ANNEX 1 – Additional/extended information on selected topics

1 - The experience of Nariño in Colombia: a multitude of inter-connected thematic and territorial processes

In the department of Nariño, the UNDP ART-REDES program brought a crucial contribution to the initiation – in 2008 - of a participatory planning process, through a strategic alliance with the regional and the municipal governments and a first bulk of local associations. The introduction of such process and the inclusion of international cooperation actors was part of the political agenda at national and local level (National Systems of International Cooperation, and decision of newly elected regional and municipal authorities), but the role of ART in triggering and qualifying the process is acknowledged and highly valued by all relevant institutional and social actors.

An extensive consultation process aimed at mobilizing and putting into value existing actors and experiences as territorial 'assets allowed involving more than hundred entities, including public, civil society and international cooperation actors.

This process led to the formulation of a regional development plan as a general strategic framework for the territory; as part of this plan, a strategy for international cooperation was elaborated with the objective of aligning cooperation actors with local strategic priorities. As a first key result, a bridge was therefore established for articulating international cooperation actors with the regional government, as a basis for access to and implementation of resources in connection with a broader strategic framework. At the same time, the process set a basis for enhanced access and dialogue of social actors (and among them previously excluded groups including women, ethnic minorities) with public authorities.

In the initial phase, the process run in parallel at the regional and municipal level, with the establishment of working groups, thematic 'tables', and a dedicated office for international cooperation within the regional government structure. The second step of the process constitutes a specific qualifying feature of the experience of the programme in Nariño - basis of its arguably exceptional and unique value, and ground of a complexity that entails some risks in terms of consolidation and sustainability of results.

The initial – and already extremely deep and rich consultation process accompanied by the programme was declined in a number of specific processes on a thematic dimensions (inclusive economic development, communication and culture, environment…), population groups (women, youth, indigenous groups and ethnic minorities) or specific geographic areas. These parallel processes have been generating a massive participatory dynamic, and offer an impressive example of bottom-up articulation of social and institutional actors aimed at the gradual elaboration of a territorial agenda

The programme acted as a main 'catalyst' of these processes, providing overall impulse and coordination through the alliance of actors for Nariño, and supporting extensive capacity building and empowerment of a large number of social as well as public actors involved. Such capacity building effort has proved particularly effective in terms of outreach and appropriation by involved actors who ensured a capacity multiplier effect by replicating the iterative modules in almost all municipality and several communities.

There's interesting evidence of horizontal articulation between the different processes, through a spontaneous contamination or 'snow-ball' effect reflecting a robust networking effort. Synergies between actors and resources have been creating the architrave of a complex but integrated structure, 'not different networks, but one large network' as a strategic alliance of key actors and drivers of change in different strategic areas.

The different processes culminated in the formulation of a wide range of medium-long term integrated strategic development frameworks, which in some cases have been formally adopted as public policies by the regional government (regional policies for gender equity and youth). In other cases, these frameworks result from the shared 'vision' of specific groups and communities (e.g. ethno-development and long-term 'life-plans'). Altogether, they constitute an important basis for dialogue between communities and/or networks of social actors and local political representatives

1b The experience of Nariño as input to the discussion on the nature and extent of institutionalization and formalization of introduced mechanisms.

In Nariño, the social actors articulation process is of such a nature that it relies more on informal relations than institutionalized practices. Specific introduced mechanisms and tools (the working groups and the strategic documents for international cooperation) are seen as useful initial triggers of the process, but no longer needed – in the opinion of several consulted actors - to steer and 'contain' such a complex ramification of social networks

beyond a general validation function. In other words, the nature and extent of the articulation process eventually 'transcended' the mechanisms that first channeled it. The regional working group resulted unmanageable due to the number of actors involved and travelling issues, and is now reduced to a 'technical team' corresponding to the initial bulk of actors of the Alliance for Nariño; the strategy for international cooperation, which is now being updated as part of a process of convergence of development plans and policies, seems to have lost some relevance as basis for alignment of cooperation actors, to the advantage of more specific strategic frameworks; at the municipal level, the new administration is reconsidering the relevance of the working groups and sub-groups in relation to existing consultation structures regulated by law.

In conclusion, the process at work in Nariño is of outstanding quality and marks a unique and arguably unprecedented experience in the country (and probably elsewhere). At the same time, it presents a combination of some specific context-related features that make it probably difficult to assume it a basis for comparison with other experiences and replication. The quality and 'density' of participation informing territorial processes is its key feature and basis for impact, in the sense of inclusion, empowerment and representation of social actors in their capacity to influence the political agenda. On the other hand, the institutionalization of introduced processes risks being a weak link of the chain. This is not based on the argument that formalized legal structures are necessarily more effective factors of change than informal relations based on mutual commitment of territorial actors (experience in other regions and countries shows rather the opposite...). However, a perceived risk is that such a rich and complex articulation of decentralized networks existing in Nariño eventually reduces – as unintended effect - the effectiveness of simple and manageable coordination mechanisms, thus preventing the consolidation of an homogeneous and balanced relation with the institutional sphere and associated functions.

2- Institutional capacity building initiatives in Morocco

The 'International Experts' Course on Decentralized Cooperation and Decentralization'[1] is valued by DGCL/DFCAT (Direction de la formation des cadres administratifs et techniques) senior officials as an innovative high-quality contribution to the professionalization of public administration officers at national and local level, based on dynamic and sustainable 'applied' learning processes. In particular, the involvement of local actors in the process has allowed reinforcing the role and function of locally elected officials (both in terms of capacities and most of all in terms of self-esteem, awareness and motivation) vis à vis national instances, which constitutes a crucial contribution to effective decentralization dynamics.

The 'Training of Trainers for Social Workers' project in the Oriental Region constitutes a successful multi-level and multi-actor[2] initiative, conducted in the framework of the government strategy '10.000 social workers in 2012'. The initiative has allowed two of its key decentralized cooperation partners to formulate and obtain funds by the EU for a follow-up project on social planning in marginalizes neighborhoods, in partnership with the municipality of Oujda and the Regional Council of the Oriental Region.

A third example of a good practice in building capacities at the local level is the support to the formulation of Communal Development Plans (PCD in French), ensured by the programme in its two pilot regions for the municipalities with more than 35.000 inhabitants.[3] The quality and innovative features of the assistance, based on building sustainable capacities 'through' planning exercises conducted and owned by local governments, are widely recognized, also in comparison to the support provided to the same process by other agencies in other regions[4].

[1] The course includes activities at national and local level. Six modules were held in 2011 involving 75 civil servants from the DGCL and local governments from the three regions of intervention of the programme.

[2] The project involved the Oujda University, the INDH (National Initiative for Human Development), the National Ministry of Education, with a strong support by decentralized cooperation partners, and in particular the Universities of Granada, Seville, Malaga, Siena and Perugia mobilised through FAMSI and FELCOS.

[3] The PCD exercise is mandatory by law (in the framework of the Communal Chart) and carried out by communal councils. The programme has accompanied these local participatory processes at the local level mostly reinforcing Communal Technical Teams. The process involved 15 urban communes, with some 20 coordination meetings, 6 training workshops, and with the participation of more than 150 technicians and elected representatives. 12 decentralized cooperation partners were involved in providing support in the form of direct technical assistance and/or sharing of experience and good practices: FAMSI, FELCOS/INU, CIREM, MedCités, ACCD, the cities of Jaen, Barcelona, Cordoba, Algeciras, Foligno and Trevi..

[4] The support is provided in the form of a learning by-doing exercise based on extensive involvement of technical teams and exchange of experience among Moroccan communes and with decentralized cooperation partners. An important results is the boosting of capacities and motivation of the local technical teams in charge of planning processes. A further innovative and qualifying element is the introduction of a culture of follow-up and evaluation, through an innovative peer-to-peer evaluation practice between communes involved in the exercise. The PCD will constitute the basis for mobilising relevant

3- Examples of ART frameworks facilitating development actors' alignment and harmonization.

