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**AN INTEGRATED FRAMEWORK TO SUPPORT
LOCAL GOVERNANCE AND LOCAL DEVELOPMENT**

Cover photo: Sub-Saharan Africa is urbanizing and growing rapidly. Making sure that growth benefits the many is a key challenge for African countries. © UN/Christopher Herwig



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AN INTEGRATED FRAMEWORK TO SUPPORT LOCAL GOVERNANCE AND LOCAL DEVELOPMENT



TABLE OF CONTENTS

<i>ABBREVIATIONS AND ACRONYMS</i>	<i>vi</i>
<i>FOREWORD</i>	<i>vii</i>
<i>EXECUTIVE SUMMARY</i>	<i>viii</i>
1. BACKGROUND AND JUSTIFICATION	1
1.1 Introduction	1
1.2 Justification for an integrated LGLD Process	2
2. LOCAL DEVELOPMENT RESPONSES BY UNDP, UNCDF AND UNV	5
2.1 United Nations Development Programme	5
2.2 United Nations Capital Development Fund	5
2.3 United Nations Volunteers	6
2.4 Combined strengths and complementarity	6
3. DEFINING THE CONCEPTUAL FRAMEWORK AND APPROACHES TO INTEGRATED LGLD	7
3.1 LGLD and Sustainable Human Development: a conceptual framework	7
3.2 Approaches to LGLD (Localizing the implementation of the SDGs)	8
3.3 Reaching a harmonized conceptual understanding	10
3.4 LGLD in UNDP's Strategic Plan (2014-2017)	11
4. INTEGRATED LGLD FOR IMPLEMENTING THE SUSTAINABLE DEVELOPMENT GOALS	13
4.1 Framework for Integrated Programming	13
4.2 The approach within the national framework	14
5. OPERATIONALIZING THE LGLD FRAMEWORK FOR IMPLEMENTING THE SDGS	17
5.1 Capacity for steering a national visioning process	17
5.2 Capacity for sector development planning	17
5.3 Capacity for steering the sub-national development planning process	18
5.4 Capacity to engage in territorial partnerships and exchanges	19
5.5 Capacity for fostering social cohesion and managing heterogeneous society	19
5.6 Knowledge management and advocacy	20
5.7 Providing capacity support under UNDP programming context	20
6. ROLES AND CAPACITY FOR ACTION	22
6.1 Assigning roles at different organisational levels	22
6.2 Capacity requirements for LGLD	22



7. SPECIFIC LGLD INITIATIVES	24
8. ACTIONS ON AN INTEGRATED LGLD PROCESS FOR THE SDG IMPLEMENTATION	28
CONCLUSION	31
REFERENCES	35
ANNEX 1: RELEVANT OUTCOMES AND OUTPUTS OF THE UNDP STRATEGIC PLAN (2014-2017) TO THE LGLD FRAMEWORK	32
TEXT BOXES	
Box 1. Local governance and Post 2015	2
Box 2. The Busan case for local governance	2
Box 3. Integrated local development in Somalia	3
Box 4. Effective synergies in Malawi.....	5
Box 5. Migration, social cohesion and local development	20
Box 6. Sustainable Development Goals	25
TABLES	
Table 1. The change process towards an integrated LGLD Approach	4
Table 2. Local Development Approaches	8
Table 3. Functional LGLD areas	23
Table 4. Change process to accelerate and mainstream the SDGs at local levels of government	30
FIGURES	
Figure 1. Achieving sustainable human development in local spaces	7
Figure 2. Local development components	11
Figure 3. Conceptual framework for LGLD.....	13
Figure 4. Development process at the national level and entry points for support	15
Figure 5. Practical LGLD response areas.....	18
Figure 6. Localizing Post-2015 Agenda implementation under UNDG strategy	28



ABBREVIATIONS AND ACRONYMS

CPD	Country Programme Document
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
FOGAR	United Regions Organization
ICA	Institutional Context Analysis
ILO	International Labour Organization
HQ	UNDP Headquarters
LD/LED	Local Development/Local Economic Development
LGLD	Local Governance and Local Development
MDG	Millennium Development Goals
MTEF	Medium-Term Expenditure Framework
NGO	Non-Governmental Organization
RSC	Regional Service Centre
SDG	Sustainable Development Goals
SHD	Sustainable Human Development
UCLG	Union of Cities and Local Governments
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
WACAP	World Alliance of Cities Against Poverty



FOREWORD

On 1 January 2016, the global community will start marking its path to 2030, the target year for the achievement of the Sustainable Development Goals (SDGs) that Member States of the United Nations adopted in September 2015. All partners in the effort – governments at all levels, civil society, private sector, development agencies – will need to work closely together to ensure steady progress on the bold, ambitious and transformative development agenda. No one can take the Agenda 2030 forward on their own. All will require mutual, strategic support on a range of challenges, from resources to expertise, as well as aim to leverage available mechanisms and opportunities to ensure that no one (citizen or country) is left behind.

It is with great pleasure therefore that I present this Integrated Local Governance and Local Development (LGLD) Framework as one of the initial forms of support from the UN system to our partners across societies and economies at various stages of development. Developed jointly by UNDP, UNCDF, and UNV through a consultative process with contributions from experts and stakeholders across disciplines, the Framework pulls together an array of perspectives and knowledge on interventions and approaches that anchor global and national development strategies in distinct realities at the local level.

The Framework recognizes, first of all, that enhancing the lives and prospects of people at the local level is at the core of internationally-agreed development goals. Lessons from the MDGs implementation underlined the importance of Local Governments and local actors in delivering the development agenda. In this regard, among the issues that are critical to the successful implementation and attainment of the SDGs Agenda is “glocalisation” – equal reflection of local and global considerations. This is because local institutions, local economic actors and communities provide legitimacy to global/national efforts towards the realisation of local and national development outcomes by grounding development choices in the will of the people through popular participation and ownership.

The publication of the Framework confirms the recognition across our agencies that we also need to realign the way we provide support in the era of the SDGs. The Framework therefore articulates our shared intent to ensure coherence in the development and deployment of our policies and programmes. ‘Glocalising’ development should not be seen as a translation of global policies within local contexts, but rather as a process based on the empowerment of local stakeholders, aimed at making sustainable development more responsive and therefore relevant to local needs, aspirations and lives through sustained exchanges between global, national and local facets.

The Framework will set up implementation strategies for our Country Teams across more than 170 countries and territories to assist national and local partners embed local governance and local development in efforts to build the resilience of risk-prone areas, as well as guard progress from slipping. It thus includes a conceptual framework as well as practical ways to operationalize this framework in stable as well as post-conflict and fragile countries.

I invite close study of and continuing engagement on the approaches we present in this Framework. It is by no means presented as a prescription to address all needs in all contexts. I urge all therefore to consider this Framework as a platform to effectively support the implementation and monitoring of the SDGs. As we initiate efforts in this direction, our sustained focus on local governance and local development will be crucial to realizing the transformations envisioned by Agenda 2030 and deliver on the promise to leave no one behind.

A handwritten signature in purple ink, appearing to read 'Magdy Martínez-Solimán', is located below the main text.

Magdy Martínez-Solimán

Assistant Administrator and Director
Bureau for Policy and Programme Support
United Nations Development Programme



EXECUTIVE SUMMARY

Developing capacity for local governance and local development (LGLD) is essential not just for delivering internationally agreed development goals, but also to support the process of making the State more responsive, inclusive and accountable.

UNDP supports a wide range of interventions to promote LGLD in a variety of contexts, including urban settings and crisis-affected areas. Through UNDP's work with the United Nations Capital Development Fund (UNCDF) and United Nations Volunteers (UNV), it is clear that the three organisations together represent outstanding complementarity in addressing the complex needs of LGLD. While UNDP takes the lead in establishing the structure and systems for multi-level governance through policy, institutional and capacity development, UNCDF offers leadership in financial and capital investment, and UNV provides the necessary expertise and personnel support for technical implementation, coaching and local engagement.

An independent evaluation of UNDP's contributions to local governance and local development, commissioned by UNDP's Executive Board in 2010, pointed to three main shortcomings: lack of coherence in its approach; insufficient strategic focus in its operations; and limited visibility in knowledge sharing. The report served as the basis for, among other things, the development of a framework to facilitate better integration of UNDP's LGLD programmes internally, but also with respect to the local governance and local development activities and initiatives of UNCDF and UNV, its associated funds and programmes.

UNDP's Strategic Plan (2014-2017) identified three areas of work: [i] sustainable development pathways to eradicate extreme poverty and reduce social and economic inequality and exclusion; [ii] inclusive and effective democratic governance systems; and [iii] resilience to sustain development gains in the face of disasters or conflict. The Strategic Plan calls for

local governance to be strengthened, particularly in securing more equitable access to services for the poor and other excluded groups.

This document articulates the framework for guiding future initiatives and programmes on local governance and local development and highlights how best to integrate the proposed LGLD approach at the country programme level. The document also proposes responsibilities for various stakeholders at different levels, and indicates strategic actions that need to be undertaken for the implementation of the framework and application of the framework. It presents the shared position of UNDP, UNCDF and UNV on how best to frame local governance and local development programmes to facilitate the harmonious attainment of relevant and sustainable development initiatives at the local level. The new approach requires significant changes in the design of LGLD initiatives.

The importance of creating multi-stakeholder partnerships for the implementation of the post-2015 agenda has been widely acknowledged in the process. If constructed carefully, multi-stakeholder partnerships can facilitate participation and voluntary engagement and draw on the assets and strengths of different actors. The framework, based on the territorial approach, therefore includes innovative territorial partnership mechanisms as a means to stimulate and promote these inclusive LGLD initiatives.

The holistic nature of sustainable human development requires that the LGLD framework adopt a multi-sectorial perspective to understand the relationships between the local development issues and challenges. It promotes territorial development that is endogenous and spatially integrated, leverages the contribution of actors operating at multiple levels and brings incremental value to national development efforts. The choice of approach has to be adapted to the local development context and political system, and depends on a philosophy that provides a conceptual but also, most importantly, a practical



response to development needs. The approach and response should be articulated following a solid institutional and context analysis and the assessment of UNDP’s recently approved environmental and social standards, including those on human rights.

To ensure sustainability, initiatives supported by UNDP/UNCDF/UNV need to be aligned with national and local development strategies. Sufficient administrative capacity must be built at the national and local level to manage processes, and the initiative must be sufficiently robust to mobilize resources for scaling-up.¹

Conceptually, the integrated LGLD process involves the comprehensive and harmonized **provision of six key inputs into local governance systems:**

1. The facilitation of democratic accountability;
2. Strengthening rule of law and security;
3. The development of necessary administrative capacity for development management and service delivery;
4. The facilitation of necessary fiscal empowerment and resources;
5. The availability of spatial information;
6. The crucial acceleration of social capital formation.

A successful integrated approach to local governance and local development would result in the following **six main outputs:**

1. Local and Regional Associations (LRAs) empowered with meaningful autonomy and embedded in effective accountability networks;
2. Equitable and effective delivery of goods and services;
3. Inclusive decision-making processes involving women and men;



Young Afghan takes part in road-building works supported by UNDP’s National Area -Based Development Program in Kabul province, Afghanistan. © UNDP Afghanistan

4. A secure environment where the rule of law prevails;
5. The sustainable use and management of natural resources;
6. Increased economic opportunities (and jobs) for women and men.

Ultimately, the LGLD framework will contribute to the following two outcomes: (1) improving the quality of life for local residents, and (2) building resilient state-society relationships at the local level.

The key promoters of such integrated approach to LGLD are local and regional governments, and their associations. Together with other local governance stakeholders they play an important role in promoting, building and sustaining dynamic transformative partnerships “from the bottom up”. They are vital for promoting sustainable development but also critical agents for reconciliation and the

¹ Scaling up should entail: (1) Strengthening joint/multi-practice support at the local level to deliver higher development impact, including addressing inequalities across regions and populations, where joint/multi-practice support entails a combination of the comparative strengths of UNDP governance, poverty reduction and environmental sustainability programmes with the expertise of other UN agencies and non-governmental organisations (NGOs) providing service delivery support; (2) Addressing the knowledge gaps and weaknesses in business processes and institutional arrangements required to move beyond ‘pilots’; and (3) Supporting advocacy and activism at the local level, and not relying only on a topdown approach to ‘trickle down’ to communities. (Guidance Note: Scaling up Development Programmes, UNDP, 2013)



re-establishment of the social contract between the state and the people. This role is also reconfirmed in the final Outcome Document of the SDG Summit (which stresses the need to work closely with local authorities), as well as Outcome Document of the Financing for Development Conference (Addis July 2015); both emphasize commitment to strengthen the capacities of municipalities and local authorities and links between urban, peri-urban and rural areas.

