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LOCALIZING THE POST-2015 DEVELOPMENT AGENDA

DIALOGUES ON IMPLEMENTATION



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FOR POST-2015 DEVELOPMENT AGENDA
TOWARDS HABITAT III



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LOCALIZING THE POST-2015 DEVELOPMENT AGENDA

DIALOGUES ON IMPLEMENTATION



The contents and recommendations of this report do not necessarily reflect the views and positions of the United Nations Human Settlements Programme, the United Nations Development Programme, the United Nations, or the Global Task Force of Local and Regional Governments. They are the outcomes of an extensive dialogue process with key governance stakeholders and constituencies, which took place from June 2014 to October 2014.



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EXECUTIVE SUMMARY

“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... Accountable local governments can promote strong local partnerships with all local stakeholders – civil society, private sector, etc. Integrated and inclusive local development planning that involves all stakeholders is a key instrument to promoting ownership and the integration of the three dimensions of development –social, economic and environment.”

Helen Clark, *Chair of the United Nations Development Group*

This report is based on a dialogue process through 2014, whose purpose was to respond to the following questions: how will the Post-2015 Development Agenda be implemented at the local level?; what local governance processes, tools, institutions, mechanisms, and other means of implementation are needed to achieve the future sustainable development goals (SDGs)?; and how can the voices of local stakeholders be amplified and their inclusion in intergovernmental processes be supported? Localization is an important element of effective multi-level governance, and provides the means to make the Post-2015 global discussions relevant to local populations in a framework of greater ownership.

Dialogues took place nationally and locally, in 13 countries around the world, to ensure the widest and most representative participation. Local dialogue participants were asked to identify priority areas for the Post-2015 Development Agenda, while national dialogues were held to allow a wider discussion on the entire localization process and its impacts on the domestic reality.

The key role of local and regional governments in development was underlined as part of the consensus of the entire dialogue. Effective decentralization and subsidiarity form the basis of development in almost all the countries consulted. However, the devolution of power should be accompanied by an appropriate environment that allows local and regional governments to fulfil their responsibilities. Participants in all countries agreed on the importance of strengthening transparency to allow people to access and manage public information and as a way of increasing the accountability of governments and public managers. The dialogue also addressed sustainable development and resilience to reduce the impact of natural disasters, protect natural resources, and preserve cultural heritage. Emphasis was given to mechanisms that facilitate stronger intergovernmental coordination, allowing the full participation of all levels of government.

The dialogue resulted in a strategic global coalition of partners, including regional/local government representatives, civil society groups,



Consultation in Ecuador ©UNDP Ecuador

democracy advocates, United Nations agencies and Member States. The process illustrated the need – and potential – for national and local governments to work together in localizing the Post-2015 agenda. Preliminary results suggest a position to improve local governance processes and local institutional capacity, and confirm the importance of territorial development as a strong base for global development. Achievement of many of the MDGs depended on local governments and local stakeholders. The Post-2015 Development Agenda will need national commitment to provide an appropriate legal framework, plus institutional and financial capacity to local governments.

The active role of local government in international development cooperation is crucial to achieving development results, democratizing the aid effectiveness agenda, and promoting inclusive ownership. Decentralization, subsidiarity and good governance at all levels are essential to implementing the Post-2015 Development Agenda. The global agenda should be inspired and implemented by

local institutions, responding directly to citizens' needs. It should be transformative.

The report makes a number of recommendations and suggests ways of collaboration to facilitate the road journey ahead. UNDP, UNHABITAT and the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda and towards Habitat III are fully committed to continuing their collaboration on the localization of the Post-2015 Development Agenda.



BACKGROUND: THE POST-2015 DEVELOPMENT AGENDA

Since 2012, the United Nations Development Group (UNDG) has spearheaded an unprecedented, multistakeholder outreach to facilitate a global conversation on the framework agenda that will succeed the Millennium Development Goals (MDGs) after 2015. The process has involved many people, including policymakers, academics, experts, business people and interested citizens. While the first phase of the dialogue in 2012-2013 focused on potential issues and areas to be included in the agenda, the second phase concentrated on the means of implementation, with dialogue organized around six main areas of discussion:

1. Localizing the Post-2015 Development Agenda
2. Helping to strengthen capacities and institutions
3. Participatory monitoring, existing and new forms of accountability
4. Partnerships with civil society and other actors
5. Partnerships with the private sector
6. Culture and development

The need to discuss the 'what' but also the 'how' to ensure the effective implementation of the future SDGs was strongly emphasized in the thematic and national dialogues, as well as in the HLP¹ and other reports. A key issue here was the need to discuss how to 'localize' the framework, assessing the local impact of the future SDGs and ensuring a local dimension.

This localization tries to go beyond national or regional implementation to understand how the future agenda will be implemented locally, plus the local implications. In contrast to the 'localizing the MDGs process', which began in 2005, the current effort aims to consider the issue of local implementation alongside the definition and negotiation of the SDGs.

Localization refers to the process of defining, implementing and monitoring strategies at the local level for achieving global, national and subnational sustainable development goals and targets. This involves concrete mechanisms, tools, innovations, platforms and processes to effectively

1. The Secretary-General's High-Level Panel of eminent persons on the Post-2015 Development Agenda



Consultation in Ecuador ©UNDP Ecuador

translate the development agenda into results at the local level. The concept should therefore be understood holistically, beyond the institutions of local governments², to include all local actors through a territorial approach that includes civil society, traditional leaders, religious organizations, academia, the private sector and others. We firmly believe, however, that a strong and capable local government provides the fundamental leadership role to bring local stakeholders together.

Localization is an important element of effective multi-level governance. It also provides the means to make the Post-2015 global discussions relevant to local populations in a framework of greater ownership.

In the last decade, the development agenda has broadened with the emergence of a wide range of global challenges. It has also seen growing demand for improved access to global public goods and calls for innovative institutional arrangements and solutions. It is evident that the local dimension of development is increasingly intertwined with global

and national issues. The role of cities in development will grow, as 60 percent of the world's population will live in cities by 2030. Issues such as peace, human security, health, employment, climate change, and migration are now addressed mainly at the national and international level, but long-term solutions often require attention to local dimensions, implications and nuances, and most solutions will require local planning, participation and governance.

Lessons learned from the MDGs show the key role of local government in defining and delivering the MDGs, and in communicating them to citizens. Evidence for this includes the multiplication of decentralized development cooperation initiatives and the use of city-to-city cooperation as a cost effective mechanism for implementation.