In the Tangier Tetouan Region of Morocco, some 45 decentralized cooperation actors aligned themselves to the strategic priorities formulated by local actors with the support of ART – through an ad-hoc institutional facilitation mechanism (la 'Maison de Development') serving as interface between local and international/decentralized cooperation actors.

In the department of Nariño, Colombia, the process for the elaboration of a strategy for international cooperation (ECI) served as trigger of a territorial articulation process including a large deal of local organizations, as well as external donors and UN Agencies. More than 30 strategic initiatives and programmes aligned to the ECI and the Departmental Development Plan ensued from the process – including four large-scale multi-actors strategic projects[5] that integrate the main thematic processes (women, peace building, inclusive rural economic development, democratic governance...) originated from the participatory ECI formulation process.

In Ecuador[6], local planning cycles in 2011 facilitated the alignment to locally identified priorities of over 217 development actors; 33 entered into direct coordination based on ART programmatic and operational frameworks, of which 26 agreed to follow the international cooperation guidelines, 27 entered into joint projects, 15 adopted a common monitoring framework.[7]In the province of Esmeralda, 36 development partners have used the diagnostic tools originating from the common planning process as a basis for defining their intervention priorities.

A tangible – although still rough, as difficulties of measurement and attribution arise – aggregate indicator of improved aid effectiveness at the local level is the leverage or multiplier potential associated to the introduction of a common strategic and (to a partial extent) operational framework for cooperation. The multiplier can also be measured as a ratio of initial investment (in relation to ART framework programmes' and/or regional/municipal budgets) vs additional funds mobilised by decentralized cooperation partners, national or local governments, bilateral donors, other UN agencies, private sector, NGOs- and implemented through or outside UNDP/ART implementation mechanisms (ART Trust Fund or UNDP Country Offices - COs - budgets).

In Nariño, during the 2007-2011 period some USD 28.850.000 were mobilized in the framework of the spaces of dialogue facilitated by the programme, and in line with the International Cooperation Strategy and the Departmental Development Plan. In the period 2010-2012, the programme budget in Narino was of 1.4 millions USD, whereas the total budget of three strategic projects ensuing from the articulation process amounts to 20 million USD.

In Morocco, during 2011 the ART programme has mobilized directly or indirectly almost 6 Million USD[8], against a total of 1,1 Million USD directly injected and executed by the programme. The multiplier ratio is therefore of approximately 1 : 6. In Ecuador, always in 2011, a total of 12,4 Million USD were mobilized (out of which 6,7 were implemented through UNDP) vs 6,3 directly injected and executed by the programme, the ratio being around 1 : 2.

The Pasaje Integral project in Ecuador (development of an integrated proposal for solid waste management in the Pasaje Municipality, as pilot experience for replication in the Province of El Oro) constitutes an excellent example of multiplier (of partners as well as resources) at different levels, starting from an application for EU funding supported by UNDP ART, and channelled by a good practice at the local level[9].

4- Preliminary results of a qualitative impact evaluation of the UNDP ART-REDES program at local level: the example of Nariño (Colombia)

The UNDP ART program aims to enhance the functioning and capabilities of local development systems in order to facilitate sustainable human development at the local level (Sen, 1999; Biggeri, 2012). A qualitative impact evaluation

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initiatives by decentralized cooperation partners, which is a crucial factor for a concrete follow-up in terms of implementation of identified priorities.

[5] Ventana de Paz, Creciendo Juntos, Si se Puede, Nario Decide

[6] Specific figures on donors' and partners' harmonization in Ecuador are available as a result of the pilot application in the country of an 'Instrument for Measuring the Added Value of ART in relation to Paris and Accra'-see more ahead in the document for more detail.

[7] These figures descend from the pilot application to Ecuador of the 'Instrument for measuring aid effectiveness at the local level: the added value of the ART Framework Programme in Ecuador' (see box)

[8] This includes resources directly managed by decentralized cooperation partners – like FAMSI – using ART as a reference programmatic framework.

[9] Partners and co-funders of the project include the EU, the Spanish Foundations FAFFE and CIREM, the Council (Junta) of Andalusia. Other national local and international actors linked to the process were the Ministry of Environment, the Provincial Government of El Oro, the Pasaje Municipality, and UNDP ART.

exercise has been undertaken in Nariño in order to assess what the progress of the ISHD at the local level would have been without the intervention of ART REDES, maintaining all other conditions as they were. Four structured FGDs were conducted in order to analyse the impact of ART REDES on 15 specific dimensions/factors (please see the annex 7a for full details on the chosen dimensions/factors). The preliminary results show a positive and relevant impact in 12 out of the 15 dimensions, the impact of the ART program ranging from 16% to 50%. Moreover, it would seem that the integrated action with other stakeholders has been paramount to obtain such significant results.
Although further analysis would be necessary, these preliminary results clearly indicate that the role of ART has been very important in improving the development capacity of the local system and, thus, to foster sustainable human development at the local level by increasing the dialogue among stakeholders at local, national and international levels. These findings have been confirmed by other SFGDs in Morocco and Ecuador. It is worth noting that each time the civil society was concerned – and consequently during the SFGD specific attention was given to sub-dimensions like participation and inclusion of marginalised groups – an even higher positive impact of the ART program was recorded.

5 - A sample qualitative impact evaluation of the contribution of ART to aid effectiveness at the local level

This box and the table here below (Table B3.1) are based on 7 SFDGs conducted in Morocco, Ecuador, and Colombia between April and May 2012, and aim at showing the positive impact of the ART program on the ability of the local systems to dialogue with international cooperation stakeholders. The ability to coordinate donors' efforts is crucial not only for central governments but also for local governments and institutions. The results of the SFDGs demonstrate that the local actors involved in UNDP ART program fully recognize the relevance of this issue and, more than this, do perceive the potentially positive role of ART in this area.

In most cases both national and local institutions have declared that their capacity to coordinate with international cooperation actors was almost inexistent before the implementation of ART. The improvement of such capacity is perceived as remarkable and the ART program is identified as the most important catalyst for this positive and widespread trend. In all but one SFDGs the coordination capacity was perceived as insufficient before the start-up of ART, while now local institutions not only recognize that better coordination implies a higher degree of efficiency and effectiveness of cooperation, but also that they have been able to increase their fundraising ability as they are now perceived as more reliable partners by donors.

According to the preliminary results, the impact of UNPD ART program accounts between 12.5% and 42.8% of the actual level of functioning of the system. The role of ART has been considered significant and positive in all the discussions (with a positive mark ranging from +6 to +10). The highest impact related score is recorded in the municipality of Nariño (Colombia), where both the local institutions and the civil society perceived a very high impact of the ART program, i.e. between 20% and 42.8%.

Table B3.1- Evaluation of ART at the Local Level: International Dimensions

DIMENSION: Ability to Coordinate Donors and Actors of International Cooperation	**Relevance of the Dimension (1 – 10)**	**Current Capability of Functioning of the System (1 – 10)**	**Capability of Functioning of the System before ART (1 – 10)**	**Attribution to UNDP ART program (y/n); positive/ negative (1-10)**	**Perceived Capability of Functioning of the System without UNDP ART (1 – 10)**	**% of actual degree of functioning due to ART**
Morocco-Tangier	7	3	2	Yes, +, 8	(*)	(*)
Ecuador-Montufar	10	7	4	Yes, +, 8	5	28,6%
Ecuador-Playas	10	8	3	Yes, +, 8	7	12,5%
Colombia- Nariño 1 Civil Society	10	8	4	Yes, +, 10	5	37.5%
Colombia- Nariño 3 Institutions	10	8	3	Yes, +, 8	4	20,0%
Colombia- Nariño 4 Civil society and social workers	10	7	4	Yes, +, 7	4	42.8%
Colombia- Nariño 2 LEDA members	10	7	4	Yes, +, 6	5	28,6%

(*) This was the first Structured FGD and these questions were not asked since there was not enough time left at the

end of the exercise.
(**) The validity of two FGDs (Morocco-Tangier, 17/04/12; and Ecuador-Montufar Carchi 16/05/12) was challenged by the low number and the composition of participants. Therefore, the results of these FDGs are not considered here.