Operationalizing the LGLD framework focuses on six major capacity areas: [i] capacity for the national visioning process (including the capacity to conduct a thorough institutional and context analysis); [ii] capacity for managing an integrated development planning process at the sectorial level; [iii] capacity for sub-national/local development planning and implementation; [iv] capacity for managing territorial partnerships and relationships; [v] capacity for fostering social cohesion and managing heterogeneous communities and [vi] capacity for knowledge management and advocacy.

While most of the framework note's content may be applicable to a variety of development situations, specific Guidance Notes will be developed to provide guidelines for specific situations, in particular LGLD in fragile and crisis-affected settings. A special corporate strategy will also be developed to address challenges in relation to urbanisation.

UNDP, UNCDF and UNV (and indeed the United Nations system as a whole) are well-positioned to support LGLD processes, because of their country office structure, the broad range of expertise available through the various agencies, funds and programmes, and because they have extensive and relevant experience in supporting decentralization, local governance and local development. In light of the recommendations of the High-Level Panel on System-Wide Coherence and its call for a "One UN" approach at the country level, Country Teams are becoming ever more closely aligned in programming,

while better coordination supports an integrated approach to local development.

Country teams will promote an enabling environment for integrated local governance and local development, allowing local actors to harness synergies between actors and resources, the pooling of knowledge, the exchange of experience, and the generation of a feasible institutional framework for fruitful collaboration. Such an enabling environment will allow UNDP/UNCDF/UNV, as well as the wider UN system, to effectively implement joint integrated LGLD initiatives. This should result in reduced fragmentation and transaction costs, increased alignment and, consequently, stronger development results for the UN system at the local level.

Many governments have found it challenging to coordinate support for LGLD. This is particularly the case in post-conflict and fragile countries. The role of UNDP as a convener and neutral coordinator of local development efforts has been widely and repeatedly recognized, in particular in post-conflict situations, when local development becomes a key premise for building resilience in risk-prone areas. The task now for country teams is to facilitate a national agenda for LGLD, which is owned by governments and local communities, and is used as a basis for mobilizing and coordinating support from development partners.

The LGLD framework provides a veritable platform for UN country teams to support implementation of the 2030 development agenda at the local level. It will allow UNDP, UNCDF and UNV to capitalize on their strategic partnerships with international associations of local and regional governments to build strong alliances in support of localizing² the SDGs.

2 'Localising' the Sustainable Development Goals is most commonly understood as the role that regional and local governments play in the implementation of a new set of goals. ('Localising' the Post 2015 agenda: What does it mean in practice?, ODI, 2015)



1. BACKGROUND AND JUSTIFICATION

1.1 Introduction

In 2010, UNDP's Executive Board commissioned an independent evaluation of UNDP's contributions to local governance and local development (LGLD). The evaluation report pointed to three main shortcomings: lack of **coherence** in its approach; insufficient **strategic focus** in its operations; and limited **visibility** in terms of knowledge sharing. The report also pointed to a lack of clarity in terminology across the different UNDP clusters³ and recommended that UNDP should strengthen its partnerships with **UNCDF and UNV** in relation to local governance and local development. The report served as the basis for a number of actions, the most prominent being the development of a framework to facilitate better integration of UNDP's LGLD programmes internally, but also with respect to the local governance and local development activities and initiatives of its associated funds and programmes (UNV and UNCDF).

To guide the development of that framework, a Corporate Task Force was established, chaired by the (former) Bureau for Development Policy (BDP) and composed of representatives of the regional bureaux, the (former) Bureau for Crisis Prevention and Recovery (BCPR), the Bureau for External Relations and advocacy (BERA), and focal points of the different practices and groups in UNDP, UNCDF, UNV and the Millennium Campaign. The task force was to find ways to overcome institutional silo mentality, generate a common understanding of the concepts of LGLD and develop a more comprehensive and integrated approach to policy, planning and programming with a view to improving the cost-effectiveness of sustainable development outcomes at the local level.

A scoping review provided the task force with a comprehensive overview of existing approaches and current thinking on local governance and local

development in UNDP, UNCDF and UNV. It also included an overview of current working definitions on LGLD and a list of existing tools currently used in UNDP, UNCDF and UNV. In addition, an analytical review was done of UNDP/UNCDF/UNV's work on LGLD to explore potential entry points for the development of the strategic integrated framework.

To ensure that the conceptual thinking was rooted in field realities, a broad-based peer review group, composed of practitioners based in regional service centres and country offices, was also established to actively take part in drafting the framework. A workshop with a selected group of peer reviewers took place at the end of November 2012 in Kiev, hosted by UNDP Ukraine. Initial consultations were also held with the Donor Working Group on Decentralization and Local Governance at its annual meeting in Berlin in May 2012. The draft framework was also updated to bring it in line with UNDP's new Strategic Plan as well as with the new sustainable development agenda and



In Gaza after the 2009 'Cast Lead' Operation by the Israeli Defense Forces. © Tanja Habjouqa

³ Governance and Peacebuilding, Gender Equality and Women's Empowerment, Sustainable Development, HIV, Health and Development, Climate Change and Disaster Risk Reduction, Strategic Policy and Development Impact Group.



the discussions on localizing the SDGs. The framework presented in this document represents the outcome of all these discussions.

1.2 Justification for an integrated LGLD process

While it is clear that organized development partner forums have generated some improvement in policy coordination, support for a more integrated local development process has seen little or no change.⁴ Efforts to establish an integrated LGLD process have been made in the past (2004) either within UNDP (including UNCDF and UNV) or as part of a wider initiative that also involved other agencies (e.g. UN-Habitat). Similar efforts have also been made independently at country and regional levels.⁵ Lack of political support and disagreements over financing and implementation modalities are among the main reasons for these initiatives' lack of success. It also became obvious that decentralisation will not contribute to development if the political drivers of the reforms are not supplemented by a national policy that values territorial development and empowers local authorities to promote it.

BOX 1. LOCAL GOVERNANCE AND POST-2015

“Most critical objectives and challenges of the Post-2015 Development Agenda will certainly depend on local action, community buy-in and local leadership, well-coordinated at and with all levels of governance...”

Helen Clark (UNDP Administrator)

In its current Strategic Plan (2014-2017), UNDP made a strong pledge to help countries strengthen local governance, particularly in securing more equitable access to services for the poor and other excluded

groups. It stresses the need to do more to guarantee that planning, management and monitoring at sub-national levels help connect national priorities with action on the ground, taking account of differentiated needs within and across rural, peri-urban and urban areas. The Strategic Plan calls for UNDP country offices to use a more flexible multidisciplinary issues-based development solutions approach and to programme and implement in a more integrated fashion. Tools such as the integrated LGLD framework set out in this document are critical to support such a programmatic shift.

BOX 2. THE BUSAN CASE FOR LOCAL GOVERNANCE

The Busan Partnership (2011) emphasized the critical role that local governments play in linking citizens with government, and ensuring ownership of countries' development agendas. It pledged to further support local government to enable it to better fulfill its role beyond service delivery, and to enhance participation and accountability at the sub-national levels. (www.busanhlf.org)

The development of this LGLD framework is also inspired by the discussions on a new global development agenda beyond 2015. The post-2015 development dialogue has resulted in the recommendation of 17 Sustainable Development Goals (SDGs)⁶ (see page 29).

The deliberation on the implementation of the SDGs acknowledged that localizing the implementation process will provide a sound basis for achieving the goals and ensuring a sustainable impact. The LGLD framework thus provides a platform for UNDP to provide leadership for localizing the implementation of the SDGs. It will furthermore allow UNDP to

4 United Nations Development Programme – Decentralization and Local Governance Evaluation, 2010 <http://web.undp.org/evaluation/evaluations/thematic/lg.shtml>

5 Decentralized Governance for Development: A combined practice note on decentralization, local governance and urban/local development, UNDP, 2004; Supporting capacities for integrated local development, UNDP, 2007; Case evidence on “Capacities for integrated local development planning”, UNDP, 2007.

6 Report of the Open Working Group of the General Assembly on Sustainable Development Goals, UN document A/68/979, 2014. <https://sustainabledevelopment.un.org/dsgsproposal>



capitalize on its strategic partnership with international associations of LRGs, such as the Global Task Force of Local and Regional Governments (LRGs), and build a strong alliance in support of localizing the SDGs.

National ownership is important for partner countries. This is reflected in their desire to define and lead change processes to deliver development to their people and their expectation that development actors support and facilitate this approach. Ad-hoc, piecemeal development interventions are to be avoided, and it is imperative that UNDP and development partners support local development in a more organized and systematic manner. The integrated LGLD initiatives will allow applying the Busan principles at the local level, thereby fostering development cooperation effectiveness where it matters most.

BOX 3. INTEGRATED LOCAL DEVELOPMENT IN SOMALIA

In Somalia, the United Nations Joint Programme on Local Governance and Service Delivery even goes beyond UNDP and UNCDF practices to also include three other United Nations agencies (UN-Habitat, UNICEF and ILO) to develop a common approach and response and tap into each other's comparative skills to respond to local development needs of this conflict-stricken area. The programme has been able to establish a sustainable local development process that serves as the nexus of the peace and state-building process in Somalia.

UN Joint Programme for Local Governance and Service Delivery – Somalia
<http://jplg.org>

Many country offices lack a framework to guide an integrated process towards LGLD. The challenge is amplified by poor sequencing of actions, poor resource flows, overlapping initiatives and lack of attention to the potentials for scaling-up. The case of Somalia offers compelling arguments that the development of a framework for integrated LGLD would help UNDP/UNCDF/UNV to optimize and better

utilize their comparative strengths for an effective alignment of country support for local development.

The evaluation report recommended effective coordination and articulation of approaches through joint-programming, sharing of a common knowledge platform and systematic planning and scaling-up of initiatives. Changes at the country level aim to result in an improved quality of life for the people and more resilient state-society relationships at the local level. To that end, LGLD programmes need to be relevant to local people, effective in the achievement of the defined development impact, efficient in resource utilization against value and, above all, sustainable in their continued application and potential for replication.

The integrated framework has been designed to cover most development situations, from mainstream to special conditions (fragile and crisis-affected countries; disaster and/or conflict-related). However, recognizing the specificities of situations demanding customized approaches and programmatic solutions, the UNDP developed a "Guidance Note on Local Governance in Fragile and Conflict-Affected Settings: Building a Resilient Foundation for Peace and Development".

To ensure sustainability and provide a framework for localizing the SDGs initiatives, the support by UNDP/UNCDF/UNV needs to be owned by countries and be part of national and local development strategies. There must be a reliable administrative capacity at the national and local level to manage processes, and the initiatives must be sufficiently robust and attractive to obtain the allocation of resources for scaling-up. The new approach requires changes in the design of LGLD initiatives (Table 1). This document articulates the framework to guide LGLD for UNDP and associated funds and programmes. It highlights how these integrated LGLD processes manifest themselves at the country level, proposes functions and responsibilities for stakeholders at different levels, and indicates strategic actions that need to be taken for the implementation of the framework, and for applying the framework, to facilitate the process of localizing the implementation of the SDGs.



TABLE 1. THE CHANGE PROCESS TOWARDS AN INTEGRATED LGLD APPROACH

Outcome	Output Level 1 (with Partners)	Output Level 2 (for UNDP)
LGLD interventions of UNDP and its Associated Funds and Programmes are relevant, efficient, effective, sustainable and facilitate localizing the implementation of the SDGs	LGLD interventions are part of national development strategies focused on achieving the SDGs (<i>where they exist</i>)	Development of a national strategy for integrated and sustainable local development facilitated (<i>optional, depending on national choice</i>)
	LGLD interventions improve local administrative competence for local development management to facilitate localizing the implementation of the SDGs in respective countries	Standard process of institutional and context analysis for localizing the implementation of the SDGs established
		Harmonized capacity development strategy at country level for facilitating the localisation of the SDGs developed
		Enabling local development systems promoted to facilitate horizontal as well as vertical linkages between relevant actors
	LGLD interventions mobilize more resources for localizing the implementation of the SDGs	Funding incentive for integrated and sustainable LGLD programming for localizing the implementation of the SDGs established
		Coordinated and accountable LGLD reporting for the SDG implementation processes established



2. LOCAL DEVELOPMENT RESPONSES BY UNDP, UNCDF AND UNV

2.1 United Nations Development Programme

UNDP's decentralization and local governance approach were initially developed for administrative support and development management at the local level. By the end of 2000, the definition had been extended to include support for political, administrative and financial decentralization.⁷ A different approach was therefore established for UNDP's decentralization and local governance concept to focus on up-stream policy advice, capacity development and global dialogue for poverty reduction.⁸ This resulted in massive global programmes in urban management, local livelihoods development, and decentralization and local governance. At the same time, UNDP expanded its involvement in crisis settings and became the UNDG lead for early recovery activities and for bridging humanitarian and development situations. Within the early recovery approach and the state-building/peacebuilding nexus, support to restoring or establishing viable local governance functions has gathered increasing attention from UNDP and its share of programming in fragile and crisis-affected countries. UNDP now supports a wide range of interventions to promote LGLD, including local governance for improved service delivery, for improving HIV and Health Development outcomes, for early recovery and resilience, for state and peace building, for enhancing democratic representation, and for ensuring environmental sustainability. UNDP is also the acknowledged multilateral system entry point for innovative territorial partnerships, including decentralized cooperation and local level South – South and Triangular Cooperation modalities.⁹

BOX 4. EFFECTIVE SYNERGIES IN MALAWI

Under the Malawi Local Government Strengthening and Investment Programme, UNDP, UNCDF and UNV are supporting the Government through the Ministry of Local Government and Rural Development to facilitate local economic development and service delivery at the district level. While UNDP focuses on reviewing the national decentralization policy and statutes and on building the capacity of district institutions, UNCDF provides direct technical support in managing the national local development fund and implementation of local economic development incubation projects in the districts. UNV has provided 20 local volunteers to work in the districts, helping the planning and budgeting units to provide technical coordination and capacity support to the 13 pilot district administrations. The same pilot districts are also the focus districts for UNDP's MDG-focused planning, micro-finance support and for gender capacity development activities.