In February 2014, UNDP and the United Nations Human Settlements Programme (UN-Habitat), on behalf of UNDG, together with the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda towards HABITAT III

2. For the purposes of the present document, 'local government' refers to all forms of governments at subnational level.

(Global Task Force - GTF), were appointed to lead the dialogue on the means of implementation of the Post-2015 agenda at the local level. The process was implemented jointly with national governments, local government and their associations, citizens and communities. The results included valuable contributions from the local level, voicing local issues at national and international levels.

The dialogue's main objective has been to identify and propose ways of implementing the new development agenda successfully. The results of the national and local dialogues have also informed regional and international events and policy discussions, and have been presented to key decision-makers of the Post-2015 framework.

Objectives of the dialogue process

The aim of this inclusive dialogue was:

- to develop clear recommendations from local/territorial, national, regional, and global stakeholders for how to implement the new agenda at the local level;
- to amplify the voices of local stakeholders (local governments, CSOs, academia, the private sector and more), with special attention to the poor and other traditionally excluded groups, complementing the formal intergovernmental negotiation process; and
- to support the overall international negotiation by highlighting the aspirations emanating from the local constituency.

The localization dialogue was specifically designed with the aim of:

- i. Identifying key local/territorial stakeholders for the implementation of the Post-2015 framework
- ii. Analysing and defining roles and functions of local governments and stakeholders in working towards the targets
- iii. Defining mechanisms and processes for facilitating the implementation process
- iv. Identifying capacity gaps of relevant local stakeholders
- v. Analysing participation and inclusiveness for the implementation process including local accountability mechanisms to populations
- vi. Identifying simple but effective monitoring and reporting systems including identifying data sources, gaps and means of replenishing
- vii. Discussing the implementation of the principles of development cooperation effectiveness at the local level
- viii. Linking the process-related discussions to the thematic areas currently agreed by the Open Working Group
- ix. Territorial solidarity and the impact of the rural-urban solidarity in sustainability
- x. Addressing the consequences that increasing urbanization has for sustainability

The dialogues aimed to be open and inclusive, providing national and local governments and other local stakeholders with a platform to formulate ideas on how to implement the post-2015 agenda in their own words.



THE DIALOGUE ON LOCALIZING THE POST-2015 DEVELOPMENT AGENDA

Governance of the process

Jointly led by UNDP and UN-Habitat on behalf of UNGG, and with the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda towards HABITAT III, the Post-2015 Secretariat for the Dialogues on the Localization worked with national and local governments and their associations, key territorial stakeholders and international organizations on local, national, regional and global and on-line events. The Secretariat has supported the United Nations Country Teams in organizing national dialogues, ensuring visibility and disseminating messages from national, regional and global levels.

An Advisory Committee provided guidance in determining the most effective way for the results to be fed in the Post-2015 discussions. The Committee was made of 11 representatives, including: Member States (the Governments of Italy and Ghana), multilateral organizations (the European Commission), local governments (UCLG–Asia Pacific

and the Association of Palestinian Local Authorities, APLA), global civil society networks (Slum Dwellers International, the Huairou Commission, and the World Conference of Youth), the private sector (UN Global Compact), foundations (the European Foundation Centre) and academia (Unión de Universidades de América Latina y el Caribe – UDUAL).

“The establishment of this Advisory Committee is one of the process’s achievements, constituting an innovative platform that brings together a wide and diverse range of public and private institutions, including representatives from youth and women”

Ecuador, Ghana and Italy are co-hosting the dialogue, and have been actively involved in planning, outreach and the dissemination of the dialogue results among Member States. They have also provided recommendations that will feed into the final international agenda.



Dialogues

The dialogues took place in stages to ensure engagement of the greatest number of citizens, stakeholders and governments as possible. Based on a strong partnership between the United Nations, national and local governments and other key stakeholders, both public and private, the dialogues have taken place at national, regional and global levels.

Discussion

NATIONAL DIALOGUES

National dialogues took place in 13 countries in Africa (Burundi, Cameroon, Ghana, Malawi and Tanzania), Asia Pacific (Armenia, Philippines, Tajikistan and Vanuatu), Europe (Portugal) and Latin America and the Caribbean (Ecuador, El Salvador and Jamaica).

Conceived to be universal, the Post-2015 Development Agenda should be applicable to all countries and regions. The dialogue has aimed for

balanced regional coverage through discussions in Africa, Asia and Pacific, Europe and Latin America and the Caribbean.

The dialogues have been organized in various sociopolitical contexts, from highly populated countries such as the Philippines (97 million population) to medium-sized countries, such as Tanzania (47 million), Ghana (29 million) and Ecuador (16 million), smaller states such as Tajikistan (8.2 million), El Salvador (7 million) and Armenia (2.9 million), and small island developing states like Jamaica (2.7 million) and Vanuatu (215,000 inhabitants). Attention was also given to ensure the dialogue is organized in low, mid and high income economies. In most countries involved, the dialogue consisted of both local and national dialogues.

Local dialogues were conceived to strongly involve territorial stakeholders. Participants were asked to identify priority areas for the Post-2015 Development Agenda in light of their political, economic and social contexts, as well as to identify opportunities and constraints to future implementation.

Dialogues were an excellent opportunity to engage local governments and stakeholders in a multilevel and multi-stakeholder discussion involving international organizations and national governments representatives.



Local dialogues were held in a wide range of territories, including provinces such as Azuay (Ecuador) and Eastern Samar (Philippines); metropolitan areas such as Quito (Ecuador), Lisbon (Portugal), Manila (Philippines), Yaoundé (Cameroon), Yerevan (Armenia), San Salvador (El Salvador), Dushanbe (Tajikistan) and Accra (Ghana); urban and peri-urban areas such as Bafoussam and Buea (Cameroon), Évora (Portugal) and Kumasi (Ghana); rural areas such as Wa and Ekumfi districts (Ghana) and Karonga, Dedza and Nsanje districts in (Malawi); and islands such as Zanzibar (Tanzania), Vanuatu and Madeira (Portugal).

Several countries organized workshops at universities, for example at the University of El Salvador and the University of Coimbra in Portugal. Others were held at national civil society organizations, in Philippines, for instance, and the Economic and Social Research Foundation (ESRF) in Tanzania, or at national local government associations, as in The League of Cities of the Philippines and COMURES in El Salvador.