It has been commonly recognised, furthermore, that the improved know-how of local institutions (regarding planning, management of participatory processes, etc.) can be then turned to the national level and used for the implementation of national policies (e.g. administrative decentralization in Ecuador and in Morocco).

Despite such positive results, both local and national actors have identified several critical issues and future challenges. Once again, a potential positive role for ART was recognised. First, there is an urgent need to enhance the dialogue between multi and bilateral donors on the one hand, and the decentralized cooperation on the other hand. ART was commonly perceived as a potential facilitator of such a process.

Then, lack of coordination is likely to create exclusive relationships between partners and to increase the opportunities of rent-seeking. As a consequence, better coordination could bring about some opposition (as highlighted during the FGD in Tangier). It was perceived that ART could play a role also in solving this kind of situations and, specifically, this role could be better played once ART is mainstreamed in UNDP country programmes.

A third element concerns the enhancement of strategic planning and decision-making capacities, the improvement of institutional know-how, and networks development, which, according to local actors, would require the channelling of more significant financial and human resources. It would seem, thus, that concerning the shared management of strategic resources, there is still room for improvement.

A fourth point concerns the institutional ownership of the new practices and processes introduced by ART. This kind of positive developments seem to be linked more to the willingness of individuals (being civil servants or elected members) rather than to institutional/organisational workings. In order to safeguard the positive effect of ART and guarantee a stronger sustainability, institutional steps should be taken: on one side, the ART program should be probably enlarged and up-scaled, on the other side, there is an urgent need to consolidate the achieved results through institutional ownership.

To sum up, among the stakeholders there is substantial awareness about the potentialities of their relationships and about the processes that ART has been putting in place and/or reinforcing thanks to an integrated dialogue at both horizontal and vertical level. The actual and potential positive role of ART in facilitating/enhancing the capacity of local institutions to be pro-active actors in an international framework is commonly recognised and should be reinforced. A few challenges, as described above, should also be faced.

6 - A qualitative impact evaluation of the international UNDP ART program at the national level: preliminary results

This box is intended to show the main results of a qualitative impact evaluation (based on a Structured FGD) on the effectiveness of the ART program in enhancing the capacities of the national actors in Ecuador in dealing with international cooperation partners (for further details please see Annex 7b).

The overall results of this national structured FGD held in Quito show that, as regards international cooperation, there has been an increasing synergic action among different stakeholders in Ecuador, which has contributed positively to the national system functions. During the FDG, the main contributors were felt to be the national Government, some coordination (CONGOPE, AME, CONAGOPARE) and ART/UNDP, which played a significant role, interacting with the above-mentioned actors. ART indeed seems to explain a large part of the improvements of these dimensions (which are between 28.6% and 75.0%) thanks to its catalytic role. A particular positive effect is perceived concerning: (1) the capacity to elaborate cooperation and planning policies by taking into consideration the principles of the Paris Declaration; (2) the capacity to elaborate cooperation and planning policies by integrating different levels of governance; (3) the ability to introduce local good practices into cooperation and planning policies; (4) the ability of the government to build relationships with international cooperation institutions and finally (5) the capacity building for actors in the field of cooperation and planning policies.

ART had a catalytic role in launching the procedures and in feedback-loop processes. Without the contribution of the ART program, international cooperation activities and initiatives would have been less effective, since ART has been providing support at both the national and the local level by creating new room for dialogue. ART has brought important know-how in decentralization related tools and procedures. According to SETECI, the role of ART in the area of cooperation was fundamental, as "without ART there would have been no improvements".
It follows from the above that the role of national actors is crucial to secure the results achieved thanks to ART\UNDP program: national actors should contribute to a long-lasting inclusion of the new processes introduced

by ART in the institutional architecture of the country. A possible way to do so is the elaboration of new legislative frameworks or the build-up of a comprehensive policy framework where local actions should be included in a coherent way. To reach all this, the contribution of ART in terms of technical assistance could be decisive, also considering that the national frameworks have the crucial task of creating a direct linkage between local action and the principles and guidelines elaborated at the international level.

7 – South-South and Triangular Cooperation initiatives

The partnership between the Southern Province of Sri Lanka and the Province of Gorontalo in Indonesia in areas related to agriculture, health and education[10] – started in 2008 with initial impulse by FOGAR and facilitated by the ART programmes in the two countries- constitutes a pioneer experience in channelling south-south cooperation experience at the territorial level.

A particularly significant case concerns the ongoing establishment of a SSC platform facilitated by the ART GOLD programme in Morocco, between Morocco, Mauritania, Senegal, and Gabon in the area of local governance and territorial management[11]. This pilot experience is unanimously recognized by consulted Moroccan stakeholders as an innovative ice-breaking initiative, which matches and gives a first practical impetus to the government's priority of promoting South-South cooperation mechanisms as a basis for enhancing dialogue on a regional scale and the leading role of Morocco as a 'reference' for neighbouring African countries on governance policies. In this respect, the ART programme experience has been crucial in establishing a basis for sharing good practice and practical advances in the areas of participatory planning, decentralized cooperation management, capacity building for national and local elected representatives and technical implementation teams.

The programme in Ecuador is facilitating (ART) program to programme (South-South) cooperation, as a building stone towards the establishment of a full-fledged and autonomous capacity to develop and implement a SSC policy, in line with government priorities. Two SSC initiatives supported by the programme were presented at the recent Panama Fair on South-South Cooperation.

Other significant examples of strategic initiatives facilitated by ART both through country framework programmes and global networks include: Brazil and Dominican Republic, where a tripartite agreement between UNDP, the Dominican Republic Ministry of Economy, Planning and Development and the Brazilian Council for Development and Integration of Southern Brazil (CODESUL) has been signed for the provision of technical assistance to prioritized regional planning initiatives in the Dominican Republic; the same Brazilian CODESUL and El Salvador have agreed on a number of cooperation activities, including a solid waste recovery programme through the Secretary of Environment of the Brazilian State of Parana, women entrepreneurship activities as part of the Women City Programme through the Brazilian Support Service for SMEs (SEBRAE), capacity building of national and regional institutions to implement the National Productive Development Strategy through CODESUL and SEBRAE; as part of MERCOSUR Centre for Technology Development (CTD) SEBRAE has also offered technical assistance to Uruguay in the identification of agreements for local production along border areas; El Salvador and Colombia have designed a technical collaboration programme involving national and local bodies for tackling public safety issues trough territorial development and citizenship building activities; the Colombia RED ADELCO has offered technical support to Salvadorian institutions in the formulation of public policies for Local Economic Development; the ART GOLD Programme in Kossovo – with the support of the ART Initiative coordination – has established a network agreement with Turkish Municipal Unions, following which Turkish decentralized cooperation partners have committed to support activities identified in the framework of the programme; In Bolivia, the Community Development Agency in the Department of Oruro (ADECOM) has been supported by the ART programme and FAMSI, and has engaged in horizontal cooperation activities jointly with other agencies in the central and south America areas, such as the LEDA Morazan in El Salvador for the establishment of a Guarantee Fund mechanism in support to the promotion of community enterprises. In Haiti and the Dominican Republic, intra-municipal Border committees have developed joint recovery and development initiatives following the 2010 earthquake; ART programmes in Ecuador and Colombia have endorsed and supported the 'Plan Frontera' (promoted by the Andean Community) for the development of border municipalities; finally, as already mentioned, Sri Lanka and Albania have

[10] Specific activities have included sharing and testing of high yielding corn seeds, training on agricultural quality assurance, treatment of common diseases, training of trainers on curricula and school programmes management.