2.2 United Nations Capital Development Fund

UNCDF was established to provide capital for investment in least developed countries. In 1999, it decided to use local government as the platform for planning, providing and managing these community capital investments. UNCDF works to help reduce poverty by piloting small-scale investments in two main areas: local development and inclusive finance. The strategic and results agenda of UNCDF and UNDP are fully integrated within the framework of the UNDP Strategic Plan. Local development work,

⁷ Governance for Sustainable Human Development (A UNDP Policy Document). January 1997.

⁸ The way Forward: The Administrator's Business Plans (2000-2003), UNDP, 2000.

⁹ <http://www.undp.org/responsive-and-accountable-institutions/>



Civil Registry office in local district office in Somalia. © UNDP Photo / Somalia

which accounts for 70 percent of UNCDF's overall portfolio, is fully integrated with UNDP's work in local governance at the country level.¹⁰

2.3 United Nations Volunteers

UNV contributes to peace and development through volunteerism worldwide. It is active in 140 countries. The current UNV business model defines three areas of intervention that are mainstreamed within its programmes: advocacy, integration and mobilization.¹¹

2.4 Combined strengths and complementarity

The three organisations together offer a high measure of complementarity in addressing the complex needs of LGLD. While UNDP takes the lead in establishing the structure and systems for multi-level governance through policy, institutional and capacity development, UNCDF offers leadership in financial and capital investment, and UNV provides the necessary expertise and personnel support for technical implementation, coaching and local engagement.

10 <http://www.uncdf.org/en/what-we-do>

11 <http://www.unv.org/what-we-do.html>



3. DEFINING THE CONCEPTUAL FRAMEWORK AND APPROACHES TO INTEGRATED LGLD

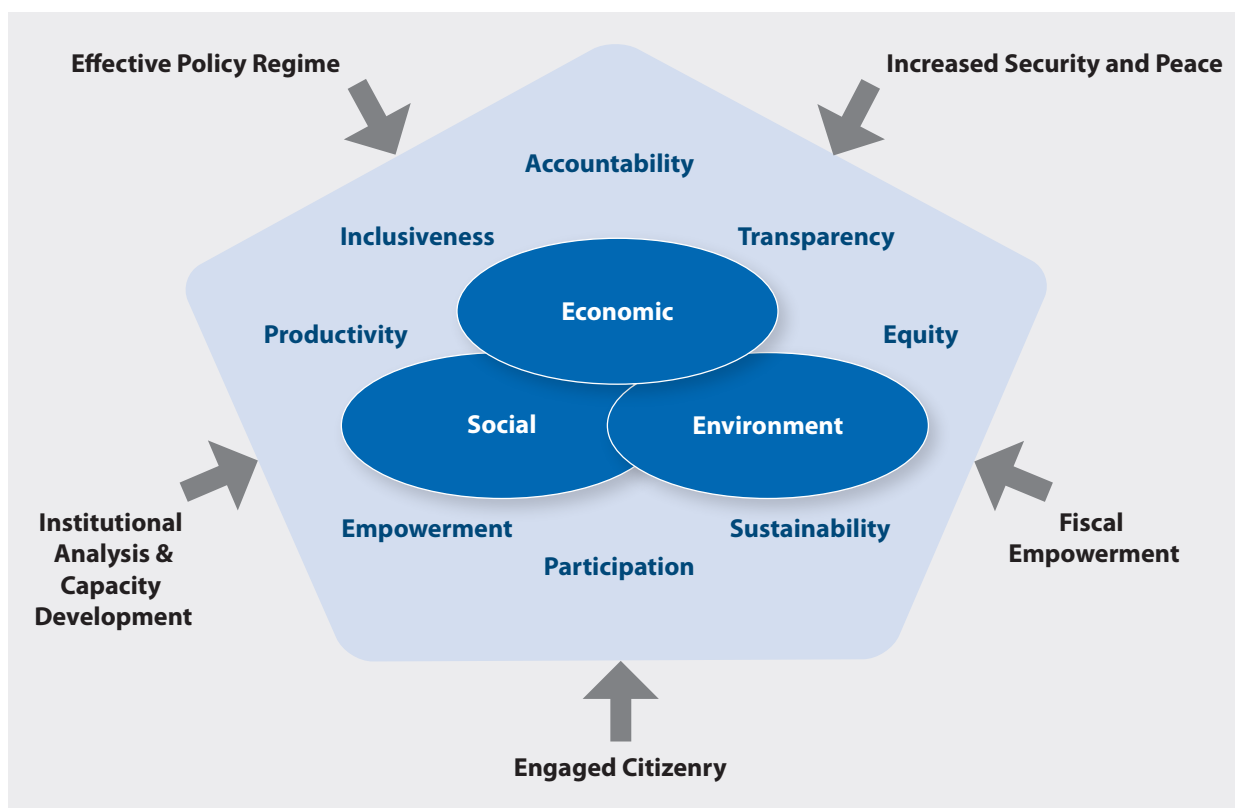
3.1 LGLD and Sustainable Human Development: a conceptual understanding

The outcome document of the Fourth High Level Forum on Aid Effectiveness (Busan, Republic of Korea, 2011) stressed the key role that local government plays in linking citizens with the state and ensuring ownership of countries’ development agendas. The Rio+20 Outcome Document pledged to further support local government to enable it to fully assume its roles beyond service delivery, enhancing participation and accountability at sub-national levels. It is therefore important to ensure a close link

between LGLD and the concept of sustainable human development.¹²

The social, economic and environmental contexts are shaped by governance systems and institutional arrangements, and vice-versa. UNDP’s interventions should therefore focus on five prospective areas of influence: (i) an effective policy regime; (ii) fiscal empowerment of local authorities; (iii) a secure and peaceful environment; and (iv) an engaged citizenry, while all interventions should be underpinned by (v) a solid institutional analysis and capacity development (Figure 1). The holistic nature of sustainable human development requires the LGLD framework to adopt

FIGURE 1: ACHIEVING SUSTAINABLE HUMAN DEVELOPMENT IN LOCAL SPACES



12 Sustainable human development is defined as the enlargement of peoples’ choices and capabilities through the formation of social, natural and financial capital so as to meet, as equitably as possible, the needs of current generations without compromising the needs of future ones. It focuses on development that does not only generate economic growth, but distributes its benefits equitably, that regenerates the environment rather than destroying it, that empowers people rather than marginalizing them. Sustainable human development thus places the capabilities and well-being of people and their relationship with the environment, at the centre of the development process.



a multi-sectorial systems perspective to understand the relationships between the local development issues and challenges.

The demand for localizing the implementation of the Sustainable Development Goals connotes a shift in the UN system approach to local development. It requires a more multi-level and multi-sectorial approach, predicated on local needs, capacities and context, and implemented at a pace that enables government systems to absorb and generate desired change. In addition it will also necessitate a more sophisticated understanding of both the external and local institutional contexts, as well as the complex relationships binding state and society at the local level. To this end, effective analytical tools are needed that can identify areas where successful action can be initiated and local leaders that champion these initiatives to enhance success.

3.2 Approaches to LGLD (Localizing the implementation of the SDGs)

Approaches to LGLD for localizing the implementation of the SDGs are based on basic principles adapted to the local development context and political systems. The choice of approach therefore depends strongly on a philosophy that provides conceptual and practical response to development needs. In reality, interventions tend to reflect a combination of approaches, adapted to the local context. Table 2 provides an overview of the main local development approaches.

TABLE 2. LOCAL DEVELOPMENT APPROACHES

Approach	Key Characteristics	Application	Advantages	Challenges
<i>Area-Based Approach</i>	<ul style="list-style-type: none"> Defined geographical area, determined by congruence of problem in context, rather than political-administrative unit Clearly defined development factor for establishing scope 	<ul style="list-style-type: none"> Security-challenged areas Natural resource development Regional economic development for disadvantaged areas 	<ul style="list-style-type: none"> Respond to complex, spatially-defined development problems Facilitates integrated approach and concerted action Can enhance participation using identification with the area Produce flexible and locally-relevant plans 	<ul style="list-style-type: none"> If development challenges cannot be geographically defined they assume an artificial territory Can have a negative influence on identity and aggravate secession Other relevant issues outside the defined areas are considered non-existent
<i>Community – Focused Support/ Place-Based Approach</i>	<ul style="list-style-type: none"> Community is the entry point Based on community-driven development principles Focus on problems in the micro environment perspective 	<ul style="list-style-type: none"> Security challenged environment Immediate disaster situations Situations of weak state delivery system 	<ul style="list-style-type: none"> Helps mobilise social capital Quick decision-making to respond to dynamic situations Communities more engaged and connected Achieve thoroughness in dealing and responding to issues due to focus 	<ul style="list-style-type: none"> Reduced sustainability as community capacity challenged with more complex issues Economy of scale cannot be reaped with certain services Link to other weakened state institutions Runs parallel to burgeoning state delivery systems



Approach	Key Characteristics	Application	Advantages	Challenges
<i>Local Government Approach</i>	<ul style="list-style-type: none"> Local institutions with authority for local development management Focus on building local institutional capacity Facilitate defined formal process for power sharing, functions and accountability Rules- and statutes-based process Focus on governance as a basis for development and service delivery 	<ul style="list-style-type: none"> Relatively stable environment or under stabilization process Political / administrative units with accepted boundaries Areas with acceptable levels of power-sharing 	<ul style="list-style-type: none"> Facilitates comprehensive development Relative autonomy leads to healthy competition and subsidiarity Facilitates viable levels of service delivery Facilitates accountability and increased predictability Increases inclusiveness in decision-making Sustainability enhanced through the grooming of viable local institutions Congruence of political, economic, and social identity facilitates integrated development Facilitates state-building in the long-run 	<ul style="list-style-type: none"> High investment in capacity development needed Results are slow to show Requirement for concomitant legal reforms can complicate implementation in emergency situations Vertical coordination is challenging Emphasis on local government identity may fuel secessionist tendencies Challenge to keep balance between efficiency and administrative overheads Local governments are not necessarily abiding by democratic local governance principles
<i>Open System Approach</i>	<ul style="list-style-type: none"> No defined or predetermined process; continuous information gathering and analysis determines the process External factors influence the internal dynamics and hence process Numerous development approaches can be adopted, depending on the local situation 	<ul style="list-style-type: none"> Situation of high volatility depending on external circumstance Obviously varied situation within same country or region 	<ul style="list-style-type: none"> Adaptability to changing local context Provides pilots for larger development process Can adopt an asymmetric and incremental process to local development where capacity is a challenge 	<ul style="list-style-type: none"> Requires strong professional management Creates highly unpredictable development process Assumes a stronger technical process which may alienate local ownership



The LGLD framework adopts a multi-dimensional approach as the current approaches by UNDP and associated funds and programmes cut across all the four methodologies described above. Hence, the framework supports the adoption of a context specific combination of area-based or territorial approaches, community support and local government support in an open-system perspective. This provides a convenient basis for establishing the LGLD integration process and facilitating the localisation of the SDG implementation with a strong emphasis on the principles of sustainability, national ownership of the interventions and an approach that facilitates democratic representation.