National dialogues were held to allow a wider discussion on the entire localization process and its impacts on the domestic reality with the participation of representatives of central governments, national associations of local governments, CSOs, private sector institutions, academia and international organizations.

In some countries, dialogues were complemented by focus group discussions (FGD), interviews with key stakeholders, queries, e-discussions, debates



Report of the National Report in Vanuatu. Vanuatu Daily June 2014

on social networks (Facebook and Twitter) and radio and television campaigns, to ensure a broader outreach of the process. Tanzania, for example, organized an e-discussion via TAKNET and more than 321 participants, inside and outside the country, provided their views and ideas. In Portugal, the Public Radio Broadcasting Company – RDP Antena 1 – dedicated one edition of one of its most popular programmes, Antena Aberta, to the debate. More than 100,000 people listened. Online social networks, particularly Facebook and Twitter, were also employed in Cameroon and Portugal, and Vanuatu, for instance, facilitated broad TV and print coverage of the dialogues.

A qualitative analysis of the participation shows some important features. One obvious observation is the significant, but unequal participation of women. UN Women stresses that women's empowerment can have a catalytic effect on development. Their participation is therefore crucial to express their concerns, needs and views on territorial development strategies. The same is true for minorities, disabled people, young people, as well as traditional and religious leaders, who all had important representation in the dialogues.

It is also worth noting the balanced participation of public and private institutions. International organizations, central governments and local and regional governments were deeply involved in the process. Civil society institutions, foundations,

PARTICIPATION IN THE DIALOGUES

	Dialogues	Participants	Women	Minorities	Youth	Public	Private		Academia
							CSO	Comp.	
Armenia	-	321	58%	-	12%	48%	17%	2%	
Burundi	4T/O	550	42%	-	25%	-	12%	-	-
Cameroon	1N/4T/E/P	400	39%	9%	-	-	-	-	
Ecuador	1N/6T	443	47%		36%	41%	52%	5%	-
El Salvador	2N/6T	300	-	-	-	50%	24%	13%	2%
Ghana	2N/3T	548	21%			56%	28%	13%	13%
Jamaica	1N/11T	141	49%	-	14%	53%	24%	15%	3%
Malawi	3T	-	-	-	-	-	-	-	8%
Philippines	3N/4T	274	64%	-	-	-	-	-	-
Portugal	1N/6T/E/M	433	-	-	-	-	-	-	-
Tajikistan	1N/E	1050	-	-	-	-	-	-	-
Tanzania	2N/2T/E	471	28%	-	-	-	-	-	-
Vanuatu	1N/1T/O	96	32%	-	-	84%	16%	-	-

T: Territorial Dialogues N: National Dialogues E: E-Dialogues M: Media (mass and social media) O: other means of dissemination

the private sector, the media and academia also participated in the dialogues, providing views that will help to contextualise the implementation of SDGs locally.

A major question revolved around how little was known about the goals by citizens and other stakeholders, including local and regional governments. Citizens' ownership of the agenda and their full commitment to it will be crucial. Efforts should be made to communicate and advocate for the SDGs locally.

In Portugal, participants identified no-involvement of the local communities in the dialogues as a shortcoming of the MDG framework. In Ecuador, participants focused on the need to communicate the Post-2015 Development Agenda more effectively. They also discussed the need to mainstream the SDGs into national, provincial and municipal development strategies. This should include monitoring their local implementation and the active effective participation of all stakeholders, including people with disabilities and minority groups. In Ghana, special emphasis

The critical role of local and regional governments in development was underlined as part of the consensus of the entire dialogue

was put on the need to obtain the required support, communication and awareness-creation, and raising campaigns at the local level.

Ecuador stressed that there is a strong linkage between development and the existence of an appropriate legal framework with a clear assignment of responsibilities among the levels of government on the basis of distinct comparative advantage of each level. Ecuador is committed to decentralisation and the 2008 national Constitution launched an ambitious process to transfer competences and resources to empower the 'autonomous decentralized governments' (GAD) as means to foster development.

Effective decentralization and subsidiarity, therefore, form the basis of development in almost all the countries consulted. However, the devolution of power should be accompanied by



Consultation in Cameroon ©UNDP Cameroon

an appropriate environment that allows local and regional governments to fulfil their responsibilities. While both fiscal and political decentralization programmes are necessary for local governments to deliver basic services and promote economic, social and territorial cohesion, their capacities should also be reinforced through appropriate legal frameworks, financial mechanisms and sufficient material resources and technical capacities.

Participants in Tanzania stressed further the need to strengthen LRG's institutional and operational capacities to address potential challenges in implementing the SDGs. In Philippines, Malawi and Armenia, among other countries, participants focused on the need to improve planning mechanisms and resource allocation systems to guarantee balanced and efficient development at local and national levels. In Ghana, they emphasized the need to create enabling environments for local governments provide the necessary leadership to local stakeholders in fostering development initiatives.

Participants highlighted the huge potential of multi-level and -stakeholder political dialogue



The role of traditional institutions and leaders was also highlighted in, for example, Vanuatu and Ghana. They remain a valuable resource from which development policies can draw knowledge and legitimacy to enhance development effectiveness.

Within this framework, coordination between government levels becomes a critical challenge. In the Philippines, the audience pointed out that the progress of the MDGs was inhibited by the lack of convergence among several national government agencies and insufficient participation of local government and communities. Pursuing convergence and continued partnership at the local and national level was emphasized as a key recommendation for localizing the Post-2015 Development Agenda.



Consultation in Jamaica ©UNCT Jamaica

Various public institutions were involved in the dialogues, including national ministries, public institutions and local government (regions, provinces, districts, metropolitan areas and cities). In most cases, local government associations played an active role in engaging mayors and local councillors in the debate.

The participation in the dialogue process included CSOs, private companies and trade unions. Academics were also active in the dialogues at both national and local levels.

All parties concurred that local stakeholders must play an important role in the development and implementation of the SDGs. Their needs, interests and concerns must be clearly addressed when local and national development strategies are defined. The prioritization of mechanisms to enhance participation was considered critical if people are to contribute to common development. In Cameroon, participants particularly emphasized the need to ensure the effective participation of territorial stakeholders in the definition, implementation and monitoring of the

new country's development strategy, Vision 2035.

