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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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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', is located below the main text.

Magdy Martínez-Solimán

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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

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.

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