Such a multi-dimensional approach defines a territory not solely as a mere special, administrative or economic space, but also as an economic, social, political, ecological and cultural entity that evolves over time. The approach understands territorial development as endogenous and incremental while at the same time stressing the need for spatial integration and multi-level interactions and coordination. It promotes the integration of capacities distributed across levels, sectors, domains and levels of social organisation and governance systems and the promotion of appropriate institutional frameworks at local level. It enables relevant stakeholders to harness synergies between resources they contribute, allowing for the pooling of knowledge, exchange of experience and for fruitful collaboration. When public, private and civil society sectors together develop the vision, policies and plans, a common understanding is enhanced which allows complex development challenges to be addressed more effectively.

Finally, the LGLD framework recognizes the need to emphasize local development within a broader objective of **reinforcing the social contract** that binds the state and the people by increasing the responsiveness of public institutions, making

politics more inclusive and building the resilience of societies.¹³

3.3 Reaching a harmonized conceptual understanding

Local government is the governing institution that has been given statutory authority over a sub-national, territorially-defined area, be it rural or urban or a combination of the two. Generally, there are three major actors within a local government or authority: the political/executive head; a representative body; and technical staff. These provide the administrative machinery for local government and are the main facilitators of the entire process of **local governance** to achieve **local development**.

Local governance refers to the whole range of interactions between players at the sub-national level, ranging from local governments, to private sector, civil society and community-based organisations. It is the combined set of institutions, systems and processes, at the sub-national level, through which local authorities interact with and provide services to citizens, groups and local communities and through which the latter articulate their interests and needs, mediate their differences and exercise their rights and obligations.¹⁴

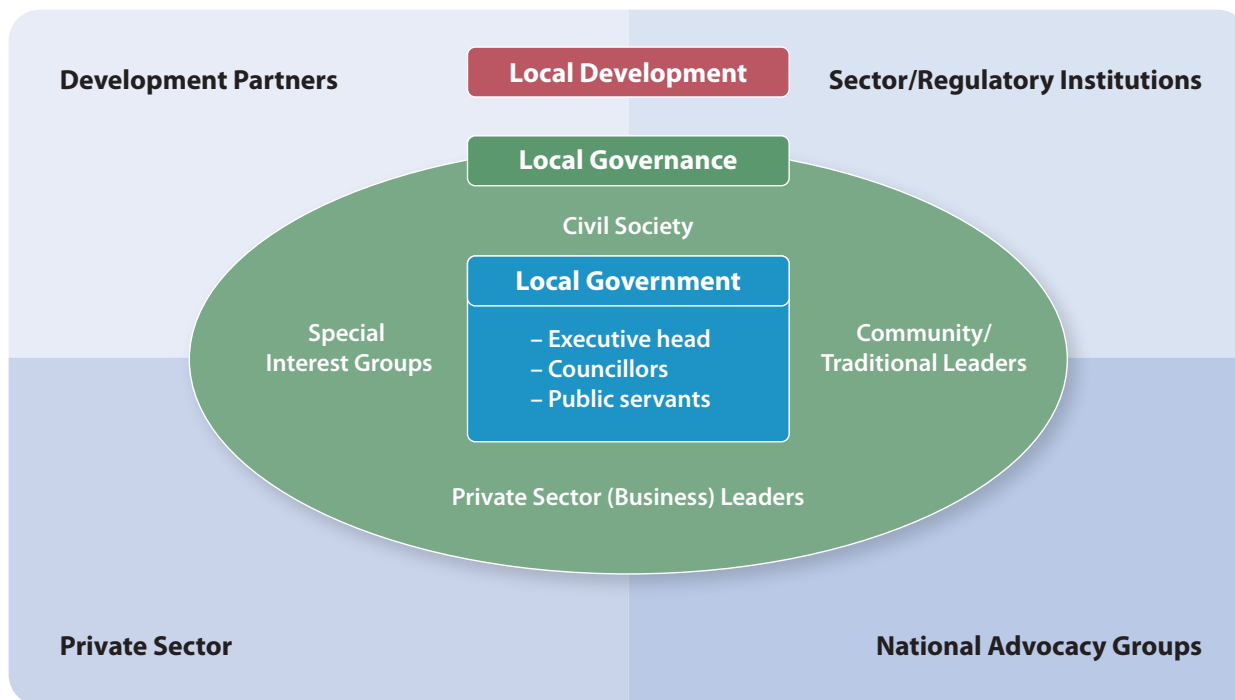
Local development is both a process and an outcome. As a **process**, it involves many stakeholders – civil society organisations, local communities, local governments, private sector companies and national institutions. It is, by definition, **integrated**, because of the **complex stakeholder actions and interactions at the local level** to which they are linked. As an **outcome**, it is the collective response to the desired change, expressed as enhanced access to services and economic opportunities and tangible improvement in quality of life and choices of the local population

13 The concept of the social contract refers to the dynamic agreement between state and society on their mutual roles. A strong social contract will have significant bearings on achieving peace and development. Local governance remains, for the vast majority of citizens, the most accessible level of engagement with the state authority; interaction, based on trust and partnership, with their local authorities, is a decisive element for building a strong social contract. While fragility and crisis represent major challenges to the legitimacy of state and societal institutions, and therefore to the social compact as a whole, it remains a relevant concept and programmatic model in more mainstream development situations as well.

14 Decentralized Governance for Development: A combined practice note on decentralization, local governance and urban/local development. UNDP, 2004



FIGURE 2. LOCAL DEVELOPMENT COMPONENTS



3.4 LGLD in UNDP’s Strategic Plan (2014-2017)

The three areas of work identified in the UNDP Strategic Plan are: [i] sustainable development pathways to eradicate extreme poverty and reduce social and economic inequality and exclusion; [ii] inclusive and effective democratic governance systems; and [iii] resilience to sustain development gains in the face of disasters or conflict. The Plan underlines the importance of local governance to achieve the above and calls for it to be strengthened, particularly in securing more equitable access to services for the poor and other excluded groups.

Developing local governance capacity is essential not just in delivering internationally-agreed development goals, but also in the process of making the state more inclusive, accountable and effective. In fragile and conflict-affected countries, local governance is also highly instrumental in building the state and creating more peaceful conditions for societal recovery. The need to facilitate development while focusing on a path that aims to ensure equity is

important, both from rights-based and sustainable human development points of view. There are various roles through which the partnership of national government and **local governance systems, including local administrations**, can contribute to achieving sustainable economic and social development.



The most important of these are¹⁵:

- Development of **institutional capacity** without which neither government nor the private sector can stimulate economic growth and social progress;
- **Policies that create an enabling environment for effective participation** in sustainable local development;
- Focusing on “pro-poor” policies that reduce poverty and **enhance the capacities of people who are normally bypassed** in the distribution of the benefits of economic growth, to participate more effectively in productive activities on which their livelihoods depend;
- Strengthening **the capacity of local public administration** to promote socially equitable economic growth and combat poverty in a climate change compliant manner;
- **Mainstreaming the prevention of risks**, whether related to conflicts or natural hazards, to increase societal resilience and mitigate the impact of crises on development gains.

In post-conflict and transition settings, the UNDP Strategic Plan therefore emphasizes the strengthening of local governments’ ability to deliver basic services, and on working with non-governmental and private sectors, as well as communities and traditional structures. As to citizen security, the Plan calls for efforts to improve community self-organisation and social cohesion. Regarding natural resources and extractive industries, there is emphasis on local conflict prevention and resolution, and partnerships with the private sector and other stakeholders, to improve adherence to national and international environmental and social standards. UNDP’s work on early recovery will therefore include not only the restoration of basic local infrastructure, a focus on local economic conditions, jobs and livelihoods, addressing particularly the needs of groups in



Young mothers and vaccinated children leave a UNDP-sponsored health clinic in Hakha Township, Chin State, Myanmar. © Tom Cheatham, April 2013.

danger of exclusion and discrimination. It will also give attention to core government functions, such as payment of civil service salaries and measures for anti-corruption, conflict prevention, social cohesion, social protection and immediate security, access to justice and human rights priorities.

UNDP’s **comparative advantage** lies in its holistic, cross-sector approach to sustainable human development and resilience. The Plan focuses both on rural and urban areas, achieving the Sustainable Development Goals as well as engaging citizens and civil society organisations in designing national and local development policies and programmes. Annex 1 indicates the relationship between the UNDP Strategic Plan and the LGLD framework.

¹⁵ Dennis A. Rondinelli (2007): “Governments Serving People: The Changing Roles of Public Administration in Democratic Governance” in: *Public Administration and Democratic Governance: Governments Serving Citizens*; Proceedings of 7th Global Forum on Reinventing Government: Building Trust in Government, 26-29 June 2007, Vienna, Austria.



4. INTEGRATED LGLD FOR IMPLEMENTING THE SUSTAINABLE DEVELOPMENT GOALS

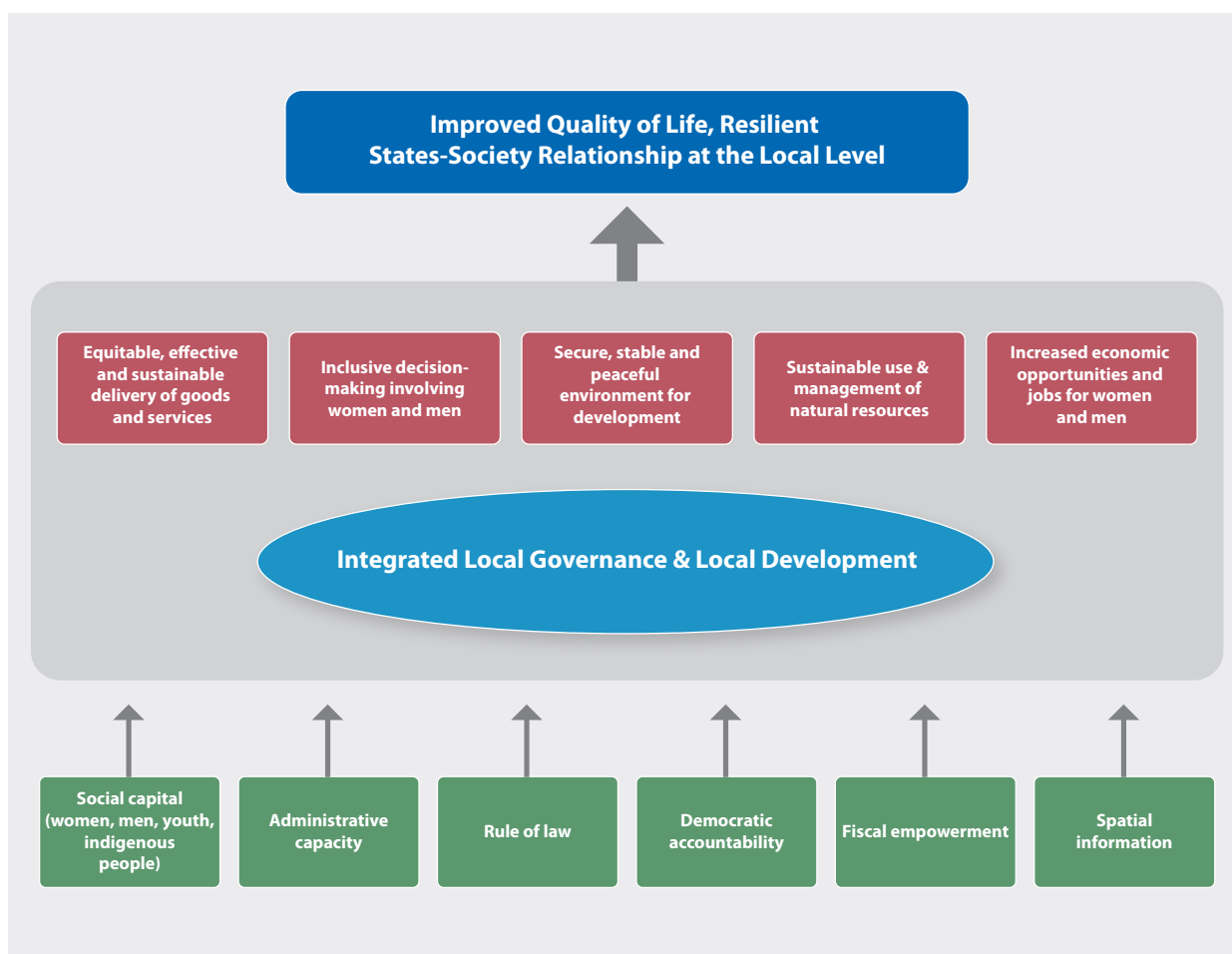
4.1 Framework for Integrated Programming

Conceptually, the integrated LGLD process involves the comprehensive and harmonized provision of key local development inputs. There are two main **outcomes**: [1] **improving the quality of peoples’ lives**, appropriately assessed in terms of economic impact, social impact, health and environmental impact; and (2) **more resilient state-society relationships at the local level** expressed through more robust, legitimate and trusted formal and informal institutions that abide by the rule of law and the core principles of democratic governance. All are

directly influenced by geography and the prevailing system of governance.

