize communities and act as entry points. This can help address the challenge of institutional loss of trust, and moderate political polarization by serving as a bridge of communication and dialogue between communities and governments (UNDP, 2016).

- **The private sector**

Private sector actors (including those operating in the field of Social and Solidarity Economy) will provide valuable technical knowledge and participate in the co-creation of effective development solutions through their expertise and commitment at the sub-national level.

Specifically, the role of the private sector can include—but not be limited to—generating social value and taking responsibility for environmental protection; incorporating sustainability criteria into their business models; applying new technological solutions; being agents of innovation; and participating in the generation of partnerships; to name a few (FEMP, 2020).

Undoubtedly, responsible companies play a transformative role as social agents in the territory, to ensure the localization of global agendas at the local level.

4.1. PARTNERSHIPS: A KEY TO SUSTAINABILITY

To achieve compliance with the SDGs, it is essential to create **partnerships between all actors present in the territory, as well as with cooperation partners** who can participate in these processes from their positions within decentralized cooperation or multilateral organizations.

It is vital to **leverage the expertise of such wide range of local, regional, national and global development partners to create local ecosystems that enable effective SDG implementation** and greater development success at the subnational level.

Improving development effectiveness necessarily requires concerted action bringing together different types of knowledge, experience and resources. It requires the co-creation of solutions that build on the experiences of partners and maximize emerging opportunities based on what each actor can contribute within the framework of this experience (including skills, knowledge, resources, experience, networks, etc.).

Although SDG 17 and the concept of partnership have gained traction in this framework, their translation at territorial levels has not yet been sufficiently exploited.



PLEASE NOTE:

The only way to respond to the scope and complexity implicit in the 2030 Agenda is **an active multi-actor and multi-level mobilization** by establishing priorities in **the implementation, monitoring and review** of SDG localization.

These partnerships should be both vertical and horizontal: they are vertical by virtue of linking global, national and local institutions, processes and people, and they are horizontal by linking all actors in the same territory at the same level. In any case, they will be based on local priorities and the context of each territory where they are implemented.

UNDP, as a multilateral entity, can promote, facilitate and accompany the constitution and management of multi-actor partnerships, in order to ensure effective governance for the process of localizing the 2030 Agenda. This means **moving from dispersed action towards joint, strategic and harmonized initiatives**. And, of course, promoting territorial dialogues between entities, institutions and actors and integrating these processes into the broader multilateral frameworks that exist at the global, national and subnational levels.

Some of the alliances we have established include:



Partnerships with United Nations Agencies for the localization of the SDGs

Close coordination with the mechanisms of the United Nations System to localize SDG initiatives (LOCAL 2030), as well as integration within UN Country Teams, will foster synergies with the UN System and promote complementarity between UNDP and relevant UN organisms, agencies and programmes such as UN-Habitat, the United Nations Capital Development Fund, ECLAC, UNICEF or the International Labour Organization, for local action on the SDGs.



Partnerships that promote decentralized cooperation

This strategy will hardly be possible without working in alliance with actors of all forms of cooperation, beyond national cooperation agencies. Partners in bilateral cooperation, South-South cooperation, and decentralized cooperation will be essential.

Decentralized Cooperation (DC) is recognized today as a relevant modality of international cooperation for Development, highly adaptable to territorial contexts and needs. It has evolved significantly, deploying new modalities based on horizontal and reciprocal alliances between peers, with a high capacity to mobilize economic and social actors. Decentralized cooperation is based on the principles of reciprocity and cross-cutting relationships, proximity and participation, multi-actor and multi-level geographical governance, geographical partnerships based on mutual learning, and greater possibilities for solidarity (UCLG, 2022).

Its high potential to deliver results in a close manner and to serve as a catalyst to strengthen territorial development has held the attention of the international community. However, the risk of fragmentation that is linked to this type of development cooperation has highlighted some significant concerns and reluctance that may undermine its recognition as a valuable modality.