The inclusion of individual and territorial stakeholders in the definition of priorities and in the allocation of funds was perceived as a means to hold governments, both national and local, accountable and committed to fighting corruption and fraud. This was one of the main issues expressed by participants globally. In Burundi and Tanzania, for instance, participants recommended developing appropriate policies and a strong institutional framework to fight corruption. In Philippines, participatory budgeting was seen as a tool to improve transparency and accountability mechanisms and to prevent local corruption.

Participants in all countries agreed on the importance of strengthening transparency to allow people to access and manage public information and as a way of increasing the accountability of governments and public managers. Transparency and accountability were also seen as a key way of enhancing ownership of development policies. Local and regional governments, the closest level of



Consultation in Cameroon ©UNDP Cameroon

government to citizens, are strategically positioned to link local stakeholders to territorial development.

Throughout the dialogues, substantive challenges of LRGs were identified. In El Salvador, participants linked most of the new development agenda to the country's key challenges (e.g. decent work and social protection, housing and basic services, food and nutritional security, education, health, human security, environment and resilience to climate change, migrations), and suggested ways they could be effectively addressed.

In Ecuador, Malawi, Ghana, Burundi and the Philippines, social exclusion was also identified as a major challenge to local SDG implementation. Emphasis was given to supporting the inclusion of disabled people, minorities, young people and women in development policies.

The dialogue also addressed sustainable development and resilience to reduce the impact of natural disasters, protect natural resources, and preserve cultural heritage. In Tanzania and Vanuatu, participants stressed the importance of natural

and cultural heritage for local development and highlighted the many challenges they face in their conservation.

There were also calls for more decentralized development cooperation. The recent reform of the Constitution of Ecuador assigns local governments exclusive responsibility for international cooperation within the limits of their territorial boundaries. This was interesting and much appreciated by participants. Meanwhile, participants in Malawi underlined the need to approach international development strategies according to the bottom-up planning system established by the nation's Local Government Act.

The need to improve national associations' LRGs capacities was identified. LRGs associations play a key role both in lobbying central government and international cooperation stakeholders and providing technical assistance and training to their membership.



Consultation in El Salvador ©UNDP El Salvador



Consultation in El Salvador ©UNDP El Salvador

REGIONAL AND GLOBAL DIALOGUES

The dialogue was designed to address local and national situations, but also to gain a perspective on the possible application of the new development agenda with a regional and global dimension. The dialogue process has received great visibility, thanks to regional and global events in 2014 that brought together the messages from the national dialogues with inputs generated from regional and global stakeholders.

Four global dialogues were organized in 2014, which took advantage of key gatherings facilitated by three global stakeholders:

- ECOSOC Integration Segment on Sustainable Urbanization, May 2014
- EU Policy Forum on Development, Lima, Peru, June 2014
- EU Policy Forum on Development, Brussels, September 2014
- UCLG Executive Bureau, Liverpool, UK, June 2014

Additionally, six regional dialogues were also organized:

- Commonwealth Local Government Forum Board, Abuja, Nigeria, June 2014
- EU Committee of the Regions, Brussels, July 2014
- ORU/FOGAR Congress, Cartagena de Indias, September 2014
- Arab countries meeting with the support of Plataforma, in Amman, Jordan
- Caribbean dialogue on Localizing SDGs, organized by the Commonwealth Local Government Forum during the Caribbean Forum of Local Government Ministers, Nassau, September 2014
- A dialogue with foundations organized by the European Foundation Centre and the Cariplo Foundation, Milan, Italy, September 2014

The regional and global events deliberated on several issues, but reinforced many other that were already identified locally. The relationship between multi-level challenges was clearly highlighted. LRGs face critical challenges, many originating at the global level but also having local implications and impact. Rapid urbanization requires a quick response to prevent slum creation through appropriate housing and planning with provision of basic services including water, sanitation, waste and energy, safe transport, while also considering urban, peri-urban and rural linkages. The effects of climate change are also local, and the development of responsive resilience and environmental strategies is vital. Ending poverty requires generation of decent employment opportunities, while social



Consultation in Cameroon ©UNDP Cameroon

cohesion policies are required to avoid and prevent social exclusion.

The **EC Policy Forum on Development** in Lima was a great opportunity to discuss territorial development challenges and the response from major regional and international cooperation actors like the European Commission. The dialogue addressed key issues such as the promotion of decentralization in a time when the EU is establishing its priorities for the next programming cycle. The proposed EU financial instruments for its 2014-2020 Multiannual Financial Framework were analysed by participants, and the need to focus on localizing development was proposed.

The **UCLG Executive Bureau** held in Liverpool, UK, assembled mayors and local government associations from around the world. It included a session to present and discuss the main outcomes of the national dialogues and to present the process ahead, including the role of local government in defining priorities for the new global development agenda as well as the new urban agenda. UCLG

presented its campaign to consolidate a stand-alone goal on urban sustainable development and to mainstream urban, local and regional concerns across other goals as a meaningful way to address effective development. A key challenge will be to develop and monitor local targets and indicators for a more contextualised SDGs system.

Emphasis was given to mechanisms that facilitate stronger intergovernmental coordination, allowing the full participation of all levels of government. The risk of imposing development priorities with a top-down approach was also discussed. UCLG representatives expressed grave concerns about the need to establish financial mechanisms and provide deserving and sufficient resources for LRGs to carry out their responsibilities and to respond to respective responsibilities and mandates.

The ECOSOC Integration Segment on Sustainable Urbanization took place in New York. It was accompanied by a side event on 'Localizing the Post-2015 Development Agenda and Implications for the urban poor'. Attended by 50 high-level



Consultation in Tanzania ©UNCT Tanzania

participants, key agreements included the need to address urban poverty and the need for a methodology to ensure the local inclusion of people. Coordination between local stakeholders was seen as important in defining strategies and policies to deliver basic services and promote social cohesion.

The Commonwealth has also been part of the dialogue process through the dialogue during the Commonwealth Local Governments Forum (CLGF) Board meeting held in Abuja, Nigeria. The Board gathered presidents of local government associations, ministers responsible for local government, and other local government stakeholders from across the Commonwealth.

Participants at the CLGF meeting identified key challenges anticipated in implementing the SDGs at the local level. The need for a coherent governance environment to facilitate effective performance of local government in the SDGs was considered a key pillar for which a clear legal framework, strong intergovernmental relationships and clarity of roles and functions was required. The ability to expand the scope of local governance stakeholders to enhance partnerships between LRGs and other local stakeholders was recommended for the localization of SDGs. The meeting proposed that dedicated funding to localize the SDGs should be established by refocusing existing and new government resources or through a dedicated global fund to support the localization of the SDGs.