The **key inputs** are the facilitation of **democratic accountability** based on inclusive political processes and empowered citizen voice, the prevalence of the rule of law protecting the basic rights of all and guaranteeing the availability of legal redress mechanisms (formal and informal), the development of necessary **administrative capacity** for development management and service delivery, the facilitation of necessary **fiscal empowerment and resources**, and the crucial **acceleration of social capital formation**. Equally important is the availability

FIGURE 3. CONCEPTUAL FRAMEWORK FOR LGLD





of **open geographical information systems** to enhance the ability to record, assess and monitor change in critical social, economic and environmental aspects of their communities (“citizen cartography”).¹⁶ The concept’s local purposes are to reduce the number of parallel interventions (which take much local energy without producing better results), to avoid the daunting task of multiple reporting requirements, and to provide more harmonized, predictable and appropriate local interventions for achieving the Sustainable Development Goals.

A successful integrated approach to local governance and local development would result in the following five **main outputs**: (1) equitable and effective delivery of goods and services, (2) inclusive decision-making processes involving women and men, young people as well as indigenous peoples and other groups; (3) a secure environment where the rule of law prevails; (4) the sustainable use and management of natural resources and (5) increased economic opportunities and jobs for women and men with particular attention to unemployed young people.

4.2 The approach within a national framework (Figure 4)

The LGLD integration process is relevant for its ability to influence local development processes at the country level resulting in sustainable local development. Placing the framework in the national context implies that national systems would serve as the channel for delivery in line with UNDP/UNCDF/UNV national alignment principles. In countries where national systems do not reach the whole territory and/or are still in their early stage of development, UNDP/UNCDF/UNV would have to take a stronger lead in testing different institutional and process options for LGLD and applying the lessons learnt across the country.

Local development is shaped by a country’s governance structure and processes. The multi-

level governance system must therefore relate in its entirety to delivery of services – including justice and security – protecting rights, ensuring inclusion and resilience in sustaining development achievements. In situations of crisis, it also has to reduce and manage tension and decrease the possibility of resurgence of the conflict situation.

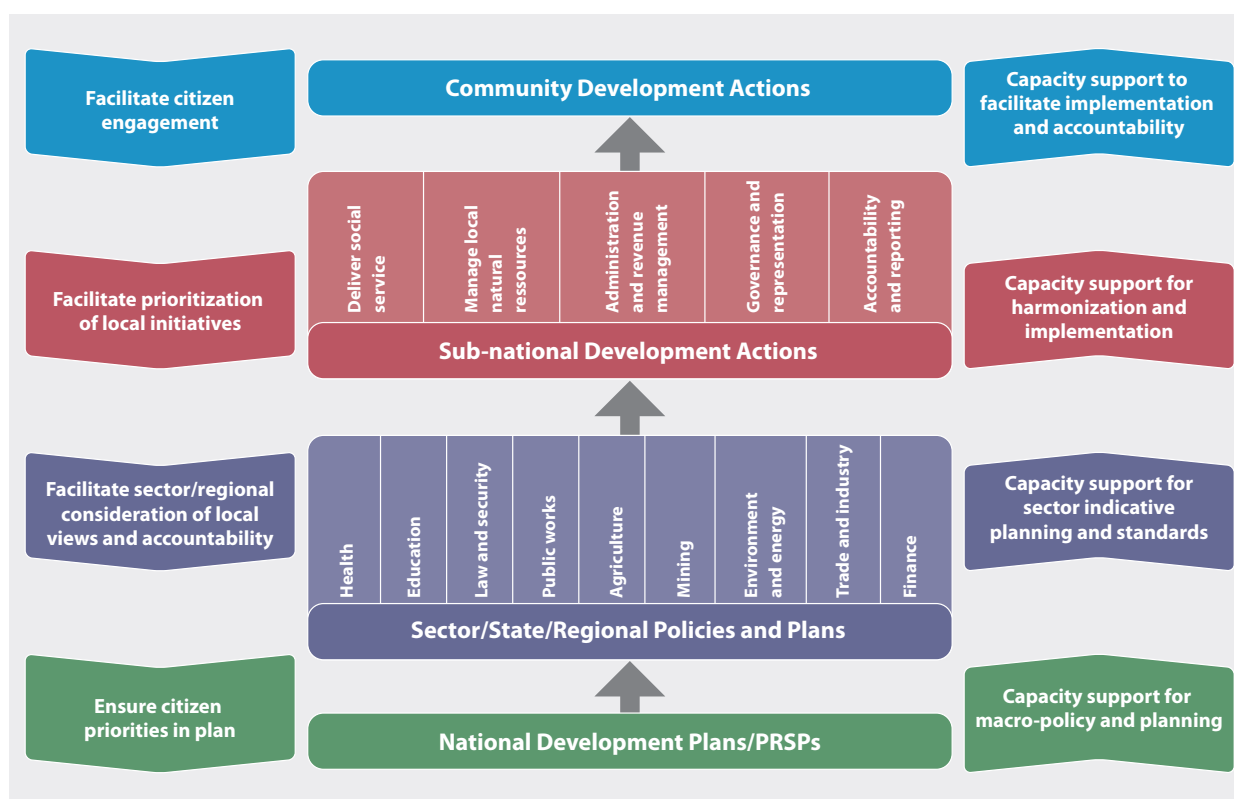
The local development process should begin with a clear appraisal and assurance of the definition of roles, functions and processes. That is typically followed by the normative cycle of visioning and planning, implementation, and monitoring and evaluation for local development.

The *national* plan or strategy becomes an obvious strategic entry point for UNDP and its associated funds and programmes. UNDP/UNCDF/UNV may have a significant role to play in the preparation or review of such national development guidance documents by, inter alia, advocating for the inclusion of specific contents for localizing the implementation of the SDGs. This should also include taking into account, where relevant, the requirements for disaster risk reduction.¹⁷ In countries where the national development vision is also captured in a spatial plan, or where there is an intent to do so, UNDP/UNCDF/UNV can also play a supporting role in facilitating sectorial coordination and wider stakeholder participation. These tasks require **high level policy advisory inputs** to ensure that the issues related to localizing the SDGs are appropriately addressed.

The *sectors* represented by ministries are required to define the national development objectives into **sector** implementation plans, initiatives and actions. Sectors related to sustainable human development at the local level will be prioritized and selected in line with the focus of the UNDP country office, overall UNDAF priorities and the SDGs. The sectorial levels require **specific technical skills** related to particular ministries. Support by UNDP/UNCDF/UNV

16 Supporting the expansion of citizen mappers in all countries could be an excellent focus for UNV.

17 The Outcome Document of the Financing for Development Conference (July 2015) mentions: “We will develop and implement holistic disaster risk management at all levels in line with the Sendai Framework. In this regard, we will support national and local capacity for prevention, adaptation and mitigation of external shocks and risk management.”


FIGURE 4. DEVELOPMENT PROCESS AT THE NATIONAL LEVEL AND ENTRY POINTS FOR SUPPORT


may include [i] providing capacity support for the development of sector-specific indicative plans and the setting of standards and guidelines for localizing the SDGs; [ii] facilitating sector-wide responses and cross-sectoral dialogues; and [iii] facilitating the participation of the private sector and civil society in participating in and influencing sector-specific responses to the national and local development strategy for the SDGs.

Sustainable local development planning fulfils three key roles: [i] to gather and aggregate local aspirations, problems and needs, to be addressed in national indicative plans and sector programmes, [ii] to analyse and establish targets and strategies for sub-national development objectives, and [iii] to reconcile local aspirations with strategic priorities captured in national spatial plans.

Support at *local level* includes [i] creation of guidelines for developing and implementing the

sub-national development plan/strategy for the SDGs and relevant training for local officials and local leaders; [ii] ensuring that sub-national plans are “pro-poor”, respond to the need of minority groups, facilitate local economic development, enhance sustainable environment, increase resilience against the regressive impact of disasters and are conflict-sensitive; [iii] facilitating local ownership of development plans with the participation of community members, civil society and the private sector; and [iv] harmonizing local support from development partners to avoid multiplicity of initiatives. A harmonized implementation of the local development plan with clear targets, actions, budgets and monitoring systems also needs to ensure that investments, projects and services are delivered with effective community involvement.

At the *community level*, emphasis is given to three key areas identified in the framework: **engagement**, **implementation** and **accountability**. UNDP/UNCDF/



UNV support may include [i] mobilizing communities and organising resources for community initiatives; [ii] organising community systems for inclusive participation in the development of local action plans; [iii] support communities to master the mechanism for local engagement, demand accountability from local representatives and aggregate local needs and aspirations to feed into local and then national development planning priorities; [iv] monitoring and preventing elites taking control of community decision-making; [v] mobilizing appropriate technical support for sustainable local development initiatives; and [vi] advocating for strong coordination mechanisms to avoid silo and stand-alone sectoral operations and to ensure that sectoral interventions are well integrated.

There are three essential elements to operationalizing this framework: the capacity of the local authorities and local administration, the role of non-state actors (at local and national levels), and establishing an environment of accountability. Non-state actors at the sub-national level should be used as key agents for mobilization, information dissemination and engagement with sub-national governments.

Building the capacities of civil society groups will be part of UNDP/UNCDF/UNV interventions, taking into account the specific conditions of the country. It is also important to create regular channels to promote collaboration between the local administrations and non-state actors in support of the local social contract. It is equally important for non-state actors to engage in developing networks and alliances that can increase their bargaining position and foster active participation in policy dialogues with sub-government institutions. The crucial role of Local Government Associations, where they exist, becomes an important link between state and non-state actors in localizing the development initiatives and strategies.

In adopting and adapting this framework, it is important that [i] the framework is part of the national development process; [ii] that compatible goals and harmonized implementation is maintained between sectors and local government; [iii] that the roles of national and sectorial institutions, as well as local actors, are properly defined; and [iv] that the process of capacity support is well targeted and provided for the entire development cycle.



Maliens in Timbuktu vote in the first post-conflict elections in 2013. © UN Photo Blagoje Grujic



5. OPERATIONALIZING THE LGLD FRAMEWORK FOR IMPLEMENTING THE SDGs

To operationalize the LGLD framework as an operational channel for localizing the SDGs¹⁸, implementation focuses on the following six main capacity areas: [i] capacity for steering a national visioning process (which, for UNDP/UNCDF/UNV, should include a thorough institutional and context analysis (ICA); [ii] capacity for sector development planning (equally underpinned by the ICA finding as the political economy may alter between sectors); [iii] capacity for steering the sub-national development planning process; [iv] capacity for managing territorial partnerships and exchanges; [v] capacity for fostering social cohesion and heterogeneous society; and [vi] capacity for knowledge management and advocacy (see Figure 5).

5.1 Capacity for steering a national visioning process

A national visioning process is vital for placing the SDGs in the national context because it initiates a process of gathering local views, aspirations and development needs. The national visioning involves four main activities: [i] institutional capacity analysis; [ii] development of a national development strategy and its spatial translation; [iii] the establishment of local governance policy and required statutes to facilitate the localisation process; and [iv] the establishment of a national monitoring and evaluation process to measure progress on SDG implementation at the national and local level.

Institutional capacity should be thoroughly assessed to identify possible capacity gaps that impact the

prospects for success of the national and sub-national strategies for sustainable development. Facilitating development of the national sustainable development strategy requires substantive policy advisory work and capacity development initiatives, agreed with national actors. This **capacity development support** includes environmental management, poverty reduction, disaster risk reduction, gender considerations, relevant public sector institutional development and GIS¹⁹-based planning tools. In a fragile country context, conflict analysis would also be covered in this initial stage of policy-setting.

The national visioning process may involve the development or reform of national policies and statutes for implementation, for which UNDP/UNCDF/UNV support can also be provided. It should explicitly state how the development process is to be assessed. A monitoring and evaluation system can be designed as part of the process.²⁰

5.2 Capacity for sector development planning

Translating the national strategy's general intentions into concrete actions – through policies, programmes, regulations and investments – is initiated through national ministries or government agencies. This may require capacity support in policy formulation, dialogue, consultation and coordination, implementation, oversight, standard setting, regulations and monitoring and evaluation.