[11] Initial impulse came from the conclusions of the 2009 ART International Forum ('Four years, ten results: achievements, challenges and perspectives', Seville November 2009). Following a recommendation of the Forum to promote knowledge exchange and peer learning on local development and decentralization issues, the ART GOLD Morocco organized a joint technical exchange mission with the neighbouring countries of Senegal, Mali and Mauritania. This laid the foundation for an MoU signed between the four countries and Gabon in 2011, aimed at promoting further exchange on strategic planning, capacity building and local development practice.

shared the Mother Kangaroo technique for underweight newborn babies, as part of a tripartite venture including Italian (Tuscan) decentralized partners.

8 - Local Economic Development (LED)

Local Economic Development is a major line of activity and a strategic axis of the ART Initiative, which supports local actors in pursuing the sustainable economic development of their territories through the establishment and/or consolidation of Local Economic Development Agencies (LEDA). LEDAs are locally-owned, non for profit public-private entities based on the active membership of local actors and institutions, aimed at channelling the formulation and implementation of integrated, inclusive and sustainable local economic development strategies at the territorial level .

The experience of LEDAs has developed since the outset and alongside the evolution of a number of development cooperation initiatives[12] that have pioneered integrated and sustainable territorial development approaches and have constituted – to different extents- a source of experience and inspiration for the ART Initiative. LEDAs by now constitute one the 'brands' and distinct features of the initiative, as one of the 'cornerstones' for orienting territorial action and the instrument through which ART implements and mainstreams sustainable LED approaches.

As such, LEDAs embed and 'retransmit' most of ART's principles and operating modalities across the local, national and territorial level: local ownership as a basis for sustainability; integrated territorial approach based on the recognition and valorisation of a diversity of endogenous resources and capacities; the continuity and integration between a strategic/programmatic and the operational dimension; the pursuit of multi-level and multi-dimensional action through networking and partnership-building with actors from other territories and countries.

ART support to local LED processes has a potential to impact at different levels:

-on SMEs development and inclusive employment creation, with particular view at the inclusion of marginalised and vulnerable population groups, through the provision of technical and financial services and implementation of strategic projects in support to entrepreneurial activities.

-on aid effectiveness at the local level: LEDAs constitute platforms for coordinated initiatives between local actors, and with external partners; moreover, they offer an opportunity to channel the implementation of donors' or governments'-funded projects and investments through local structures jointly owned and managed by the key stakeholders in a territory. The participation of LEDAs in local consultative structures like TWGs, moreover, further contributes to integrate LED within local strategies, consistently with the promotion of a cross-sectoral, holistic approach inherent to territorial development processes[13].

-on the design of national policies, based on the experience and specific good practices implemented at the local level, consistently with local policies and plans and through continued dialogue and advocacy with local and national governments

-on the internationalization of the local economies, facilitating access to commercial partnerships, joint investment opportunities, and funding schemes.

Moreover, through their focus on socially and environmentally sustainable economic development, LEDAs are suitable instruments to put in practice the harmonised consistent pursuit of the three pillars of sustainable and integrated human development processes, as declined in the RIO+20 summit.

The ART Initiative – through its framework programmes and networks - supports LED processes and LEDAs at different levels: design and institution building; technical support in the elaboration of LED strategies, work-plans, formats and modalities for business services provisions; dialogue for fund-raising and partnership building with international donors, decentralized cooperation actors, potential private partners.

The analysis and assessment of ART results in LED – and in particular the effectiveness of LEDAs – is beyond the focus and scope of this evaluation. It is how however worth outlining the scope of ART support as well as some examples of results that show the specificity of the ART approach to LED in impacting on different – interrelated dimensions: Taking 2010 as a reference, the ART Initiative facilitated the creation of 2 LEDAs in Bolivia, 1 in Uruguay, 1 in Lebanon, and 2 in Ecuador; the strengthening of the national network of 11 LEDAs in Ecuador, 4 in the Dominican Republic, 3 in Uruguay, 5 LEDAs and Services Centres for Women Entrepreneurship Initiative in Central America; and the consolidation of 5 previously established LEDAs in Mozambique, 1 in Sri Lanka and 2 in Albania. Significant impact of LEDAs experience on local and national policy frameworks for LED took place in

[12] The *Prodere* programme in Central America, funded by the Italian Cooperation, a number of PDHL (Human Development Programmes at the Local Level) in different countries.

[13] As anticipated in other parts of the document, the case of Narino is particularly significant in this respect, as the local LEDA is one of the pillars of the bulk of actors (the so called 'Alliance for Narino', including also the ART REDES programme) that has been (and still is) playing a key catalytic role in triggering and coordinating a large multi-actor and multi-sectoral participatory process for territorial development.

Lebanon, Albania, Mozambique, Colombia. The MyDEL (Women and Local Economic Development) programme in Central America is implemented by ART UN WOMEN in the framework of ART's global networks, and constitutes an original experience in promoting the recognition, promotion and improvement of women entrepreneurship through a combined territorial and gender approach.

At the international level, the ART Initiative is supporting a crucial dynamic aimed at enriching the debate, sharing experience and joining efforts for the dissemination and mainstreaming of a sustainable human development approach to LED. This further coincides with and complements the support provided by the ART Initiative to LEDAs' networking processes on a national (Colombia, Ecuador), regional (Central America), continental (South America) and global scale, which constitutes a distinct value of the approach to LED as an integrated process across territories through the local and global scale. The support to the incipient Latin American LEDAs' network, for instance, shows how ART can contribute in generating mutual trust as a basis for cooperation, communication, knowledge sharing and joint initiative among actors engaged in the same issues but with no previous track of interaction.

In Ecuador, the Ecuadorian Committee for Territorial and Economic Development (CEDET) gathers 15 LEDAs (in Ecuador ADETs, Agencies for Territorial Economic Development) – joining efforts with the ART programme[14], with the objective of implementing a coordination strategy in such a way to maximise support capacities and generate synergies between the Agencies and with the national government, as well as with international actors.

In Colombia, the ART REDES programmes supports the Red ADELCO[15], established in 2008, which represents and gathers 11 LEDAs active in the country; Red ADELCO constitutes a good examples of how networks can act as effective vectors in enhancing LEDAs outreach and impact at different levels: (i) impact on national policies (see chapter 5 for more details); (ii) effective 'positioning' of LED and LEDAs in relation to local and national governments and international cooperation actors (iii) interaction and exchange of experience with LEDAs and networks from other countries and regions (iv) methodological advances and knowledge sharing.[16]

Consistently with its objective of supporting capacities and relations of LEDAs across territories and the global level, the ART Initiative pursues a strategic partnership with ILS-LEDA (International Links and Services for Local Economic Development Agencies) in order to capitalize on its accumulated experience and networking capacity for improving the quality of services offered to / and through the LEDAs established in different countries.

ILS-LEDA is a joint UN and EURADA program which gathers and networks – facilitating dialogue, mutual learning and territorial partnership building - 6o LEDAs from four continents. It provides technical assistance to ART programmes in the establishment and consolidation of LEDAs, and plays a crucial role in elaborating and disseminating knowledge on LED processes and outcomes[17].

Throughout 2010 and 2011, the ART Initiative has supported a strategic global reflection on LED and related policies and instruments, through a sequenced consultative process aimed at positioning LED – as a rich and complex process with several potential implications across social and environmental dynamics, and local, national and global relationships. The process entailed a number of interrelated events, forums and meetings:

Towards a LEDAs network in the Southern American Hemisphere, Uruguay, April 2010. As a follow-up to the ART's project in support to LEDAs, this event was focused on promoting debate and the exchange of good practices and experiences at the local, regional and international level, and led to the establishment of a LEDAs network for the Southern Cone (Uruguay, Argentina and Chile).