Additional regional meetings took place in September 2014, including the FOGAR meeting in Cartagena de Indias (Colombia) and the CARICOM section of CLGF meeting in Nassau (Bahamas).

E-DISCUSSIONS

Time-bound online discussions gathered views from a broad range of stakeholders and citizens on issues related to the localization of the Post-2015 Agenda. The dialogue is available online at www.worldwewant2015.org/localising2015.

The Turin high level global dialogue

On 14th-15th October 2014, the Municipality of Turin and the Government of Italy hosted national, regional and local governments, United Nations agencies, international institutions, CSOs (including women, youth, and slum dwellers), the private sector, academia, foundations and development partners from more than 30 countries at the High Level Global Dialogue on the Localization of the Post-2015 Agenda in Turin. Co-hosting the event were Ecuador, Ghana and Italy. The event served to receive the feedback of the national, regional and global dialogues celebrated throughout the year and the main outcomes and key messages of the entire process. A dynamic and rich debate demonstrated the extent of stakeholder engagement in the localization process, as well as consensus on the critical role of local and regional government and territorial stakeholders in implementing and monitoring the SDGs. The three co-leads of the process showed strong commitment to continue collaborating on a common advocacy strategy to include localization in the global agenda and foster the inclusion of LRGs and local stakeholders in the intergovernmental negotiation framework.

Mainstreaming the process

The localizing discussion deliberately mainstreamed the other thematic dialogues, creating an integrated content for shared views. The role of local and territorial development and the importance of localizing the whole Post-2015 agenda has been a key dimension in all dialogues.



Turin High Level Global Dialogue ©UNDP



Consultation in Cameroon ©UNDP Cameroon

STRENGTHENING CAPACITIES AND BUILDING EFFECTIVE INSTITUTIONS

Strategies, policies and solutions must be locally-derived and issue-oriented without merely transplanting best practices across countries. The country and local context is extremely important for the functioning of institutions, as they are often shaped by the economic and social situation, historical baggage (e.g. colonialism), political realities and social norms and behaviours. Solutions to problems must fit the local context.

PARTNERSHIP WITH PRIVATE SECTOR

Empowerment of micro, small and medium entrepreneurs through public-private cross-sectorial policies is necessary. The incentive role of local governments through local economic development policies is, therefore, essential.

POST-2015 DIALOGUES ON CULTURE AND DEVELOPMENT

Culture-led redevelopment of urban areas and public spaces helps preserve the social fabric, attracts investment and improves economic returns. Cities are increasingly faced with the challenges of diversity and inequality, and can benefit greatly from culture to increase inclusion and promote greater social cohesion. The protection of historic districts and cultural facilities as civic spaces for dialogue can help to reduce violence and promote cohesion.



MAIN OUTCOMES OF THE PROCESS

The dialogues had a number of significant outcomes. It brought out the commonality element and contributed to the universalization of the Post-2015 Development Agenda. The national dialogues held in low, middle and high-income countries helped to identify common issues and challenges. The representative nature of the dialogue also ensured balanced participation across regions of the globe and particularly low income countries.

The response to the dialogue process is a reflection of its success. Several countries have already asked to be involved in the future implementation processes, particularly small island developing states (SIDS) in the Pacific and the Caribbean regions, Eastern and Southern Africa as well as Eastern Europe.

Regional and global dialogues have been held in all the regions, ensuring balanced participation and the representation of all levels of development.

The dialogue resulted in a strategic global coalition of partners, including regional/local government representatives (e.g. UCLG, FOGAR, CLGF), civil society groups, democracy advocates, United Nations agencies and Member States.

The process illustrated the need – and potential – for national and local governments to work together in localizing the Post-2015 agenda. It confirms the need for effective coordination mechanisms to strengthen vertical (multi-level) and horizontal (multi-stakeholder) relationships.

It also mobilized and contributed to strengthening multi-stakeholder partnerships, nationally and globally, between national and local governments, CSOs, foundations, academia, religious institutions,



Consultation in Armenia ©UNCT Armenia

trade unions and the private sector to support the role of localization in the Post-2015 agenda.

At local, national, regional and global levels, the dialogues have been highly inclusive, with the active participation of minorities, marginalized and disabled groups, young people and women, thereby initiating a strong local ownership of the future agenda.

Preliminary results suggest a position to improve local governance processes and local institutional capacity, and confirm the importance of territorial development as a strong base for global development.

Effective cross-fertilization between thematic areas created a potent synergy for action. This facilitated partnership with the private sector, civil society and culture for development, resulting in practical and relevant responses. That further augmented and promoted coordinated action among United Nations agencies (UNICEF, ILO, UNWOMEN, UNIDO).

The dialogue also adopted innovative and participatory mechanisms including town hall meetings, focus groups, use of community media, radio and TV, online social networks and e-discussions. The use of ICT tools contributed to open interaction and information exchange among a wide range of stakeholders, amplifying the voice of traditionally excluded groups.



KEY MESSAGES AND RECOMMENDATIONS



Consultation in El Salvador ©UNDP El Salvador

National, regional, global and online dialogues highlighted issues that should be considered if the agenda is to be achieved at a local level. These key messages have been outlined in the *UNDG Report, Delivering the Post-2015 development agenda: opportunities at the national and local levels*, which has been submitted to the United Nations Secretary-General.

OWNERSHIP AND COMMITMENT

The review of the MDGs demonstrated the need to communicate the global agenda more effectively, and the need for stronger engagement of local stakeholders in defining, implementing and monitoring the Post-2015 Development Agenda. Support should be secured for communication, awareness raising campaigns and education for development at local level, with a special focus on young people.

A universal agenda should be designed to be adaptable to all countries and regions, and efforts should be made to communicate its relevance to all levels of government. The agenda should also respond to challenges faced by small island developing states.

Achievement of many of the MDGs depended

on local governments and local stakeholders. The Post-2015 Development Agenda will need national commitment to provide an appropriate **legal framework**, plus institutional and financial capacity to local governments.

Local government plays a crucial role in linking key local stakeholders in territorial development. They are part of the state and draw their unique legitimacy from their local democratic accountability and from working on the front line. CSOs, the private sector and academia are all important actors in the implementation of the SDGs.

