



Funded by
the European Union

The Territorial Approach to Local Development (TALD) in the European Union's External Cooperation

2020-2023



TALD in Practice

The Territorial Approach to Local Development (TALD) in the European Union's External Cooperation



Funded by
the European Union

2020-2023

This document has been published by GOPA PACE with the financial support of the European Union. The information and opinions contained in this document do not reflect the official views of the European Union nor of its Member States.

This document was conceived and developed by the TALD Facility and Helpdesk, under the coordination of Unit G2 (Local Authorities, Civil Society, Foundations) of the Directorate General for International Partnerships (DG INTPA) of the European Commission (EC).

Coordination EC DG INTPA-G2:

Andrea Ferrari-Bravo, Head of Sector, Local Authorities
Lisa Bosotti, TALD Program Manager

TALD Facility:

Eugène D. Zapata-Garesché, Team Leader
Virginie Wyart, Helpdesk
Guadalupe López de Llergo Cornejo, Senior Expert

GOPA PACE:

Vincent Curie, Director
Erica Caredda, Program Manager

Graphic design: Mazy Graphic Design srl

Translation: VerbiVis LTD

This document was published in Brussels, Belgium in November 2023 in English, French and Spanish languages. Its total or partial reproduction is permitted as long as the source is quoted.

GOPA PACE

Woluwe Gate, Boulevard de la Woluwe 2
1150 Brussels, Belgium



Table of Contents

Abbreviations.....	4
Foreword.....	5
Introduction	7
1. The concept of TALD.....	9
2. TALD in EU’s external cooperation.....	13
3. TALD in practice: case-studies from around the world	17
4. The “Partnerships for Sustainable Cities” program	43
5. TALD in practice: lessons learned.....	45
Annex.....	50
Acknowledgements	54

Abbreviations

AD	Action Document
APAC	Asia Pacific
DC	Decentralized Cooperation
DG INTPA	Directorate General for International Partnerships
EC	European Commission
EIB	European Investment Bank
EU	European Union
EUD	European Union Delegation
FAO	United Nations Food and Agriculture Organization
FIIAPP	Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas
HoC	Head of Cooperation
HoD	Head of Delegation
HQ	Headquarters
ITTD	Integrated Territorial Development Diagnostic
LAC	Latin America and the Caribbean
LAs	Local Authorities
LRGs	Local and Regional Governments
MEUR	Millions of Euros
MIP	Multiannual Indicative Program
MFF	Multiannual Financial Framework
OECD	Organization for Economic Cooperation and Development
SDGs	Sustainable Development Goals
TALD	Territorial Approach to Local Development
ToR	Terms of Reference
UN	United Nations

Foreword

I am delighted to introduce the first *TALD in Practice* report, a knowledge product created by the Territorial Approach to Local Development (TALD) Facility 2020-2023 with the support of EU Delegations in partner countries and funded by the European Union. With this publication we present a comprehensive exploration of the TALD methodology, along with twelve case studies deriving from missions aimed at supporting EU Delegations in its implementation.

The TALD methodology, at its core, reflects a profound understanding of the unique dynamics and challenges faced by local communities. It places these communities at the heart of decision-making, emphasizing the importance of tailoring development strategies to local contexts.

The case studies featured in this *TALD in Practice* report present the diverse range of contexts in which TALD can be applied. They highlight the methodology's adaptability and effectiveness in rural as well as in urban settings. Through these examples, we gain insights into how TALD has contributed to sustainable development, economic growth and biodiversity conservation.

Furthermore, this publication is a reflection of the ongoing learning process. It draws lessons from the feedback provided by EU Delegations that requested a TALD mission, enabling us to constantly refine and enhance the TALD methodology. These insights will play a pivotal role in shaping the future of the new TALD Facility 2024-2026.

The objective of this publication is to provide a resource for stakeholders in mainstreaming local authorities while offering practical insights into TALD's application and the outcomes it can yield. It underscores the significance of collaboration among governments, civil society and the private sector in fostering local development.

It is our sincere hope that the mission results and insights shared within these pages will ignite a renewed commitment to the principles of TALD and inspire fresh approaches to local development challenges. Together, we can build a future where every community has the opportunity to flourish, and no one is left behind.

Marlene Holzner

Head of Unit G2 – Local Authorities, Civil Society Organizations,
Foundations, DG International Partnerships



© Shutterstock

Introduction

This document presents an overview of activities and results of three years (2020-2023) of applying the Territorial Approach to Local Development (TALD) in the European Union's (EU) External Cooperation. Its objective is to provide examples of the support offered by the EU in terms of the territorial approach to local development in partner countries, to capitalize on learnings and best practices, and to promote the importance of including local authorities (LAs) in EU cooperation portfolios.