(Second) Latin American Forum on territorial economic development, Ecuador, June 2010. This event gathered LEDAs from Central America, Dominican Republic, Colombia, Ecuador, Brazil, Uruguay, Argentina and Chile), and promoted the establishment of the Latin American Network of LEDAs for Human Development (ReMALDH). The focus was on facilitating exchanges and coordination within regional and international networks, with special emphasis

[14] CEDET has published – with the support of ART, AECID and the Basque Government - a brochure on 'What is territorial economic development? advantages and opportunities associated to the presence of an Agency for Territorial Economic Development (Que es Desarrollo Economico Territorial? Ventajas y oportunidades de contar con una ADET; CEDET, UNDP)

[15] The programme supports Red ADELCO at different levels: strengthening an operational and methodological framework; improved services' and TA provision for LEDAs; implementation of a knowledge management model; elaboration of a strategy for informing public policies; marketing and promotion mechanisms.

[16] For instance, Red ADELCO is supporting the introduction of an ICO (Organizational Capacity Index) as an instrument for self-assessment in relation to LEDAs performance. It has published, jointly with UNDP the book 'A Path to Human Development in Colombia: the Local Economic Development Agencies, which has been presented in Seville at the occasion of the First World Forum of Local Economic Development Agencies in November 2011.

[17] ILS LEDA and EURADA are implementing the I-QUAL program certifying that LEDAs' performances are coherent with the human development objectives, with the support of the UNDP ART Initiative. Red ADELCO and the Colombian Planning Department have expressed a particular interest in the prospective application of the ILSLEDA international quality label as a complement to the ICO.

on promoting gender equality in access to economic opportunities.
Regional Workshop on LED, Senegal, February 2011 and Regional Workshop on LED in Louga[18], Senegal, February 2011. The two international meetings were organized in cooperation with the Generalitat of Valencia and FAMSI. The seminar in Dakar was attended by more than 60 representatives,[19] the regional workshop in Louga by some 40. The emerged 'Africa vision' was in line with the approach to LED as a means of social transformation for social inclusion and poverty reduction. Main emphasis was on: transfer of competences from central to local levels; inclusive participatory mechanisms; importance of effective approaches at the local level based on integration of all the territory's stakeholders and the appraisal of endogenous resources.
LED Workshop, Spain, March 2011. Followed from other national and international preparatory events in Cuba, Sri Lanka and Lebanon. Discussions were focused on the role of LEDAs in promoting sustainable economic development opportunities in a context of global crisis.
Five Years of Local Economic Development Agencies in Colombia, Medellin. Emphasis was placed on the promotion of decentralized, horizontal territorial partnerships through enhanced cooperation across LEDAs networks at national-regional and international level, and the importance of territorial information systems for increasing competitive production.
This process of multilateral dialogue between decentralized cooperation networks culminated in the organization – by the Employment Service of the Regional Government of Andalusia, FAMSI and the UNDP ART Initiative - of the First World Forum of Local Development Agencies – 'Territory, Economy and Local Governance: new perspectives for changing times' which was held in Sevilla in October 2011. At the occasion of the Forum, 1300 participants from 47 countries – representing local, regional and national governments, local development agencies, multilateral organizations, research institutes, as well as several international and networks representatives, social organization and individual experts - met to share practices and tools for economic development at the territorial level[20].
The forum provided an important occasion and – in this terms – unprecedented learning process on the relation between local economies, territorial human development processes and decentralization policy frameworks within an evolving global context. This contributed to further the recognition of LEDAs as valid tools for promoting and supporting LED as part of a sustainable human development pattern. Among the key strategic topics that were discussed at the Forum, and made the object of a commitment to further joint effort among participants are: the importance of a focus on strategic processes; the value of endogenous resources; the integration of social, economic and environmental dimensions; the inclusion and participation of different stakeholders in the process; public-private partnership alliances; networks for technical cooperation and exchange, including triangular and south-south cooperation modalities; knowledge management and dissemination.
As a follow-up to the Seville Forum - and demonstration of its relevance and success – a second World Forum will be organized in October 2013 in Brazil, in collaboration between ART, FAMSI and the Technological Park of Itaipu in Brazil. The objective of the second forum will be to continue the discussion started in Seville, with a particular view at (i) providing further operational responses linking conceptualization and action at the territorial level, and (ii) further explore the potential of LED(A)s as a theoretical and conceptual pattern for integrating the three pillars of Sustainable Human Development.
A Permanent World Forum of Local Development, which is expected to become the first ever working tool and global open-space for dialogue and exchange of experiences in the field of LED, has been established as a follow-up to the meeting in Seville, with the objective of moving forward a common agenda towards the second forum in 2013. The framework for action of the Forum includes the following areas of work: (i) knowledge sharing through learning communities and new technologies; (ii) exchange and TA between countries, networks, actors. (iii) global and national

[18] In the Senegalese region of Louga the ART Programme support the creation of partnerships for LED through a *Maison du Developpement économique Locale*.
[19]Including local and national governments (Senegal, Mauritania, Morocco, Ecuador, Colombia, Spain, Itlay..), decentralized cooperation networks and associations of local authorities (FAL, FOGAR), civil society organizations, research centres, UN Agencies and programmes (UNDP – including BDP, RSC Dakar, CO, ART - , and UNCDF), international LED networks (ILSLEDA, EURADA).
[20] As an example of the side-implications and potential of such meetings in facilitating dialogue and concrete partnerships between actors from different territories, the Moroccan delegation in Seville met with FAMSI, and discussed the launching of a LED initiative in the municipality of Chefchaouen, in the framework of the ART GOLD Programme in Morocco.

advocacy (iv) communication and (v) strengthening of networks.
The organization and/or participation in further specific meetings and events[21] approaching the second World Forum is foreseen in order to ensure that such agenda is carried forward in continuity with initiated global dialogue and networking processes.

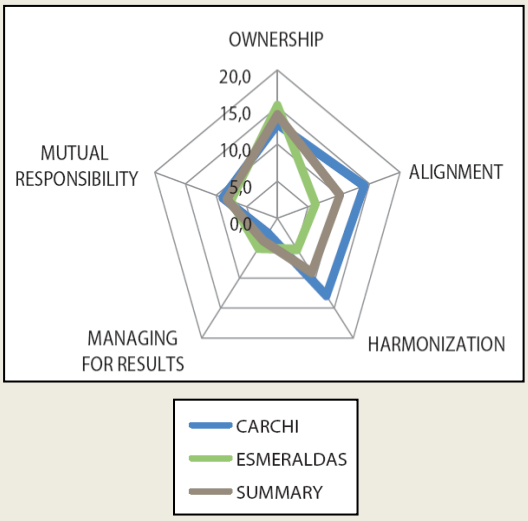
9 - The instrument for measuring aid effectiveness at the local level and its pilot application in Ecuador.

The Instrument is focussed on the implementation of the first three principles of the Paris Declaration (PD) at the territorial level (ownership, alignment and harmonization). Its structure adopts a two-level analysis, "empowerment" and "advance". The "empowerment" dimension has the aim of monitoring the agreements and institutional settings on harmonization, alignment and ownership consolidated through the framework programme. The "advance" dimension measures to what extent the achieved empowerment contributed to reach effective results. The instrument further operates within three informative levels – indexes, sub-indexes and indicators –specifically designed to measure the implementation of the PD at the local level. In this respect, it complements the classical evaluation tools, using indicators that measure the actual implementation of Aid Effectiveness principles at the local level.
The objectives of this monitoring tool are: to support decision-making, facilitate self-training processes, improve management, develop capacities and guide planning. It is worth noting that this new measurement instrument does not require prior specialized knowledge to be used (ART 2010, report). Thereby, it can easily be applied in three areas: self-validation, expert validation and social validation. This methodological design responds to the need of having various informative levels that fulfil the needs of actors involved in contexts where the ART Initiative is implemented. Data on the territorial advance due to ART activities will feed the UNDAF and the Capacity Development Group with sub-national data.
The five steps for the implementation of the Instrument in the programme cycle management[22] are compatible with results-based management processes defined by UNDP, based on the Manual on Planning, Monitoring and Evaluation of Development Results (2009). Furthermore, according to the authors the instrument is not a fixed "model" that should simply be replicated but needs to be innovated by practice and adapted to different circumstances.
Results from the application of the instrument in Ecuador confirm that the Programme contributes to ownership, alignment and harmonization at the local level, reducing fragmentation, improving harmonization of actors and donors, and reducing the cost of aid, hence improving impact (PNUD/SETECI, 2010). At the local level the instrument has been applied in two Provinces (Carchi and Esmeralda) using Basic index card (ex ante) and an Index card in order to measure the application of the Aid Effectiveness principles at the local level. During the mission to Ecuador, the evaluators noted that the instrument is well received and appreciated both nationally and locally, although some improvements can be introduced with regard to the weighting of the variables at the basis of the results, within each score and among the scores.