Political and social leadership by women is key for territorial development and the implementation of SDGs. More locally elected women will help to ensure women's full and effective participation in decision-making in political, economic and social environments.



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Distinctive local cultures, particularly of indigenous peoples, migrants and minorities, as well as traditional institutions and authorities, should be seen as a rich resource from which development policies can draw knowledge, legitimacy, participation and enhanced effectiveness. Localization will help to ensure that diversity is embraced.

The active role of local government in international development cooperation is crucial to achieving development results, democratizing the aid effectiveness agenda, and promoting inclusive ownership.

National governments and multilateral organizations must promote enabling environments to maximize local and regional governments and local stakeholder's full role in development.

ROLES AND FUNCTIONS IN INTEGRATED SYSTEMS OF LOCAL DEVELOPMENT

Decentralization, subsidiarity and good governance at all levels are essential to implementing the Post-2015 Development Agenda. The transfer of responsibilities should be accompanied by appro-

priate resources and finance, and local capacities should be recognized and harnessed to implement the global agenda at the local level.

As the level of government closest to the people, local and regional governments are in a unique political position to identify and respond to development needs and gaps and be responsible for a wide range of functional responsibilities that go beyond service provision. Implementation responsibilities should be clearly divided among different levels of government, taking into account the distinct comparative advantage of each level, and accompanied by effective coordination mechanisms that harmonize efforts across them.

Territorial and urban planning, access to basic services for all, including housing, social safety nets and promotion of economic opportunities for men, women and youth were highlighted as priority areas for local governments in their quest to build more inclusive societies.

Local and regional government, in close partnership with CSOs and the private sector, play



Consultation in the Philippines ©UN-Habitat Philippines

an important role in promoting territorial planning and local economic development as means of achieving the holistic development of territories.

Local stakeholders play a crucial role in promoting key cultural values (heritage, diversity, creativity and the transmission of knowledge) as drivers and enablers of sustainable and inclusive development.

In concert with national governments and key local stakeholders, local governments can plan and manage appropriate local responses to the challenges of urbanization, work to eliminate slum-like conditions and enhance resilience at local and territorial level.

The extraction of natural resources should be designed to conserve the environment and local communities. A proportion of the resources generated from such activities should be reinvested locally to improve the quality of life of the inhabitants of the affected localities.

IMPLEMENTATION AND MONITORING

The global agenda should be inspired and implemented by local institutions, responding directly to citizens' needs. It should be transformative; include multi-level and multi-stakeholder participation; strengthen local leadership and ownership by citizens; generate a bottom-up approach; be based on a wide consultative process that identifies solutions and ideas collaboratively; and should provide a framework for monitoring results.

National plans and public investment should contribute to localizing the Post-2015 Development Agenda. It is imperative to further connect local and regional governments with national policies and strategies to better respond to the demands and needs of citizens.

Efficient implementation of the agenda will be possible with improved intergovernmental and multilevel coordination, plus greater local participation. That will ensure stronger and more responsive accountability. Strengthening local government is



Consultation in El Salvador ©UNDP El Salvador

critical for local coordination and at national and international levels.

A holistic approach to achieving the SDGs can be developed by defining clear means of engagement to encourage transparency and accountability (e.g. participatory budgeting and planning), and promoting collaboration between local governing bodies, CSOs, the private sector and other relevant stakeholders. Sound measures should be defined at local level to inhibit fraud and corruption.

Local strategic planning promotes the integration of the three dimensions of development –social, economic and environmental. Integrated and inclusive local development planning that involves all stakeholders is key to promoting ownership, fostering sustainable development and improving service delivery at the local level.

Territorial planning should take account of and strengthen the economic, social and environmental linkages between urban, peri-urban, and rural areas to secure balanced territorial development.

Financing territorial and urban development is a key challenge for local governments. To strengthen local self-government, efforts must be made to ensure that local government has access to sources of revenue, and effective fiscal decentralization should increase local governments' ability to

rely on their own resources. In parallel, national governments should ensure predictable, regular and transparent transfers commensurate to the functions and responsibilities transferred to local governments. Creative, sustainable and equitable financing mechanisms need to be explored and applied locally.

Significant efforts need to be made to improve local leadership, human resources, and the technical and management capacities of local governments, as well as their ability to mobilize local resources, deliver services, and involve citizens in planning and decision-making, with special attention to strategies to engage the most excluded.

Constructive dialogue and partnership between local institutions and public and private actors are crucial to democratic governance and to local stakeholder ownership of the SDGs.

Public private partnerships can support development at local level. However, enabling legislation and local accountability mechanisms are essential for their effective implementation. National initiatives to create a framework to build Corporate Social Responsibility (CSR) policies are recommended to better fit local realities and processes.

Local data are often not readily available to support local planning and monitoring of local development. Reforms to official data collection services will be necessary to help sub-national governments (for instance, with data identification where needs are concentrated within each local jurisdiction) in monitoring progress. Local target setting will require the development of locally appropriate indicators taking account of the local context and environment. Localization will ensure a more accurate reflection of the wellbeing of populations and provide a more detailed sub-national picture of progress.

RECOMMENDATIONS

- i. National governments and international partners should acknowledge and define the role of local governments and local stakeholders in setting, implementing and monitoring the Post-2015 Development Agenda to ensure further accountability and transparency. Implementation should be undertaken by the lowest possible sphere of government, in line with the principle of subsidiarity.
- ii. National governments and development partners should ensure that the localization of the SDGs is accompanied by the localization of resources, enabling local governments to raise more revenue locally and secure allocations of national and international budgets.
- iii. Promote a bottom-up approach to ensure ownership of the Post-2015 Development Agenda at the local level. National governments should undertake concerted and coordinated action to strengthen local stakeholders and position local development at the centre of development. Stronger legal and institutional frameworks with regard to decentralization will support good governance at all levels.
- iv. National planning institutions should align and embed the global development agenda into national and local development plans, and foster linkages and partnerships with other development actors to harmonize local development activities, avoid duplications and promote effectiveness.
- v. National governments and international development community should recognize that local governments are best placed to convene the diversity of development stakeholders at the local level (civil society, including migrants, the private sector, academia, national bodies and international actors) and play an import role in developing and implementing integrated cross-ectorial strategies for local development.
- vi. Governments at all levels must be held accountable for responding to social inclusion and human security challenges, in their countries and cities, especially in deprived and post-conflict areas.
- vii. National governments and development partners should scale-up, replicate and adapt at the national and international levels. There should be adequate funding for local governments and local stakeholders to participate in peer-to-peer learning initiatives, to reinforce the relevance of the SDGs on the ground.
- viii. Decentralized development cooperation should be acknowledged and used as a modality to support the implementation of the future SDGs at local level, exchange of views and experiences between LRGs and promote south-south initiatives. Involve migrant communities in decentralized cooperation to benefit their countries of origin.
- ix. Strengthen the capacities of national, regional and international associations of local governments to participate in global dialogues, disseminate information and give policy advice and support.
- x. Promote transparency and wider access to data and information to local government authorities and communities through ICT, online social networks and community media.
- xi. The inclusion of a goal to 'Make cities and human settlements inclusive, safe, resilient and sustainable' in the Post-2015 Development Agenda would help to mobilize local authorities and stakeholders and to focus the attention of national governments and other international operators on the potential of urbanization as a key driver for sustainable development.