With the aim of evolving towards a more harmonized and effective type of DC, and taking

into account the crucial role of LRGs in the implementation of the 2030 Agenda, a new commitment among CD partners together with a new form of governance, could allow this modality to truly become a lever of change for the SDG localization process. The SDGs can become the catalyst for a real paradigm shift and an opportunity to rethink DC as well: from traditional project-based cooperation, to a networked, process-based approach that transcends levels and categorizations of traditional and non-traditional development actors.



Partnerships with the private sector

Achieving the 2030 Agenda requires an unprecedented level of collective action, which demands increased commitment from all relevant non-state actors. Private sector organizations, from small and medium-sized enterprises to chambers of commerce, large corporations and multinational companies, have a very important role to play. The various actors in the private sector can drive the transition to sustainable production and consumption patterns in various sectors; generate decent jobs, following a rights-based approach; and contribute to gender equality, through their corporate practices.

By meeting SDG targets, companies can also engage in public-private partnerships for the implementation of the 2030 Agenda, including their support of crucial research and development capacities in developing countries.

Many companies around the world are recognizing that integrating sustainability principles and criteria into their corporate operations and practices is not only an ethical imperative, but also good business in the medium and long terms. The involvement of the private sector also represents an opportunity for business models to adapt to the challenges of the 2030 Agenda.



Partnerships with academia and research centres

Academia and research centres provide an objective research component to working in partnerships, generating and systematizing knowledge, supporting peer-to-peer learning processes, monitoring activities at the territorial level, incorporating innovative thinking methods, supporting data collection and processing, carrying out action research and collaborating within the framework of research consortia.

Participating academic partners may include public and private universities, in particular those with a specific interest in sustainable territorial development and SDG localization; academic networks; and individual universities. Although it highlights the value of academic institutions based in the territory, partnerships with centres that are also outside the territory may contribute to providing other analytical perspectives that identify and trigger driving actions within the territory itself.

5.



5. THE WAY FORWARD

Development decelerators, given their complexity, cannot be solved by a single actor, or by conventional project-based approaches. It is necessary to establish multi-actor collaborations that combine the resources, skills and capacities of different stakeholders from the public, private and civil society sectors, to develop more innovative solutions together.

Working in partnerships is positioned as an essential element in achieving the SDGs, as different forms of multi-actor collaboration provide the institutional and organizational structures needed to foster the systemic transformation that is at the heart of the SDGs. Although SDG 17 and the concept of partnership have gained traction in this framework, their translation at territorial levels has not been sufficiently exploited yet. In a system of effective local governance, understood as a necessity to accelerate SDG localization processes, working in partnerships should be a priority for all actors in the Integrated Framework, particularly for UNDP due to its character for facilitating and articulating actions.

The partnerships promoted should be both vertical and horizontal, based on local priorities and the context of each territory where they are implemented. The only way to respond to the scope and complexity implicit in the 2030 agenda is an active multi-actor and multi-level mobilization by establishing priorities in the implementation, monitoring and review of SDG localization.

It is vital to draw on the expertise of the wide range of local, regional, national and global development partners to create local ecosystems that enable effective SDG implementation and greater development efficacy at the sub-national level. Improving development effectiveness necessarily requires concerted action that brings together different types of knowledge, experience and resources. In this sense, UNDP has the opportunity to adopt promotion and facilitation roles in the constitution and management of multi-actor partnerships, in order to guarantee effective governance for the process of localizing the 2030 Agenda, taking advantage of technological innovations and social processes to seek new forms of dialogue and participation.

It is urgent to expand UNDP's work, finding new forms of participation, including access to quality information. It is also necessary to look for new spaces for participation and to promote training; to innovate in work processes; to overcome limited project vision and isolated work; and to rethink how problems are interpreted and how to intervene.