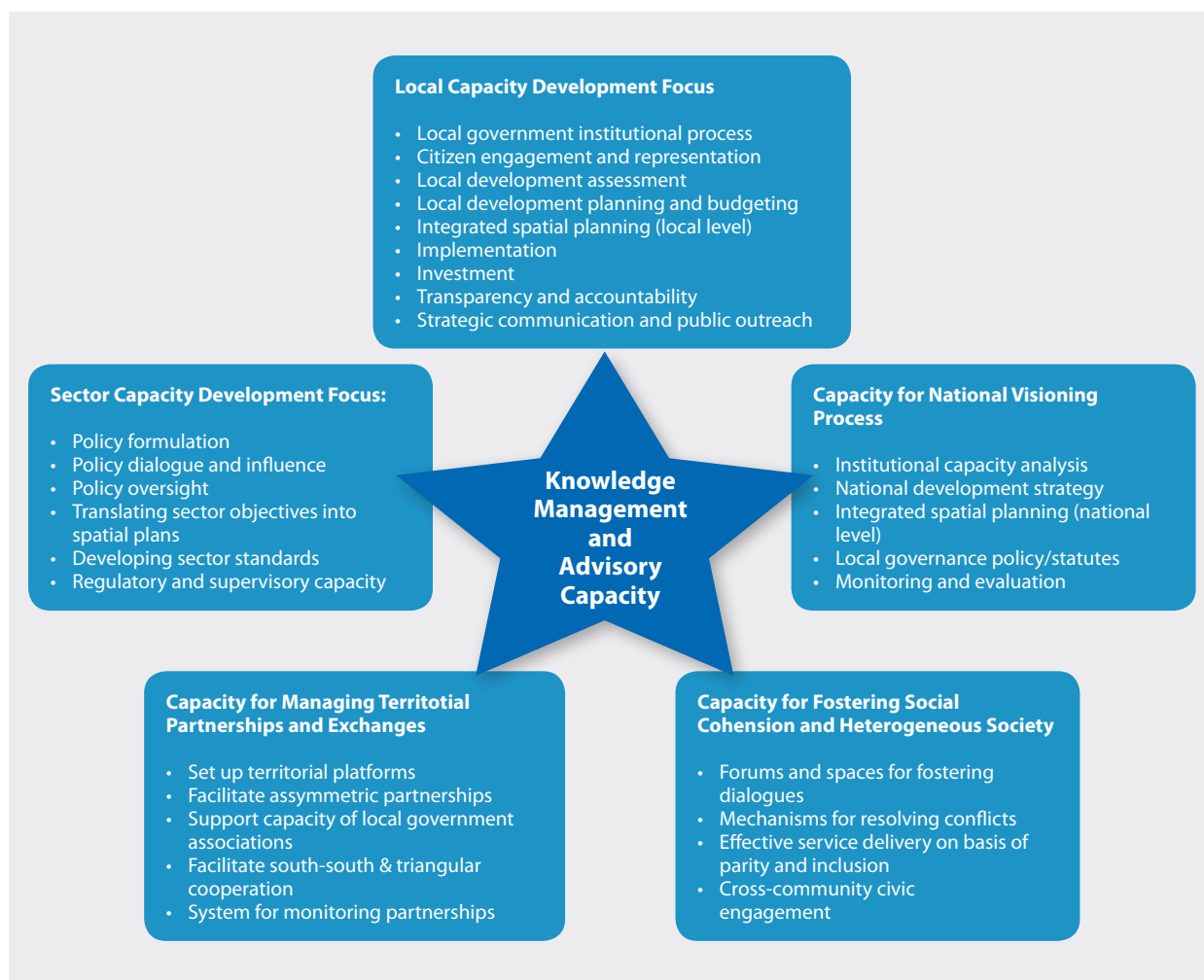
18 The Outcome Document of the Financing For Development Conference (July 2015) makes specific reference to capacity development at the local levels. Paragraph 34: "We acknowledge that expenditures and investments in sustainable development are being devolved to the subnational level, which often lacks adequate technical and technological capacity, financing and support. We therefore commit to scaling up international cooperation to strengthen capacities of municipalities and other local authorities. ... We will strive to support local governments in their efforts to mobilize revenues as appropriate. We will enhance inclusive and sustainable urbanization and strengthen economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning, within the context of national sustainable development strategies."

19 Geographical Information Systems

20 A tool for measuring Development Cooperation effectiveness at the local level was developed in Ecuador, designed and implemented by UNDP Ecuador with the support of SETECI (the Technical Secretariat for International Cooperation in Ecuador) and UNDP's ART Initiative (Articulation des Réseaux Territoriaux de Développement Project). It allows local and regional governments to measure alignment, ownership and harmonization, thereby promoting local ownership, empowering local actors and fostering mutual accountability in development cooperation. The tool helped to increase transparency and accountability of local development interventions.



FIGURE 5. MAJOR CAPACITY AREAS



5.3 Capacity for steering the sub-national development planning process

From a governance perspective, it is important that local authorities have the ability to engage and involve people in decisions that affect their own lives and the development of their communities. Citizen views can be reinforced by an objective local governance assessment. Data from local political, economic, social, environmental, gender, and geographical/physical assessments can be integrated into a single assessment process and linked to the national information gathering process. The framework therefore advocates the development and

application of an integrated LGLD diagnostic tool for localizing the SDGs.²¹

Prioritization is a response to limited resources. UNDP/UNCDF/UNV can facilitate objective prioritization to protect vulnerable groups against the process being overly influenced by the local elites and ensure that priorities are relevant and locally-owned. Public servants can be trained to facilitate the prioritization process. Sub-national governments would translate these priorities into medium-term goals and objectives, and sub-national spatial plans. The budgeting process is as much a challenge for national governments as it is for

21 The UNDP Oslo Governance Centre has references and materials to a series of local governance and local development diagnostic tools: www.gaportal.org/areas-of-governance/local-governance-and-decentralization



Provincial Council members, district governors, and line ministers in Kunar. © US Embassy in Afghanistan

sub-national governments. This is primarily because many countries have no clear expenditure assignments, which makes the relationship between a plan and a budget coincidental.

Corruption and unreliable reporting also are major challenges to local governance. UNDP/UNCDF/UNV support can focus on the development of institutional mechanisms, including community level capacities to reduce, if not eliminate, corruption and to facilitate transparent reporting and accountability.

5.4 Capacity to engage in territorial partnerships and exchanges

Development actors are increasingly engaging in asymmetrical partnerships, seeking to complement each other and engage in a meaningful dialogue, also across territories and levels. Increasing economic and social interdependence between territories has a crucial influence on local development strategies and outcomes, which may be affected by external decisions, regulations and standards. Interconnections between close, as well as distant, territories are related to flows of human capital, information and knowledge, financial resources, cultural exchanges, etc. UNDP can build on ten years

of experience in facilitating territorial partnerships through Decentralized Cooperation (DC), as well as territorial South-South and Triangular Cooperation (SSTC) modalities. UNDP understands territorial partnerships in a broad and inclusive sense, where local and sub-national governments, civil society, the private sector, foundations and academia engage in mutually benefitting partnerships across countries to advance sustainable human development at the sub-national level. By working jointly, decentralized cooperation partners and multilateral agencies can mutually enhance their development impact. Building upon UNDP's existing partnership network, its Bureau for Policy and Programme Support has established a Hub for Territorial Partnerships in the Brussels Office, aiming to harness the potential of territorial partnerships for the implementation of integrated LGLD initiatives in interested partner countries.

In addition to these territorial partnerships, UNDP, UNCDF and UNV will also support the development of capacities of local and regional governments to manage multiple linkages and networks that act across the public-private and the central-local sectors. UNDP will capacitate LRGs to effectively establish and facilitate such local-level institutional networks and frameworks that will allow collaborative visioning and the effective implementation of multi-disciplinary development solutions at the local level.

5.5 Capacity for fostering social cohesion and managing heterogeneous society

In increasingly heterogeneous societies, the capacity for different groups to come together across lines of region, race, ethnicity or beliefs (to respond to crises, to innovate, and to adapt to rapid social and economic change) becomes a vital asset for sustainable development. In this context, UNDP/UNCDF/UNV support the development of: (i) forums and spaces for fostering dialogue and building trust across communities; (ii) mechanisms, both traditional and modern, for resolving local conflicts over land, identity, and natural resources; and (iii) service delivery by local governments (especially with regard



to the rule of law and redress), that is responsive to issues of gender and identity, and is carried out on the basis of parity and inclusion.

Recognizing that shared social and economic spaces (such as marketplaces, traders’ associations, cultural associations, youth clubs and schools) have been shown to resist differences from developing into violence, UNDP/UNCDF/UNV will also support the development of cross-community civic engagement, especially through youth and women.

5.6 Knowledge management and advocacy

Knowledge management and advocacy are important components of a nationally owned LGLD process. UNDP/UNCDF/UNV can support ministries responsible for coordinating local development to establish simple practices and processes to identify, create, document, distribute and adopt insights and experiences from LGLD initiatives. At the country level, UNDP/UNCDF/UNV can provide specific support and incentives to develop sub-national (e.g. thematic) platforms and networks to promote effective LGLD. Associations can be organised to play a key role in knowledge-sharing and advocacy. At regional and global levels, established local government networks (e.g. UCLG, FOGAR, and WACAP) as well as UNDP’s own established platforms and networks can serve as key constituencies of UNDP/UNCDF/UNV LGLD work, for the exchange of knowledge and experiences. All the capacity/task areas highlighted in Figure 5 are currently being followed to varying degrees in UNDP, UNCDF and UNV initiatives, but the essence of this framework is to facilitate the development of common and complementary tools and methods to ensure a joint approach based on a common understanding.

LGLD processes can also be strengthened by linking local processes to international platforms and networks of excellence. UNDP can act as a knowledge broker establishing or coordinating international platforms to enhance the exchange of good practices with a specific results-oriented emphasis. The purpose here would be to extend the scope for local

BOX 5. MIGRATION, SOCIAL COHESION AND LOCAL DEVELOPMENT

Human mobility is by default a dynamic cross-cutting issue and relates directly to the local dimension, both in territories of origin and destination, with evident implications for local governments, local governance and local development. Human mobility is also directly concerned with the three strands of sustainable development – social, economic and environmental – and should therefore be taken into consideration as one of the factors/drivers contributing to shaping local development. Local governments, both in the global South and global North are facing a growing new range of challenges and opportunities, including the impacts of human mobility on their development plans and strategies. Forced migration in particular is putting an increasing stress on recipient communities all over the world, gradually transforming heterogeneous communities into diverse, multi-cultural societies.

governance institutions and local actors to reach beyond national knowledge platforms.

5.7 Providing capacity support under UNDP programming context

The current UN programming process facilitates effective coordination and integration of relevant programmes, but cross-agency collaboration is still limited at the local level. The framework proposes four initiatives to ensure that LGLD is integrated in country programmes to facilitate localizing the SDGs: [i] development of a harmonized LGLD work plan at the country level; [ii] appointment of a focal team at the country level to coordinate LGLD country tasks; [iii] creation of an integrated LGLD funding mechanism for programme implementation at the local level with defined criteria for access; and [iv] availability of a knowledge hub for tools and guidelines to support LGLD at the country level.



Guidelines will be developed to advise and coordinate the harmonized country plan to support the localisation of the SDGs through the integrated LGLD implementation approach. The appointment of a focal LGLD team at the country level will facilitate the process by creating the platform for discussion, monitoring and responding to deviations from the harmonized country plan. The LGLD funding mechanism (with global, regional and country-level windows) will enable capacity support for LGLD to be aggregated and harmonized in an integrated implementation plan for localizing the sustainable development goals. Specific performance criteria will be designed and applied for the assessment of initiatives and disbursement of funds.

In addition to in-depth capacity assessments, implementation of the framework at the local level will also be supported through:

- **Creating multi-disciplinary development solution teams for localizing the SDGs**
At each level, multi-disciplinary teams can be formed by mobilizing available pools of experts to respond to countries' requests for support. As local development involves a range of capacities, United Nations country teams will need to
- **Setting up territorial platforms**
Territorial platforms can be set up to facilitate implementation of multi-disciplinary and multi-actor LGLD initiatives at the regional and local level. These platforms will support LRGs in promoting an integrated local development approach, and allow multi-disciplinary development solution teams to effectively support these territorial initiatives. These platforms also provide a mechanism for development partners to align their support with these integrated local development systems.
- **Working with local training institutes and consultants**
United Nations country teams could engage local training institutes and consultants to expand the supply of capacity development services available to local governments and local actors for improved LGLD. Working with local service providers, and offering training on tools and methodologies, stands to further enhance the sustainability of support efforts.



6. ROLES AND CAPACITY FOR ACTION

6.1 Assigning roles at different organisational levels

The framework proposes indicative roles to synchronize activities and resources involved in LGLD (Table 3). A coordination team will be established with UNCDF and UNV to ensure coordination of activities, to develop common tools and methodologies, and to provide joint technical support. Key roles of the coordination team include: leadership of LGLD knowledge management, representation and partnerships with relevant stakeholders, resource mobilization and the nurturing of a global LGLD community of persons who have already acquired, and can share, relevant experience.