WAY FORWARD, A RENEWED PARTNERSHIP FOR LOCALIZING THE POST-2015 DEVELOPMENT AGENDA

UNDP, UNHABITAT and the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda and towards Habitat III, are fully committed to continuing their collaboration on the localization of the Post-2015 Development Agenda.

At the end of the UNDG mandated Dialogue on Localizing the Post-2015 Development Agenda, several of the institutions that led the process expressed an interest in continuing to advocate for the full involvement of LRGs and local stakeholders in the coming weeks and months.

With that aim, collaboration in the following areas has been identified:

- Contribution to **advocacy processes** to promote localization within the global agenda and foster the inclusion of LRGs and local stakeholders in the intergovernmental negotiation framework, through their representative networks.
- Strengthen multilevel dialogues between national and local governments and their associations to support the promotion of common views by the country representations to the United Nations.
- Promotion of pilot initiatives to demonstrate the added value of LRGs in the implementation and monitoring of the SDGs; providing

visibility and scaling-up existing good practices and innovations for localization. Special emphasis can be given to developing these pilot initiatives in low as well as middle and high income countries, including small island developing states, as the new agenda will be universal.

- Establishment of a **technical group on localization to contribute to the agenda's development**. The technical group would be made up of international organizations, national governments, local and regional governments and their associations, as well as CSOs, the private sector and academia, **in close coordination with the Global Taskforce**.

The localization of the SDGs should be accompanied by an enabling institutional framework at local, national and global levels, as well as by the localization of resources. This was stressed during the dialogues as well as by stakeholders such as UNSDSN and the HLP. Initiatives supporting this ambition may include:



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Consultation in Cameroon ©UNDP Cameroon

- Inputs to the intergovernmental committee of experts on sustainable development financing in the context of the Third International Conference on Financing for Development to support the full participation of LRGs in the financing instruments devised to implement the SDGs.
- Encourage the adoption of national legal frameworks to guarantee the full and effective participation of local governments in public expenditure allocation, fiscal decentralization, more efficient collection of existing revenue sources by LRG and predictable, regular and transparent transfers from national governments, including participation in development funds
- Promote, together with the financing institutions, new forms of financing local and regional governments by mobilizing endogenous resources, concessional loans, the establishment of trust funds, crowdfunding mechanisms, the definition of local budgeting support programmes, allocation of viable local revenue sources and strengthen accountability systems at the local level.
- Promote innovative ways of channelling international development funds directly to LRGs utilizing both existing and proposed funds, e.g. a Green Climate Fund, and consider potential new funding mechanisms within national legislation frameworks.
- Promote multi-stakeholder dialogue to strengthen participation and partnership with representatives of distinctive local cultures, particularly of indigenous peoples, migrants and minorities, as well as traditional institutions and authorities.

Although important, the allocation of sufficient resources is not enough in itself to guarantee development. LRGs' institutional and operational capacities should be reinforced to allow them to implement and monitor the SDGs effectively. With this in mind, the following initiatives are proposed:

- Follow up closely on the conclusions of the capacity building dialogue, ensuring that they consider the need for strong local institutions and local governments/associations to ensure sustainable development.
- Promote capacity building programmes for local stakeholders, including LRGs, taking stock of past experiences, direct exchanges between local and regional governments, peer-to-peer learning and twinning mechanisms, thereby promoting more effective local development cooperation.
- Develop strategies to strengthen links between international cooperation programmes and local capacity building. There should be a special focus on decentralized development cooperation, which can play an effective role in reinforcing local capacities at both the political and operational levels. In this way, the global partnership for localizing the SDGs can help to harmonize efforts between partners.
- Promote commitment among development partners to reinforce LRG capacities so that they can be actively involved in the localization of the global agenda, including identifying, implementing and monitoring the SDGs locally.

The efficient local implementation of the SDGs will not happen without real ownership by citizens, notably through their local and regional governments. Transparency and accountability in partnership with

civil society are key to the success of the agenda, together with the availability of reliable data and information. The following initiatives are proposed in association with other local partners, such as academia:

- Renewed efforts to include reliable targets and smart and verifiable indicators able to respond to local contexts, needs and concerns.
- Contribute to strengthened national and local mechanisms to collect and disseminate local and regional data and information to monitor the SDGs and to inform citizens accordingly.
- Scale-up mechanisms established at national and regional level to monitor the degree of implementation of the SDGs at the local level.

The way forward for a renewed global partnership on localizing the Post-2015 development agenda has to be closely linked to the next steps of the entire Post-2015 process. However, other global agendas should be taken into consideration due to existing strong crosscutting linkages among them. For example, the Global Partnership for an Efficient Development Cooperation has already recognized LRGs as stakeholders that play a crucial role in development cooperation. Habitat III will establish a new urban agenda that will require the commitment of city leaders, local and national governments and international organizations, if it is to be successfully implemented. The renewed global partnership for the localization of the Post-2015 development agenda should thus be fully aware of these processes and promote the creation of synergies relating to the role of local development in improving the wellbeing of the citizens of the world.

15th October, 2014

TURIN COMMUNIQUE ON LOCALIZING THE FUTURE POST 2015 DEVELOPMENT AGENDA

The implementation of the Post-2015 Agenda will greatly depend on local action and leadership, in coordination with all other levels of governance. Any new development agenda will only have an impact on people's lives if it is successfully implemented at the local level.