We are facing an opportunity to forge new agreements between central and local governments, the private sector, civil society and communities. The implementation of this Strategy aims to support the construction of agreements that strengthen and improve local governance processes through the localization of the Sustainable Development Goals. Only seven years left of the validity of the 2030 Agenda, and thus of the imperative to accelerate and establish clear parameters that strengthen effective local governance, if we truly want to take advantage of this opportunity.

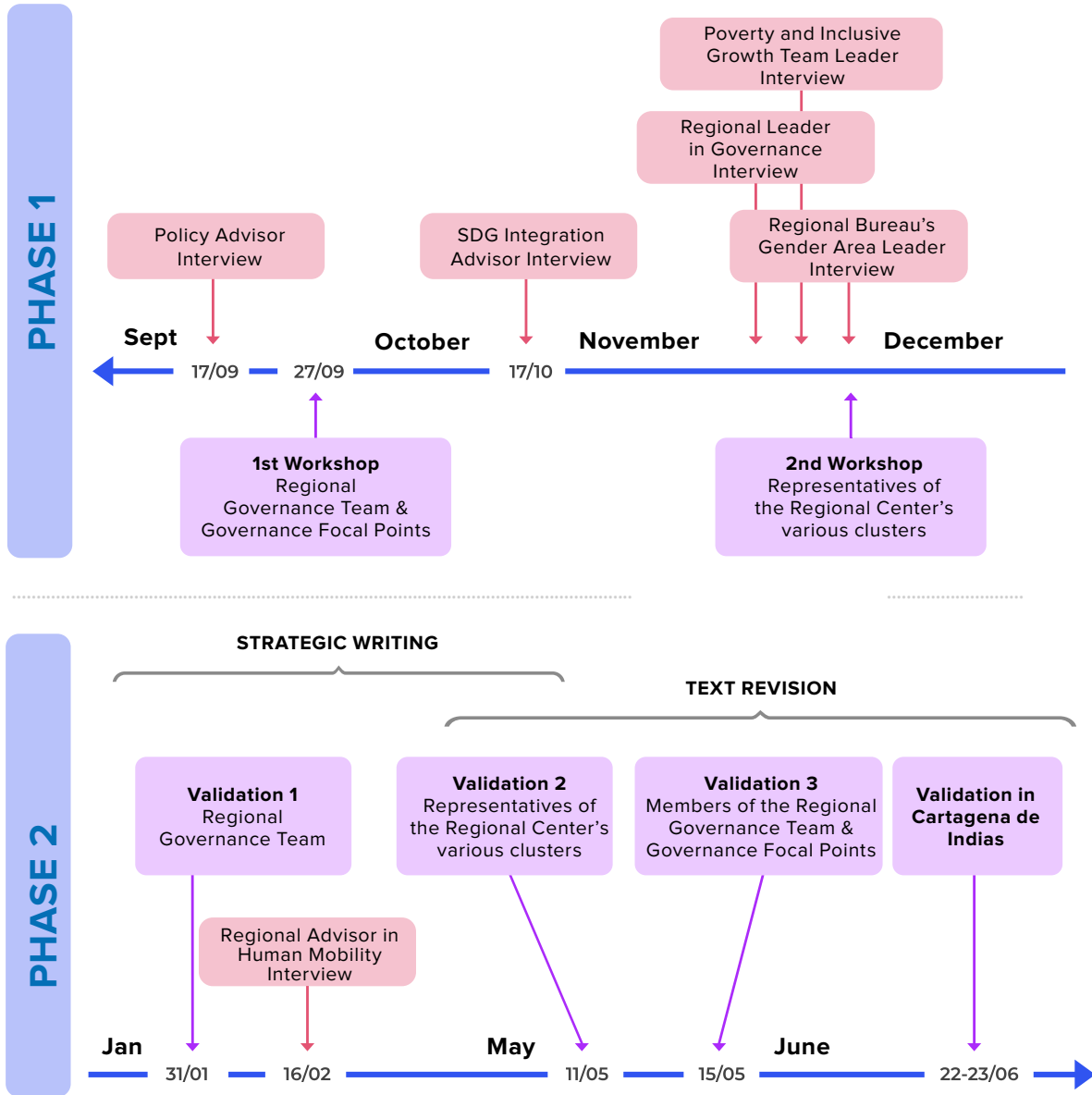
Annexes

ANNEX 1. Summary Table of the Strategy

Concepts (2) <ol style="list-style-type: none"> 1. Localization of the Sustainable Development Goals 2. Effective Local Governance 	
Premises (3) <ol style="list-style-type: none"> 1. Differentiation 2. Expectations & Capacities 3. Recognition and adaptation to local processes 	Acceleration Axes (6) <ol style="list-style-type: none"> 1. Support institutional strengthening and technical and strategic capacity building practices for SDG localization as catalysts for multidimensional development. 2. Support the design and implementation of policies and mechanisms for decentralization and territorial deconcentration, including financial, technical, and competency aspects. 3. Promote the strengthening of systems and procedures for the generation, analysis and use of local or subnational data to monitor SDG localization in the territory. 4. Promote innovation, digitalization, research and knowledge management to accelerate SDG localization processes. 5. Promote the development and strengthening of strategic partnerships, and strengthen local, subnational and national multi-level and multi-actor platforms for SDG localization. 6. Promote strategic and driving initiatives that accelerate the localization of the 2030 Agenda.
Approaches (4) <ol style="list-style-type: none"> 4. Territorial 5. Multidimensional 6. Multi-actor and multi-level 7. Coherence of public policies for development 	
Key actors	<ol style="list-style-type: none"> 8. National Governments 9. Subnational governments 10. LRG associations (both national and international) 11. Academic institutions and/or research centres 12. Citizenry and civil society organizations 13. The private sector

ANNEX 2. Details of the consultation and co-creation process

ANNEX 2.1. Summary of the methodological process