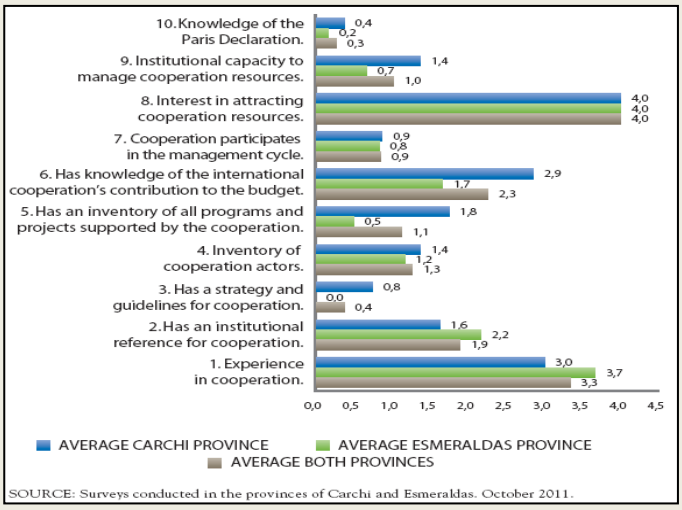
The following figures extracted from ART documents show in detail the capacity of the instruments – and its adjusted version piloted in Ecuador – to provide detailed and accurate information on a wide range of relevant variables and processes.

[21] A Meeting of Latin American and Southern Cone LEDAs networks was held in Uruguay, in June 2012 , as a follow-up reflection on the results of the LEDAs networking effort in the Southern Cone and broader Latina American Region. The meeting led to a recognition of the importance of the work done, but also of the need to move concrete steps forward through tangible achievements. It was agreed to open a blog as a platform for on-line discussions, strengthen links between local consultative processes and global debates, involve other institutions (like the BID – Inter-American Development Bank) in support to the consolidation of the networks. Further meetings are already planned ahead (Africité, Senegal, December 2012, and a seminar in Cordoba, Argentina, in 2013).
[22] Step 1: incorporation of the instrument into the framework agreements and the project documents as mutual responsibility; step 2: incorporation of the instrument in the identification (needs' assessment, establishment of the territorial work groups and local planning cycles); step 3: incorporation of the instrument in the country framework programme planning; step 4: incorporation of the instrument into the country framework programme implementation (internal and external monitoring); step 5: inclusion of the instrument into the evaluation.

Measuring aid effectiveness at the local level



Capacities of the decentralized management on international cooperation



10 - Integration of ART with other UNDP practice area and programmes

Following joint work in several countries where ART framework programmes were or are active (Sri Lanka, Colombia[23], El Salvador, Dominican Republic- Haiti, and Lebanon), ART and BCPR have decided to prepare a joint strategy as ART-BCPR Collaboration on Disaster Preparedness and Recovery for seizing the potentiality and added value of a collaboration in post-crisis and ongoing conflict contexts. As it is acknowledged in the strategy, ART and BCPR collaboration would increase the sustainability and impact of UNDP's initiatives in disaster preparedness and recovery, offering a framework for improving the relevance and effectiveness of BCPR planning, programming and operation at territorial level[24]. The strategy of collaboration shall develop around the following key areas: (i) programme support (ii) policy and advocacy, and (iii) Post-Disaster Needs Assessment and Recovery Framework.

It is worth noting a few specific actions included in the collaboration strategy, as they constitute good examples of the capacity of ART to deploy its global action through a variety of articulation dynamics combining partnership building, fund-raising, advocacy and policy dialogue. In particular, with relation to programme support objectives: (i) select good practices and experiences in disaster risk reduction and recovery management at local level (El Salvador, Dominican Republic, Cuba, Indonesia Colombia, and Sri Lanka) as a basis for proposing an ART/BCPR collaboration mechanism to Country Offices when implementing disaster preparedness and recovery projects; and (ii) incorporating the territorial approach to the Preparedness for Resilient Recovery proposal to be submitted to the Government of Japan, and including ART as a partner for implementing the community component of the project and the South-South Cooperation Mechanism (Community to Community) on disaster preparedness and recovery; in relation to policy and advocacy, two entry points have been identified: the Japan High-level Conference on Large Scale Natural Disasters[25] (July 2012) and the ongoing Brazil-ART Initiative[26].

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[23] The experience in Narino – where ART and BCPR approaches are integrated as part of the ART REDES programme, offers a powerful example of an integrated and sustainable process aimed at the 'social construction of peace' through a multiplicity of inclusive and participatory thematic networks originating from and based on the core ART mechanisms and principles.

[24] In particular, ART articulation and coordination mechanisms would allow integrating BCPR intervention with local development planning and capacity building processes, promoting and facilitating complementarities between local, national and international actors, and reducing the costs of fragmentation through a common programmatic, administrative and operational framework.

[25] The participation of ART in the High Level Conference would entail the organization of a side-event to capitalize on the Japanese local and sub-national experiences on disaster preparedness and recovery at the local level (community to community) and facilitate the dissemination of these experiences through UNDP. The strengthening of local capacities and facilitation of community to community transfer of experiences will be done by UNDP in collaboration with the ART Initiative as part of the broader capacity building programme on Preparedness for Resilient Recovery that is expected to be funded by Japan.

[26] There is an on-going potential collaboration between the ART Initiative and the Brazilian Government channeling the interest of the Itaipu's technological park to coordinate South-South and South-North-South international initiatives for potential technical and innovations exchanges. In case this initiative progresses, ART will promote the inclusion of a