6.2 Capacity requirements for LGLD

The LGLD capacity situation in UNDP/UNCDF/ UNV is challenging, particularly at the country level where, apart from the expertise employed at the project level, there are often no staff designated to or specialised in LGLD. In other cases, dedicated staff may be overstretched because of multiple responsibilities.

The onus for providing technical support has often fallen on the few technical LGLD staff at the regional or headquarters level, where capacities are also limited. Integration of LGLD therefore requires key capacities to be developed and secured. In addition to a good understanding and technical knowledge of the methodological processes and key tools of the practices and funds, technical capacities needed and for which the expert roster is strengthened, include:

1. Capacity to undertake LGLD institutional and context analyses and conflict and development analyses;
2. Capacity to facilitate the development of a national LGLD vision;
3. Capacity to formulate LGLD policies;
4. Capacity to define indicators for monitoring progress in relevant technical areas in various sectors;
5. Capacity to develop standards and ensure quality control for development engagements;
6. Capacity to support volunteer and civic engagement;
7. Capacity to develop tools and establish platforms for compatibility and harmonization of development aspirations;
8. Capacity to prioritize development needs and interventions;
9. Capacity to support effective local public expenditure management (planning, budgeting, implementation);
10. Capacity to design and facilitate accountability and reporting systems for local development;
11. Capacity to assess environmental and social standards in local development processes;
12. Capacity to translate development priorities into spatial planning tools;
13. Capacity to foster social cohesion, mediation and conflict prevention.

Capacity at UNDP Headquarters will focus on thought-leadership, coordination and organisation. Given the diversity of capacities needed at different levels, a roster of LGLD consultants will be an essential component of the capacity-enhancement process.



TABLE 3. FUNCTIONAL LGLD AREAS

Level	Activity Area
Headquarters (Global Coordinating Team with UNV and UNCDF)	Global technical backstopping and quality control
	Monitor implementation of results
	Review implementation strategy
	Update staff on progress in implementation strategy
	Coordinate fundraising and partnerships
	Distill issues from the global platform to inform country level programming
	Serve as focal point to engage in global debates and advocacy on issues related to LGLD
	Develop standards to ensure compliance
	Facilitate and coordinate the development of tools, methods and other knowledge products through an LGLD community of practice
Regional bureaux & Regional hubs	Identify LGLD priorities for the region and include these in the regional programme(s)
	Guide the DST and coordinating team in proposing regional technical strategies
	Provide feedback to the global team on regional perspectives on technical issues
	Serve as the link with relevant regional bodies on LGLD
	Coordinate and oversee resource mobilization
	Serve as the LGLD anchor on regional information and advocacy
	Respond to country demand and provide front-line technical support
	Coordinate implementation of framework at the regional level
	Provide technical supervision and ensure the maintenance of standards
	Facilitate regional community of LGLD practice activities
	Integrate volunteerism in development planning and advisory services
Country Office team	Facilitate the development of a national LGLD process
	Define the specific role to be played by UNDP/UN in the national LGLD process
	Promote and facilitate the incorporation of local considerations in all national and sector plans and policies
	Ensure coordination with other activities by other development partners on LGLD
	Responsible for the technical implementation of LGLD programmes in response to national plans, the UNDAF and CPD



7. SPECIFIC LGLD INITIATIVES

While most of the framework note's content may be applicable to a variety of development situations, Guidance Notes will be developed for specific situations, including LGLD in fragile and crisis-affected settings, and on urban governance and the specific challenges of urban settings.

Local governance in fragile and crisis-affected settings (SDG 5, 9, 11, 16)

As local governance remains the most accessible level of engagement with public authority and state institutions for fragile and crisis-affected settings, the local level is a prominent entry point for state building and peacebuilding. There can be no stabilization and recovery in societies affected by severe crises without a renewed social contract between the state and local communities. Systematic support can be provided by UNDP/UNCDF/UNV in this area in:

- Strengthening national government capacity to develop short/mid-term, flexible and conflict-sensitive strategies and action plans to support the extension of the state throughout the country, covering the operational and security needs of local governments, proposing transitional power-sharing arrangements with relevant non-state actors, and rebuilding simple and functional intergovernmental relations;
- Providing high-level and incremental advisory support for reforming the local governance sector towards increased decentralisation and incremental transfer of responsibilities for local development;
- Supporting the sectors responsible for local government to develop realistic capacity development plans and guidelines to support the functions of nascent or re-booted local governments (post-crisis);
- Strengthening the capacities of local governments to become rapidly responsive to the needs of crisis-affected societies, especially for the delivery of basic services, rebuilding

of communal infrastructure, management of conflict and the reduction of violence;

- Providing integrated support to regions and localities facing a high influx of IDPs and migrants, to increase their absorption capacity and minimize the potential for disruption of social cohesion and conflict; and
- Strengthening community structures and capacities to participate in decision-making, including marginalized and vulnerable groups (such as women, youth, minorities, etc.), and peacefully manage disputes through locally-accepted processes.

Local governance in urban settings (SDG 11, 16, 17)

When populations converge in towns and cities, rapid urbanisation may pose additional risks, bringing together social, health, environmental, and technological hazards. Systematic support can be provided by UNDP/UNCDF/UNV in collaboration with other UN entities in:



Local women in Grand Boulage are employed in one of UNDP's watershed management projects. During 2011, UNDP and its partners launched watershed management, reforestation and renewable energy promotion initiatives.
© Mariana Nissen (UNDP)



BOX 6. SUSTAINABLE DEVELOPMENT GOALS

	Goal 1	End poverty in all its forms everywhere
	Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	Goal 3	Ensure healthy lives and promote well-being for all at all ages
	Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Goal 5	Achieve gender equality and empower all women and girls
	Goal 6	Ensure availability and sustainable management of water and sanitation for all
	Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
	Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Goal 10	Reduce inequality within and among countries
	Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
	Goal 12	Ensure sustainable consumption and production patterns
	Goal 13	Take urgent action to combat climate change and its impacts
	Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development



- Strengthening national government capacity to develop comprehensive, relevant and realistic urban policies covering property rights, private sector partnerships, slum upgrading, sustainable environmental management and response to migration;
- Strengthening the capacities of sectors responsible for local government and urban governance to develop realistic guidelines and standards for sustainable and integrated urban management, covering environmental management, resource and investment management, and inclusive accountability and reporting;
- Strengthening the capacities of urban governments to respond to new challenges of urban management as well as the new complexities on governance, security, HIV, health and human rights;
- Facilitate urban governments to use the opportunities created by Information and Communication Technologies to create secured, safer and smarter cities; and
- Strengthening the capacities of urban governments to design programmes to address issues of informal dwellers in slums and shacks, property rights and urban youth unemployment.

Local economic development (LED), recovery and employment generation (SDG 1, 2, 5, 8)

- Supporting local governments in developing appropriate regulatory frameworks for economic recovery and development, focusing on the potential of the youth and women and nurturing small business initiatives by brokering catalytic ventures;
- Supporting national and local governments in developing comprehensive LED strategies, plans and related policy frameworks;
- Planning and promoting investments in transportation and public utilities infrastructure through the promotion of public-private partnerships;
- Promoting local “green business” and local natural resource development; and

- Utilizing decentralized cooperation opportunities to share experiences on LED with sub-national regions and create platforms for harnessing relative potentials.

Promoting equity in local service delivery (SDG 3, 4, 5, 6, 7, 10, 11)

- Facilitate the clear demarcation of roles and responsibilities in the multi-level governance process related to the framework for service delivery and access, including service utilization, availability, affordability and coverage;
- Strengthening capacities of local governments to plan, budget, monitor and develop regulatory frameworks (including for procurement);
- Strengthening capacities of service providers and develop alternative delivery methods including public-private partnerships, community management, and community volunteerism;
- Strengthening communities’ capacities to monitor and evaluate service delivery and inform decision-making at sub-national levels; and
- Support for resource mobilization and provision of small grants for investments.

Sustainable environmental development (SDG 11, 12, 13, 14, 15)

- Strengthening capacities of local governments and local actors to develop local strategies for environment and natural resource management;
- Strengthening local governments’ capacity to scale-up existing best practice on environment and natural resource management;
- Developing local networks and partnerships to share information on environment and natural resource management; and
- Strengthening local government capacity to establish local funds for environment and natural resource management programmes.

Democratic local governance and empowerment (SDG 5, 11, 16, 17)

While decentralization leads to, and is associated with, democratic governance, decentralization is not



an end in itself. To make gains in local development, UNDP/UNCDF/UNV must endeavour to facilitate the fundamental principles of democratic governance by:

- Facilitating the process of effective representation at the local government level with consideration for gender, youth and disadvantaged groups including victims of HIV/AIDs;
- Developing accountability mechanisms to empower poor and marginalized groups to monitor the performance of local government and service deliverers and hold them accountable, as well as enabling them to directly engage as development actors;
- Support local actors in monitoring respect for rule-of-law principles in public administration decision-making and service delivery;
- Supporting procedures and mechanisms for participatory planning and decision-making;
- Supporting the development and establishment of incentive mechanisms in the public service and of accountability and anti-corruption measures to fight corruption in local public service delivery; and
- Supporting public institutional reform and change-management at sub-national level.

Capacity development for Local Governments and local actors (SDG 10, 11, 16, 17)

The key areas of systematic and harmonized support include:

- Strengthening local government capacity to provide and manage essential municipal functions;
- Facilitating the development and operation of initial systems for service delivery;
- Support to the establishment of local government authority and local governance systems, linking them to the national governance process;
- Supporting capacities to manage decentralized cooperation;
- Support the rebuilding of local public administration capacities;

- Support transparency and accountability in local governance;
- Support to strategic communications and public outreach capacities;
- Support local governments and local actors to facilitate respect for rule of law principles, access to justice and protection of human rights; and
- Strengthen opportunities for volunteering within local communities.

Territorial partnerships for implementing the SDGs at local level (SDG 10, 11, 17)

To harness the potential of territorial partnerships, it is also important to strengthen the potential and role of LRGs as development partners and to implement the principles of development cooperation effectiveness at local level by:

- Promoting decentralized cooperation and south-south and triangular cooperation aligned with the integrated LGLD initiatives;
- Strengthen and expand strategic collaboration with international associations of LRGs;
- Complement local government capacity building initiatives through peer-to-peer learning, exchange of experiences, etc;
- Inform development debates and international policy processes in alliance with its LRG partners; and
- Support the linking and networking of local governance stakeholders with international partners and relevant international policy processes.

It must be noted, however, that given the complexity of localizing the SDGs, the LGLD process requires the optimal mix of capacity support and should be highly context-specific. Much will depend on the issues addressed, the stakeholders involved and the entry points for support. A capacity assessment should be conducted as part of the initial activities of the process.



8. ACTIONS ON AN INTEGRATED LGLD PROCESS FOR THE SDG IMPLEMENTATION

As UNDP and associated funds and programmes embark on an integrated process for localizing the SDGs implementation, it is guided by the UNDG “MAPS” strategy for delivering effective support to countries for the implementation of the 2030 development agenda.

MAPS stands for “Mainstreaming, Acceleration and Policy Support”:

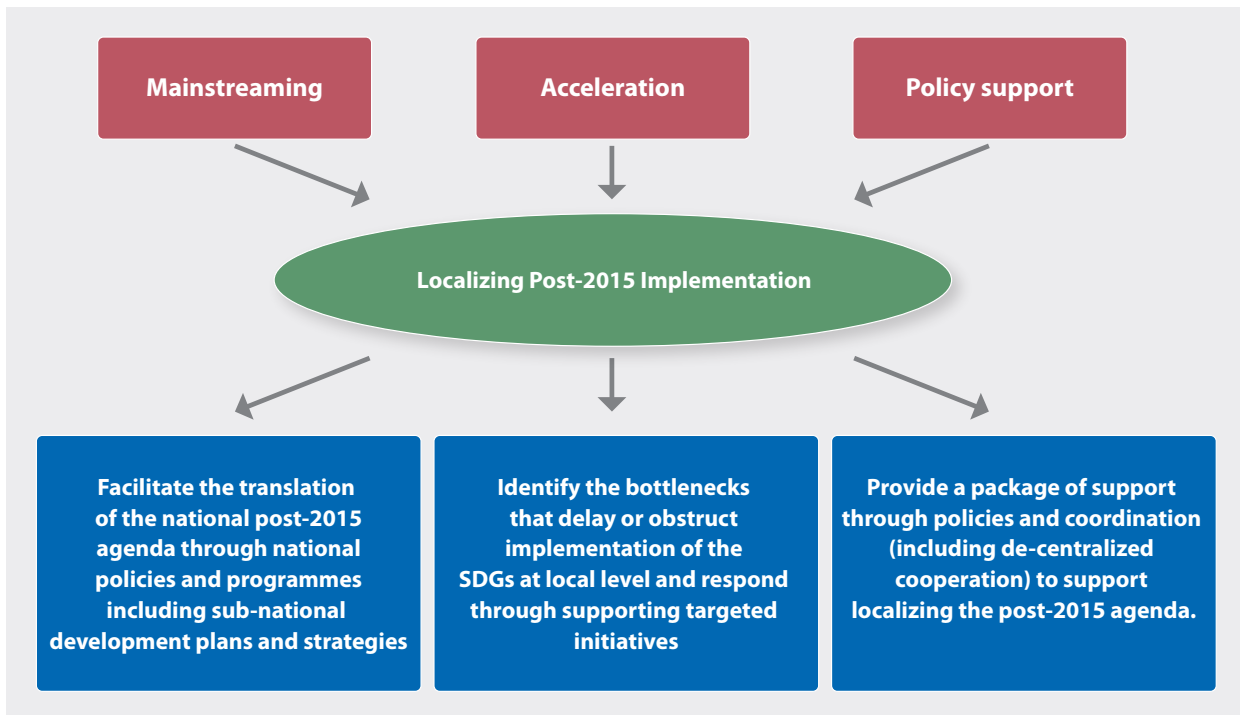
- **Mainstreaming** refers to the landing of the post-2015 agenda at the national and local levels, and integrating the SDGs into national, sub-national, and local plans for development; and subsequently into budget allocations.
- **Acceleration** means targeting national and other resources at priority areas identified in the mainstreaming process, paying special attention

to synergies and trade-offs across sectors (reflecting the integrated nature of the agenda), bottlenecks, financing and partnerships, and measurement.