ANNEX 2.2. List of reference documents

UNDP documents:

- UNDP Strategic Plan 2022-2025
- UNDP Global Governance Programme (pending analysis)
- UNDP Regional country programme document for Latin America and the Caribbean (2022-2025)
- UNDP Regional Strategy on Human Mobility and Sustainable Development in Latin America and the Caribbean
- UNDP Gender Equality Strategy 2022-2025
- Human Development Report 2021/2022 (UNDP, 2022)
- Sustainable Development Report 2022 (SDSN, 2022)
- Latin America and the Caribbean Report: Effective Governance, Beyond Recovery (UNDP, 2021)
- Report Embracing People-Centred Governance Innovation at Local Level: Synthesis of key points from Sparkblue discussion to generate input to the New LG Offer (UNDP, 2021)
- Draft, Multi-Level Governance in Crisis-Affected Settings: Multilevel Governance Toolkit (UNDP, 2022)
- Policy brief: SDG localization in the Arab states (UNDP, 2022)
-

AACID Documents:

- III Andalusian Development Cooperation Plan (2020-2023)

ANNEX 2.3. Details of the co-creation workshops and validation sessions

Workshops		
Workshop theme and participants	Number of participants	Date
1st co-creation workshop: Regional Governance Team, Governance Focal Points in different Countries Offices such as Haiti, Jamaica, Colombia, Mexico, Guatemala, Venezuela, Peru, Paraguay, Chile, Brazil, Belize, Barbados and Dominican Republic, among others.	29 participants	27 September 2022
2nd co-creation workshop: Representatives of the different clusters of the Regional Center (Governance, Gender, Risk Reduction, Inclusive Development, SDG Integration and Nature, Climate and Environment).	18 participants	29 November 2022
Validation session 1: Validation of the central chapters of the Strategy with the Regional Governance Team.	14 participants	31 January 2023
Validation session 2: Presentation and revision of the first draft of the Strategy with the different clusters of the Regional Centre.	22 participants	11 May 2023
Validation session 3: Presentation and revision of the first draft of the Strategy with members of the regional team and governance focal points of the UNDP offices in Latin America and the Caribbean.	38 participants	15 May 2023
Validation in Cartagena de Indias: Face-to-face meeting with representatives of national, subnational and local governments, as well as civil society, decentralized cooperation and UNDP.	36 participants	22-23 June 2023