There's interesting evidence of the integration between the ART Initiative and UNDP regional centres (RC). For instance, the ART coordination and the UNDP RC in Dakar are working together in developing a strategy in the medium-run for the provision of continued and integrated support to countries in the regions where ART framework programmes are in place (i.e. Senegal, Mauritania, Gabon). This would entail the possibility for the RC to mobilize – along with and through COs - UNDP combined expertise from the different practice areas (knowledge Management, capacity Development, democratic governance, poverty) in response to the punctual demand originating from countries, and channel it through ART territorial articulation mechanisms. A similar mechanism – by which ART multilateral frameworks in a region are made available to allow the optimal and responsive deployment of available UNDP resources and competences at a regional level- is being devised with the Regional Bureau for Arab countries.
As a further evidence of how UNDP centres can be structurally involved in ART processes facilitating their integration on a regional scale, it is worth recalling the support provided by the Dakar centre to the organization of crucial stages of the main consultative processes recently supported by the ART Initiatives[27]
The relation between ART and UNDP global centres is also a promising one, as shown for example by the growing exchange with the UNDP Istanbul International Centre for Private Sector in Development.
In Local Economic Development, the integration of UNDP corporate strategies and policy with ART territorial approaches and experiences is particularly relevant and has a strong potential. A draft 'UNDP's Strategy for Working with the Private Sector' has been prepared in 2012, and makes specific reference to public-private dialogue and collaboration platforms as key tools for promoting sustainable private sector development paths. The ART experience with LEDAs, based on cooperation and dialogue between private actors, local authorities and the civil society as part of inclusive territorial development strategies, could be particularly relevant to inform further developments in this area.
In most Latin American countries there is some form of integration between ART and other UNDP programmes and practice areas. In Uruguay, the integration of ART with other UNDP programmes is focused on governance, and planned to be extended on disaster prevention; in Dominican Republic, on environment protection.
In Ecuador, the ART programme is considered a 'flagship' initiative of the CO, as effective platform for reaching the local level through an integrated, cross-practice approach[28.] In the framework of the current CO restructuring, the experience of the programme is feeding into a broader UNDP strategy for local development and governance. There' already a few good examples of integration with other UNDP activities: the ART methodology is being adopted by the UNDP Small Grants Programme (PPD) for environmental sustainability in three provinces, in order to introduce a territorial articulation dimension in the construction of bio-corridors at a larger territorial scale.[29] The Joint UN program for Youth, Employment and Migration has been formulated looking at ART as a framework for integrating different components and respective Agencies across national and territorial levels.[30]
In Nariño, as a result of the process triggered by the ART REDES programme, the UNDP has gained a prominent role – alongside other local and international actors and with the informal coordination of the programme in conjunction with the 'Alliance for Narino' – in four integrated strategic programmes ensuing from the Strategy for International Cooperation and in line with the regional Development Plan.
Programmes' implementation modality can also be a ground for innovative solutions, where ART is instrumental for CO strategies in building local and national ownership and management capacity, and a basis for harmonization and aid effectiveness at the local level. In Ecuador, a mixed DIM-NIM modality[31] is considered an innovative good

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disaster risk reduction/urban risk component under the technical support of BCPR in the South-South Collaboration mechanisms that would be established.

[27] Namely, the consultative process in preparation to the HLF-4 in Busan, and the consultative process on LED. As reported elsewhere in this document, two events in the frameworks of these processes were held in Dakar.

[28] The evolution of the programme as a transversal platform for integrated CO initiatives at the territorial level is a promising opportunity but is still ongoing, and has been partly slowed down by the broader restructuring of the CO strategic and operational set-up.

[29] Provinces and zones/regions, whereby the PPD previously used to select its interventions working at a micro-level and with no integrated territorial perspective.

[30] The Joint programme is funded by Spain through the UNDP-managed MDG Fund, and constitutes an important example of how ART can be used as a reference framework for linking actors and areas of interventions through the programmatic and the operational dimensions. After a period of discontinuity in implementation, ART is now managing the UNDP LED component of the programme, in accordance with the priorities identified in the documents of strategic priorities at territorial level.

[31] Or 'DIM in a NIM framework', by which funds are transferred to local governments on the basis of agreed work-plans; LGs maintain overall responsibility for the execution of funds under national normative, whereas UNDP ensures day to day management, technical support and follow-up.

practice in programme management. To some extent, a national implementation would be preferred but require at once an adequate level of institutional capacity and empowerment[32]; on the other hand, direct implementation allows the direct involvement of external territorial partners[33] in the framework of locally-owned strategies, as well as an easier and more flexible room for integration with other UNDP interventions. As a matter of fact, the institutionalization of ART coordination mechanisms works towards the establishment of national and local implementation capacities, but it is found that the direct participation of UNDP in facilitating joint management processes can be conducive to territorial partnership building efforts.

11- National ownership and global leadership

Here below are some examples and 'highlights' of the articulation across local national and global processes where ART acts as vector and facilitator in building integration and complementarity at different levels.

In Ecuador, for example, the programme experience at local level is valued as substantive input that has been contributing to fill with practical content the general principles and orientations that are embedded in the broader policy framework, but often not yet specified or implemented[34]. This confirms the importance of vertical articulation and continuity between activities at national level, which in this case accompany and 'feed' the policy process, and local level, where instruments and practices for dialogue and coordination among actors are introduced and tested and in turn constitute a source of experience-based input for policies. As a result of this combined process, the notion and practice of articulation of actors across different administrative levels is now well-established as part of the political agenda of the country, and constitutes a basis for steering integrated territorial development policies and national-local relations[35]. Moreover, the ART experience at the territorial level is being appropriated and applied by the national government in the design and implementation of 'national strategic projects' in peripheral and/or (socially and environmentally) sensitive areas, requiring territorial planning processes based on the articulation of public, private and civil society actors[36].

The programme in Ecuador has also developed a close relation with another key national institution, the newly established SETECI (Technical Secretariat for International Cooperation, attached to Foreign Affairs); SETECI is currently developing a normative and operational framework for transferring international cooperation management responsibilities to sub-national levels[37]. The ART programme is providing practical experience and applied instruments which are recognized as crucial input to the policy process[38].

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[32] In Morocco this has being a constraining factor in the attempt to support the establishment of a unit for decentralized cooperation at national level.

[33] Decentralized cooperation partners would arguably not accept to channel resources for their support to territories through a single national ministry.

[34] In particular, the pilot application of the ART methodology in the territories has constituted a basis for a number of policy documents and guidelines in support to the gradual elaboration of a National Systems for Decentralized Participatory Planning (SNDPP), i.e. 'Lineamientos para la planificacion del desarrollo y el ordenamiento territorial', 'Lineamientos generales para la planificacion descentralizada', and a forthcoming guide on territorial articulation -Estrategia Territorial Nacional- that should harmonize different existing mechanisms within the national decentralized planning system. Moreover, the programme has supported the elaboration of 'Agendas Zonales para el Buen Vivir' in eight de-concentrated planning zones of the country, which define criteria for territorial planning and multi-level articulation.

[35] The National Planning Secretariat (SENPLADES) is eventually considering to adopt the multi-level articulation framework introduced by the programme as a model for integrated territorial management to be incorporated in the SNDPP. This should constitute a basis for nation-wide replication of the methodology as part of future territorial planning exercises and in parallel to the expansion of the implementation of the programme to all provinces in the country.

[36] This applies for example to the process for the participatory identification of priorities in the zone of influence of the ITT-YASUNI initiative, which consists of an environmental project to fight climate change by limiting the exploitation of oil reserves within a National Park in the Ecuadorian Amazonia. The YASUNI Initiative has also been presented at the RIO+20 initiative.

[37] The ambition is to articulate this reform with the decentralized territorial planning system, through a country-wide replication of the proven ART methodology in conjunction with the National Planning Secretariat (SENPLADES), systematizing and linking-up territorial experience and agendas with demand for cooperation and exchange from other territories..

[38] On the other hand, support by the programme has mostly materialized on setting strategic priorities for the political agenda and articulating SETECI's activities at the international level. This has included the elaboration of a National Strategy for International Cooperation; the 'positioning' of South-South cooperation as a core component of the government strategic agenda (a catalogue of territorial experiences for south-south cooperation initiatives is currently been developed); and the elaboration and initial application of an instrument for measuring aid effectiveness at the local level (see chapter 3.7 for further reference). In the Strategy, there's initial reference to the integration of actors' participation and

In Ecuador the relation of SETECI with ART is a significant demonstration of how the articulation framework can work at different levels. The ART programme in the territories is providing a substantive support to policy development at national level, through a mix of technical support and facilitation of inter-institutional dialogue. This constitutes an input for the integration of the decentralized cooperation systems with territorial planning processes; moreover, and in particular, the experience and support of the programme is allowing SETECI to build an aid effectiveness agenda with a specific innovative and strategic focus on the local level. As discussed, the elaboration and testing of a model for measuring aid effectiveness at the local level constitutes a unique experience and a valid basis for policy development and nation-wide replication. In turn, this experience has provided further input in building local government capacities and ownership over decentralized management processes. The head of SETECI, Gabriela Rosero, has been invited to present the Ecuador experience in measuring aid effectiveness at the local level as only national representative at the side event of the Busan High Level Forum on Aid Effectiveness.