On 14th - 15th October 2014, the Municipality of Turin and the Government of Italy hosted representatives of national, regional and local governments, UN agencies, international institutions, civil society organizations (including women, youth, and slum dwellers), the private sector, academia, foundations and development partners from more than 30 countries at a "Global dialogue on the Localization of the Post-2015 Agenda" in Turin.

The Post-2015 Development Agenda is the first major United Nations policy process to be informed by a comprehensive global dialogue. While the first phase of the dialogue, held during 2013, was focused on the potential issues and areas to be included in the Post-2015 Development Agenda (the "what" of the Agenda), the second phase, launched in April 2014, is dedicated to the means of implementation (the "how" and "who" of the Agenda). The dialogues on implementation cover six main areas of discussion, one of which is "Localizing the Post-2015 Development Agenda".

The High Level Global Dialogue in Turin was the culmination of the dialogues on the localization of the Post-2015 agenda.

Over recent months, national dialogues on the Localization of the Post-2015 Agenda have been carried out in 13 countries across all continents, as well as four global and five regional level events. The dialogues were attended by over 5000 participants from more than 80 countries, representing national and local institutions, local and regional authorities, civil society organizations, academia and the private sector. These dialogues resulted in a number of concrete recommendations for facilitating the successful implementation of the Post-2015 Development Agenda at the local level.

An Advisory Committee consisting of national and local governments, bilateral partners, civil society, the private sector, foundations, and academics has guided the process to ensure its transparency and inclusiveness.

The United Nations Development Programme

(UNDP) and the United Nations Human Settlements Programme (UN-Habitat), on behalf of the United Nations Development Group, together with the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda towards HABITAT III (Global Task Force - GTF), worked together to co-lead the Localizing consultation.

PRELIMINARY KEY MESSAGES FROM THE DIALOGUE ON LOCALIZING THE POST-2015 DEVELOPMENT AGENDA:

Building on the national, regional and global dialogues and the cross-cutting messages and principles that emerged from the six dialogues carried out on the means of implementation (particularly participation, inclusion and the need for strengthened capacities and partnerships), the participants and co-leads of the Dialogue on Localizing the Post-2015 Development Agenda approve the following messages:

- Local and Regional Governments (LRGs) are essential for promoting inclusive sustainable development within their territories and, therefore, are necessary partners in the implementation of the Post-2015 agenda.
- Effective local governance can ensure the inclusion of a diversity of local stakeholders, thereby creating broad-based ownership, commitment and accountability.
- An integrated multi-level and multi-stakeholder approach is needed to promote transformative agendas at the local level.
- Strong national commitment to provide adequate legal frameworks and institutional and financial capacity to local and regional governments is required.

In light of the above, the participants and co-leads of the Dialogue on Localizing the Post-2015 development agenda make a number of **recommendations**. The participants and co-leads:

- Call upon national governments and the UN to strongly advocate for the localization of the agenda at the intergovernmental negotiations and to support the involvement of local and regional governments and local stakeholders in the intergovernmental negotiation through their representative networks, including in the Third International Conference on Financing for Development;
- Encourage the Post-2015 agenda to stress the importance of establishing environments that unlock the development potential of local and regional governments and local stakeholders by creating an enabling institutional framework at all levels and by localizing resources and ensuring territorial approach for sustainable development.
- Further call for the redoubling of efforts to include reliable targets and indicators for the SDGs that respond to local contexts, needs and concerns, in order to foster transparency and accountability.

The participants and co-leads of the Dialogue on Localizing the Post-2015 Development Agenda also:

- Underline the importance of establishing sustainable financing mechanisms to localize the global development agenda and build responsive and accountable local institutions. This includes the full and effective participation of local governments in public expenditure

allocation through fiscal decentralization, as well as new forms of financing for local development.

- Underscore the importance of strengthening capacity building programmes and of the role of territorial development approaches in facilitating integrated planning for effective transformative agendas at the local level.
- Recognize the need for multilevel and multi-stakeholder approaches that will allow all relevant stakeholders to participate in the implementation of the development agenda of their respective territories and, thus, strengthen local ownership of the localization process. Specific emphasis should be put on inclusive and participatory processes that allow local and regional governments to engage with the private sector and civil society, including distinctive local cultures, particularly of indigenous peoples, migrants, minorities, traditionally excluded groups, as well as traditional institutions and authorities, in a meaningful and effective way.
- Promote pilot initiatives to demonstrate the added value of LRGs in the monitoring and implementation of the SDGs in low, middle and high income countries, including small island developing states, and scale-up existing good practices and innovations for localization.
- Call for the acknowledgement of decentralized cooperation, particularly through direct exchanges between local and regional governments, and south-south cooperation initiatives to support the localization of the SDGs.

As this process unfolds, the UNDP, UN-Habitat and the Global Taskforce of Local and Regional Governments are committed to continue to collaborate with national and local partners to strengthen the global partnership for the Localization of the Post-2015 Development Agenda; we express our willingness to advocate for and work towards the implementation of the Post-2015 agenda at the local level.

This way forward for the Localization of the Post-2015 Development Agenda will have to be closely linked to next steps of the entire Post-2015 process, whilst taking into consideration other global agendas and the existing strong crosscutting linkages among them, e.g. the Global Partnership for an Effective Development Cooperation and the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III).



Turin High Level Global Dialogue ©UNDP



Turin High Level Global Dialogue ©UNDP



REFERENCES AND RESOURCES

The World We Want

www.worldwewant2015.org

Localizing the Post-2015 Development Agenda

www.worldwewant2015.org/localising2015

UNDG

www.undg.org

UNDP

www.undp.org

UN-Habitat

www.unhabitat.org

Global Task Force of local and regional governments development agenda and towards Habitat III

www.gtf2016.org

Report on “Delivering the post-2015 development agenda: opportunities at the national and local levels”

www.worldwewant2015.org/dialogues2015

This report was produced by the co-facilitators of the Dialogue on Localizing the Post-2015 Development Agenda - the United Nations Development Programme (UNDP) and the United Nations Human Settlements Programme (UN-Habitat), on behalf of the United Nations Development Group (UNDG), together with the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda towards HABITAT III (Global Task Force - GTF). It would not have been possible without the contributions and commitment of the colleagues across the UN system, especially of the UN country teams as well as the associations of local and regional governments of Armenia, Burundi, Cameroon, Ecuador, El Salvador, Ghana, Jamaica, Malawi, Philippines, Portugal, Tajikistan, Tanzania and Vanuatu, whose Dialogues strongly contributed to the report.

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