ANNEX 2.4. List of participants in the Cartagena de Indias Validation Meeting

N°	Participant	Country, region or base	Position	Institution
1	Domingo Matías	Dominican Republic	Vice minister	Vice-Ministry of Territorial Planning and Rural Development. Ministry of Economy, Planning and Development.
2	Franklin Santos	Dominican Republic	Director	Vice-Ministry of Territorial Planning and Rural Development. Ministry of Economy, Planning and Development.
3	Carlos Miranda	Honduras	Mayor	Municipality of Comayagua
4	Norman Sánchez	Honduras	Mayor	Municipality of Intibucá
5	Erlinda Minero	El Salvador	Institutional and Cooperation Management Director	Planning Office of the Metropolitan Area of San Salvador (OPAMSS)
6	Ingrid Alfaro	El Salvador	Head of the Environmental Unit	Planning Office of the Metropolitan Area of San Salvador (OPAMSS)
7	Allan Sagastume	Guatemala-Honduras	Manager	Copan Ch'orti' Commonwealth
8	Raúl Muñoz	Central America and the Caribbean	Coordinator	AACID
9	Javier Serrano	Central America	Coordinator	AACID
10	Bruno Velasco	Central America	Coordinator	AACID
11	Olga Pozo Teba	Spain	Head of the Unit for Latin America and the Caribbean	AACID
12	Beymar Cruz	Bolivia	President	Fund for the Development of the Indigenous Peoples of Latin America and the Caribbean (FILAC)
13	Michela Aggerenci	Honduras	RED ICA (Central American Initiative Academic Network)	Loyola University, Andalucía, Spain
14	Marina LoGiudice	New York	Crisis Bureau	Global UNDP
15	Jairo Acuña	Panama	Governance Team Leader	LAC Regional UNDP
16	Gemma de la Fuente	Panama	Inclusive Growth Team	LAC Regional UNDP
17	Juan Carlos Lopez	Spain	SDG Localization Advisor	LAC Regional UNDP
18	Xavier	Dominican Republic	Deputy Representative	UNDP Dominican Republic
19	Alejandro		Representante Residente Adjunto	UNDP Colombia
20	Annabelle	Mexico	National Responsibility for Effective Governance and Democracy	UNDP Mexico
21	Franco Villagarcia	Peru	Poverty	
22	Mictor Emilio	Dominican Republic	Mayor of Barahona	Government of the Dominican Republic
23	Alejandra Peña	Ecuador	Responsible of the Social	UNDP Ecuador
24	Blanca Cardona	Colombia	Development Programme and SDGs	UNDP Colombia

25	Beatriz Yadira Díaz Cuervo	Colombia	Undersecretariat for Policies Public and Social Planning and Economic	Mayor's Office of Bogotá
26	Dalia Mendoza	Spain	Consultant for the estrategia	ITD UPM/Smart&City
27	Alberto Quintanilla	Spain	Strategy Consultant	ITD UPM/Smart&City
28	Vivian Cabrera Pérez	Cuba	Coordinator of Territorial Development and Growth	PADITCuba
29	Jesús Rey Novoa	Cuba	Government of Cienfuegos	Government of Cienfuegos
30	Adriana Acosta Echevarría	Cuba	Ministry of Economy and Planning [MEP]	Government of Cuba
31	Gricel Dávila	Bolivia	UNDP Bolivia	UNDP Bolivia
32	María García Pizarro	Spain	Deputy Secretary-General	Unión Iberoamericana de Municipalistas

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