The government of Ecuador has also adopted South-South and triangular cooperation as a policy priority, and in currently working in defining a strategic framework at the national level in parallel to - and building on the empowerment of local governments in the decentralized management of international cooperation.

In Colombia, the main impact of ART local experience on the national policy framework is on the implementation of a National System for International Cooperation (SNCI), which has been established in the country since 2003[39]. The experience with the elaboration of a Strategy for International Cooperation in Nariño has been adopted as a reference and good practice for the SNCI, and basis for replication at the national level. In accordance with the National Development Plan, which supports the consolidation of national-local linkages, the methodology for participatory planning is now been being transferred to the newly established Presidential Agency for International Cooperation (APC).[40]

It is interesting to recognize how the valued input of the ART experience is not much of having introduced the notion of decentralized management of international cooperation, which was already embedded in the policy framework, but of having shown in practice how this can be achieved at the territorial level and by working with local national and international actors. Dialogue is ongoing with the global ART coordination at in order to complement support at the national level with the facilitation of opportunities of access to international networks, partners, knowledge and good practice for technical cooperation.

The programme in Colombia is also having a noticeable impact on the elaboration of sectoral public policies, at different levels. In Narino, for instance, beyond the elaboration of a Regional Strategy for International Cooperation[41], the social processes originated from the articulation of public actors and civil society groups have given rise to the elaboration and formal adoption by the regional government of a Public Policy for Gender Equity (2009) and a Public Policy for Childhood and Youth. Country-wide, the experience of the programme is reflected in the inclusion of issues related to peace-building, gender equity, rights of conflict-affected groups in some 30 municipal and 6 regional development plans.

At national level, the experience of the programme – also through a particularly successful partnership with UN WOMEN - has contributed to the adoption of a national policy on Gender Equity. The network of Colombian Local

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territorial planning systems with decentralized management of international cooperation, but the relation between the specific programme experience at the local level and the decentralization of cooperation management functions is not yet fully developed.

[39] Since its original conception, the SNCI recognizes the importance of the decentralized management of international cooperation as a means to enhance its relevance and effectiveness. The national Strategy for International Cooperation 2007-2010 explicitly includes in the agenda the 'strengthening of regional capacities in the management of international cooperation'. In 2008, the SNCI started introducing a multi-level coordination structure at the regional level, in order to start building local governments' leadership in the coordination of international cooperation at the local level.

[40] The purpose is to build the ACP capacity in fulfilling its mandate of accompanying territories in the definition and execution of their cooperation priorities. In particular, this applies to the establishment of: (i) a multi-level coordination structure; (ii) modalities for donors' mobilization and coordination; (iii) adequate capacities of 'response' to the territories and (iv) an information system. Several meetings and information sessions were held with the aim of familiarizing the APC staff with the experience in Nariño. Discussions are now following between APC and ART-REDES in order to formalize a plan of capacity building and assistance for ACP officers through the programme and the ART global initiative, in support to the implementation of the methodology in a first group of 13 Departments. The programme has also produced and is implementing a baseline on multi-level articulation and aid effectiveness at local level.

[41] The process of formulation of the Strategy of International Cooperation (ECI) – which has been run in parallel at the municipal and the regional level – has given impulse to the establishment of dedicated structures within the two institutions: in the Municipality of Pasto an office for the coordination of international affairs and cooperation is still in place, whereas in the regional 'governor' office there is an official in charge of coordinating international cooperation actors, even though the specific office that had been created following the ECI process is administratively not in place anymore.

Economic Development Agencies – RED ADELCO - supported by the programme, is moreover involved in important policy development processes at national level[42].

In Colombia, the APC – which is a partner of ART in the transfer of the programme experience to the national cooperation system – is representing Colombia in some key global policy processes, in particular the post-Busan building block on South-South and triangular cooperation. The ART Initiative is providing a substantial contribution to the building block on South-South Cooperation as a follow-up to its work in the framework of the HLF4.

Colombia has traditionally played an important role in promoting interregional cooperation and related policy processes. Key outstanding issues in relation to the enhancement of a framework for South-South cooperation at national and regional level include: the inclusion of South-South cooperation as part of an integrated national system for international cooperation, including financial coverage and adequate institutional capacities; the structural involvement of sub-national levels of government; the link and articulation between ongoing global processes and the local dimension, i.e. translating in practice an effective match-making mechanism between demand and offer of decentralized cooperation through the UN/UNDP/ART articulation framework and networks. Above priorities clearly show –and ongoing discussion between APC, the ART REDES programme and the global ART Initiative confirm - the relevance and interconnection between the agenda of the Colombian government and the opportunities offered by the ART multilateral framework.

In Morocco, where the institutionalization of introduced mechanisms and practices is ongoing in parallel with the evolution of the decentralization framework, the DGCL has expressed the intention to mainstream the programme methodology at the national level in the framework of the advanced regionalization process, thus essentially continuing the programme as a national effort. As a matter of fact, the programme has introduced a participatory planning framework at an administrative level (the region) that will constitute the cornerstone of a new decentralization pattern. This constitutes an important innovation in governance and a valuable 'anticipation' that builds and consolidates capacities and experiences, alongside tools and practices - in preparation to and in accordance with an evolving policy framework[43].

Moreover, the programme has been supporting the DGCL in the implementation of the 'National Plan for Decentralization and Municipality strengthening towards 2015', with particular respect to the assistance in the participatory formulation of Municipal Development Plans (PCD) in urban centers above 35.000 inhabitants.[44] The successful experience of PCD constitutes a valid 'policy' input in the form of practical application to urban contexts of a general policy provision introducing a mandatory but rather unspecified framework for participatory planning at the local level.

The experience and results of the Tangier-Tetouan region in Morocco in promoting aid effectiveness and harmonization of cooperation actors has been presented in Busan by Mrs Rouchati, the coordinator of the 'regional platform for the coordination of development actors,' who's been the only local government representative to participate in the High Level Forum. Mrs Rouchati in her intervention recognized the key contribution of ART articulation mechanisms in overcoming donor's fragmentation as a basis for aid effectiveness.

The former UNDP deputy resident representative in Morocco, and current head of the UNDP Regional Center in Cairo Allia Al Dalli recently presented the ART GOLD Morocco programme experience in the RIO+20 Forum, at the request of the Japanese delegate in UNDP. Referring to the global articulation capacity of the programme, she'd commented during the evaluation mission that 'ART GOLD is very effective in networking high-level officials at the international level. Senior Moroccan officials participating in global forums and events came back vey motivated and energized…'.

A further recent example from Senegal constitutes a particularly strong and explicit evidence of successful ownership building starting from local experiences.[45]

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[42] Previously, the RED ADELCO contributed to the formulation of a public policy for revenue generation for population in extreme poverty. With the National Department of Planning, it is now involved in the ongoing formulation of a public policy for local development; it is also contributing to guidelines for a public policy on community-based tourism. Moreover, the National Development Plan includes LEDAs as priority instruments for Local Economic Development.

[43] The programme has also supported the creation of a Decentralized Cooperation Service Unit within the DGCL, in order to coordinate decentralized cooperation actors at local level, but this was not achieved yet. In parallel, however, the programme has consistently facilitated dialogue and coordination across different ministerial services in order to promote an integrated vision and management capacity of decentralized cooperation action.

[44] It was the first time that successful participatory planning process were carried in such urban contexts

[45] In a letter to the new Minister for Local Communities and Territorial Management, the president of the Regional Council of the Louga Region in Senegal, asks for "[...] urgent action at national level in order to consolidated and institutionalize the intervention of the ART GOLD programme, supporting its extension to all communities in the region, and, possibly, to the whole country [...] for the superior interest of all communities and their limited capacities in mobilizing technical and financial resources of decentralized cooperation partners [...the programme...] has a strong leverage function for

development cooperation at national level", building capacities of local communities and institutions and facilitating access to partners and resources through territorial marketing instruments like the guidelines for international cooperation.