- **Policy Support** means making sure that the skills and expertise held in the UN development system are made available in a timely way and at the lowest cost possible.²² Using the United Nations Development Assistance Frameworks as the channel, support for localizing post-2015 implementation adopts a process expressed in Figure 6, anchored in the UNDG “MAPS” strategy.

The focus of the LGLD framework in this respect is to facilitate the landing of the localizing process by ensuring that the respective national development strategies and policies provide specific interventions for localizing the 2030 sustainable development

FIGURE 6. LOCALIZING POST-2015 AGENDA IMPLEMENTATION UNDER UNDG STRATEGY



22 Defined by the United Nations Development Group; Strategy for Post-2015 Implementation



agenda. Translating policies into actions and results will require predictable and reliable resources, and toolkits for supporting implementation and facilitating accountability and reporting. The support actions defined in Table 4 aim to develop the

capacity for local institutions and local actors, and to facilitate policy development for localizing the implementation of the 2030 development agenda to speed up achievement of the SDGs nation-wide.



Somwati Bai is the sarpanch (leader) of Choti Tumbi gram panchayat in the central Indian state of Madhya Pradesh. As a result of intensive, tailor-made training provided to her and other elected women representatives in the state, she is now able to effectively lead gram sabha meetings and address questions ranging from entitlements under various government schemes to access to basic amenities. Since 2008, UNDP in partnership with the Ministry of Panchayati Raj has been developing capacities of elected women representatives in local governance; generating awareness of both men and women on gender issues; and helping communities secure access to entitlements. © UNDP India



TABLE 3. CHANGE PROCESS TO ACCELERATE AND MAINSTREAM THE SDGs AT LOCAL LEVELS OF GOVERNMENT

Outcome	MAPS Strategy	Output level 2 (with Partners)	Output Level 1 (for UNDP, UNCDF, UNV)	Action
LGLD interventions of UNDP and its Associated Funds and Programmes are relevant, efficient, effective, sustainable and facilitates localizing the implementation of the SDGs.	Facilitate the transition of national post-2015 agenda through national policies and programmes including sub-national development plans and strategies.	LGLD interventions are part of national development strategies focused in achieving the SDGs (where it exist).	Development of a national strategy for integrated and sustainable local development facilitated (Optional depending on national choice).	Establish inclusive process to design a development framework for the SDGs
				Support design, review and facilitate inclusive endorsement of a development framework including a process for localizing the SDG agenda
	Identify bottlenecks that delay and obstruct implementation of the SDGs at the local level and respond through supporting targeted initiatives and institutions.	LGLD interventions improve local administrative competence for local development management to facilitate localizing the implementation of the SDGs.	Standard process of institutional and context analysis for localizing the implementation of the SDGs established.	Develop common diagnostic tool for localizing the SDGs
				Define functional responsibilities for each operational level involved in localizing the SDG agenda
				Establish and implement knowledge management process for localizing the SDGs
				Develop common work plan for localizing the SDGs through LGLD at all operational levels
				Establish a UNDP/UNCD/UNV focal team for localizing the SDGs at each operational level
				Define a common programming approach for localizing the SDGs through a defined LGLD process
	Provide a package of support through policies and coordination (including decentralized cooperation) to support localizing SDG implementation.	LGLD interventions provide policy, coordination and mobilize more resources for localizing the implementation of the SDGs.	Funding incentive for integrated and sustainable LGLD programming for localizing the implementation of the SDGs established.	Develop a corporate global initiative on localizing the SDGs providing a steady source of defined incentives for sustainable local development initiatives.
				Develop common reporting tool on localizing the SDGs under the LGLD approach.
Develop, gain approval for, and implement the integrated LGLD framework Note and subsequent guidance notes to facilitate localizing the SDGs.				
Coordinated and accountable LGLD reporting for the SDG implementation processes established.				



CONCLUSION

The need for an integrated LGLD framework to facilitate the localisation of the SDGs has been expressed by numerous stakeholders. UNDP/ UNCDF/UNV (and the UNCT more broadly) are well-positioned to support such a facilitation process, because of their country office structure and the broad range of expertise available in the various agencies, funds and programmes. No United Nations Agency, Fund or Programme alone has the ability to support all aspects of LGLD and adequately respond to the many challenges. In light of the recommendations of the High-Level Panel on System-Wide Coherence and its call for a 'One UN' approach at the country level, country teams are becoming ever more closely aligned in programming, while better coordination supports an integrated approach to local development.

Within the United Nations system, UNDP, UNCDF and UNV have the most extensive and relevant experience in supporting decentralization and local governance to promote local development. But important technical capacities for local development and service delivery are also available in other United Nations entities, and those with sectorial expertise in particular can play a significant role in responding to local development issues. This integrated LGLD initiative from UNDP and its funds and programmes is therefore another step towards harnessing and harmonizing UN capacities in support of the future SDG implementation.

The task now before country teams is to facilitate a national agenda for LGLD, owned by governments and the people, and used as a basis for mobilizing and coordinating support from development partners. This is even more crucial in post-conflict situations, when local development becomes a key premise for building resilience in risk-prone areas.

The 2030 development agenda provides a great opportunity for UNDP/UNCDF/UNV to assist countries in their local development trajectory. "Localizing" development simply means making

development more responsive and therefore more relevant to local needs, aspirations and people's lives. The search for the most appropriate means of "localizing" the SDGs is therefore a critical condition for a successful implementation of the 2030 development agenda. But localizing development requires strategy, planning and capacity as well as a shared understanding of both the drivers and obstacles that can propel or delay local development. This paper, developed by UNDP in consultation with its associated Funds and Programmes, provides a much needed framework to guide that process and better integrate the different policies, institutional capacities, resources and tools for monitoring and oversight.

Localizing the SDG agenda is part of a national change process that takes countries on a new trajectory towards the world they want by 2030. Local communities and their inhabitants and local and regional governments have a critical role to play in realizing that vision.



Gaza fishing boats and heavily urbanized coastline. The Gaza Strip has a high population density, at 4,505 people per km², with 1.6 million people living in an area of 365 km². Gaza is heavily urbanized and is facing a current shortfall of 71,000 housing units. Based on current growth, the population is expected to increase according to UN report to 2.13 million by 2020, which will result in a population density of 7,562 people per km². © UNDP Programme of Assistance to the Palestinian People



ANNEX 1. RELEVANT OUTCOMES AND OUTPUTS OF THE UNDP STRATEGIC PLAN (2014-2017) TO THE LGLD FRAMEWORK

Selected Outcomes of the UNDP Strategic Plan related to the LGLD framework	Selected Outputs of UNDP Strategic Plan related to the LGLD framework	Integrated LGLD framework Response
<p>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p>	<p>Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment – and livelihoods-intensive</p>	<p>The LGLD framework highlights the importance of utilizing the potential of LGs in creating platforms for inclusive planning, strategy development to trigger local economic development, and targeting women, youth and urban poor.</p>
	<p>Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p>	<p>The LGLD framework integrates and mainstreams sustainable development in all its pursuits and makes the attainment of sustainable and balanced development the ultimate goal at the local level.</p>
<p>Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</p>	<p>Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions</p>	<p>The LGLD framework facilitates the institution of democratic governance principles including effective local representation through local democratic processes with conscious inclusion of minority groups.</p>
	<p>Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders</p>	<p>The LGLD framework strongly incorporates specific actions for developing the capacity and systems of local governance to prevent and enforce anti-corruption measures in service delivery at the local level.</p>
	<p>Output 2.3 Capacities of human rights institutions strengthened</p>	<p>The LGLD framework seeks to prompt human-rights based approached as a cross-cutting issue for all analysis, response and actions at the local level.</p>
	<p>Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development</p>	<p>The LGLD framework recognizes civil society as a key stakeholder in the local governance process and deliberately focuses on enhancing the capacity of civil society as a means to strengthen local accountability.</p>
	<p>Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>	<p>The LGLD framework facilitates the development of local capacity and promotes the incorporation of actions on natural resource management and environmental protection in local plans and development pursuits.</p>
	<p>Output 2.6. Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice)</p>	<p>The LGLD framework facilitates impartial and inclusive access to services and supports specific reforms that ensures quick response to the needs of marginalized groups including legal restitution.</p>



Selected Outcomes of the UNDP Strategic Plan related to the LGLD framework	Selected Outputs of UNDP Strategic Plan related to the LGLD framework	Integrated LGLD framework Response
<p>Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services</p>	<p>Output 3.1. Core functions of government enabled to ensure national ownership of recovery and development processes</p>	<p>The LGLD framework has the primary aim of restoring or strengthening core government functions at the local level and facilitating the implementation of the social contract between local governments and the society.</p>
	<p>Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public</p>	<p>The LGLD framework fundamentally aims at establishing the policy, capacity and required investment for public expenditure management and effective service delivery.</p>
	<p>Output 3.3. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services</p>	<p>The LGLD framework advocates and enhances the capacity of local authorities and institutions to respond to people with special needs and the provision of related services including HIV.</p>
	<p>Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including improving access to justice and redress</p>	<p>The LGLD framework will support the institutions of rule of law both informal and formal and ensure the necessary capability is provided for them to respond to their responsibilities.</p>
	<p>Output 3.5 Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence</p>	<p>The LGLD framework will facilitate social cohesion and provide skills to community leaders to foster heterogeneous societies, thereby reducing conflicts and reducing situations of insecurity.</p>
	<p>Transitional Output 3.6. Governance, institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals</p>	<p>The LGLD framework facilitates the interpretation and inclusion of global and national development targets into local development plans for implementation and localized response and reporting.</p>
<p>Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment</p>	<p>Output 4.4. Measures in place to increase women's participation in decision-making</p>	<p>The LGLD has a very strong focus on mainstreaming gender in all its local governance programmes and specific facilitation of women empowerment programmes at the local level.</p>
<p>Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change</p>	<p>Output 5.2. Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels</p>	<p>The LGLD framework facilitates the development of clearly defined institutional responsibilities and multi-stakeholder coordination mechanisms for development management including disaster and climate risk management at sub-national levels.</p>
	<p>Output 5.5. Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions</p>	<p>The LGLD framework facilitates explicit programme interventions for the development of sustainable local human and financial capacities to address emerging and/or recurring conflicts.</p>



Selected Outcomes of the UNDP Strategic Plan related to the LGLD framework	Selected Outputs of UNDP Strategic Plan related to the LGLD framework	Integrated LGLD framework Response
<p>Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings</p>	<p>Output 6.2. National and local authorities institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts</p>	<p>The LGLD framework facilitates capacity development for local institutions and governments to identify and implement actions for local economic revitalization leading to early recovery.</p>
	<p>Output 6.4. Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development</p>	<p>The LGLD framework applied in conflict and crises-affected situations aims to bring together sub-national and national institutions and communities, including women, for peaceful resolution of recurrent conflicts within twelve to eighteen months after the end of a conflict and further facilitate inclusion, tolerance and social cohesion.</p>
<p>Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles</p>	<p>Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient</p>	<p>The LGLD framework facilitates countries to develop the necessary policies, regulations and standards for localizing the implementation at national and sub-national levels in response to the agreed post-2015 agenda.</p>
	<p>Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions</p>	<p>The LGLD framework strongly facilitates the development of capacity for decentralization cooperation and partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, and inter-regional entities).</p>



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