The document aims to inform and enrich the work of practitioners: European Commission (EC) staff, in particular, Heads of Cooperation in EU Delegations (EUDs), Member States' personnel working in development cooperation, and thematic or sectorial experts related to governance, local authorities, and civil society interested in promoting the Territorial Approach to Local Development. It also aims to inform staff working in cooperation agencies and international organizations, universities, practitioners, and others interested in local development and EU external aid.

The document is structured in five chapters: Chapter 1 presents an explanation of the concept of Territorial Approach to Local Development. Chapter 2 introduces the importance of TALD and its methodology when applied in EU cooperation programs. It also includes information about the TALD Facility and Helpdesk, an instrument offered by the EC to EU Delegations worldwide wanting to engage in the TALD approach. A short description of the different capacity building activities offered by the EC on this topic is also shared.

Chapter 3 presents examples of specific TALD support deployed to answer the requests from EU Delegations in twelve countries in two regions, Africa and Latin America and the Caribbean. While the TALD Facility exchanged thoroughly with Delegations in Asia Pacific and organized a TALD Seminar in India (see Chapter 2), during the reporting period no specific mission was deployed to this region. The purpose of this chapter is to showcase the menu of different types of interventions in these regions aimed at strengthening local authorities, through different types of instruments such as subnational budget support, direct grants, decentralized cooperation, and the diverse types of TALD missions deployed pragmatically depending on EUDs requests and needs like technical assistance for the development of Action Documents, capacity building and strengthened policy dialogue, among others.

Chapter 4 includes a short presentation of the "*Local Authorities: Partnerships for Sustainable Cities*" program, a decentralized cooperation initiative launched by the EC to accompany city-to-city collaborative projects with EU partner countries.

Lastly, Chapter 5 analyzes, systematizes, and capitalizes the lessons learned after three years of TALD in EU external cooperation. Future reflections on the topic are drawn as well as concrete recommendations for a next phase of TALD initiatives. These reflections are enriched by the results of a survey conducted in 2023 through interviews with twelve EU Delegations.¹

¹ The purpose of the TALD survey is to review the TALD Facility's scope of work and reflect on the existing operational arrangements for expertise deployment, fine-tuning its menu of services for the future.



© Istockphoto

The concept of TALD

The Territorial Approach to Local Development was created to respond to the growing need to address the spatial dimension of development. In the context of its aid for development policies, the concept was acknowledged by the European Union in the 2013 Communication on empowering local authorities as developmental actors.² Likewise, the United Nations 2030 Agenda echoes this vision, by calling for the ‘localization’ of the Sustainable Development Goals (SDGs).

TALD is a dynamic, long-term method based on a bottom up, multi-stakeholder and multi-sectoral approach that helps define and prioritize development strategies in a given territory. The TALD vision was reflected in the EC’s programming cycle for the period 2014-2020 in both thematic and geographic budget lines and is being used to orient the current budgetary cycle towards 2027.

The 2013 Communication recognizes the comparative advantages of local authorities to act as catalysts of a territorial approach to development. Yet, the policy document also sends out a clear message that this will not happen if LAs, a) are not empowered to operate with a meaningful degree of autonomy, enough resources and appropriate accountability to both the central government and the people in their jurisdictions; b) do not exercise leadership or build their own capacities, and c) develop relations of trust and cooperation, with local constituencies, and other echelons of governance and administration.

For the purpose of this document, the term Local and/or Regional Governments (LAs or LRGs) is used to refer to all types of sub-national governments, normally circumscribed by a geographic and political boundary and a specific administrative mandate. LAs and LRGs differ from country to country. These include, among others: municipalities, departments, regions, federated states, intermunicipal entities, provinces, communes, etc., both in urban and rural contexts. Names vary widely depending on the national context and language. In most countries but not all, they are governed by elected authorities. In the EU documents, LRGs are normally referred to as Local Authorities or LAs.

Both the concepts of “territorial development” and the contours of a “territorial approach to local development” are not new.³ In the past decades, there have been many initiatives across development regions that sought to unlock the potential of territories, mobilizing different actors and using a variety of labels and implementation approaches (top-down or bottom-up). Within the EU integration process, territorial development approaches have been stimulated through the instrument of structural funds for regional development or in the form of European territorial cooperation schemes. European municipalities engaging in decentralized cooperation often adopt territorial approaches in providing support. Processes of rapid urbanization across the globe further emphasize the importance of territorial approaches.

In the development language, the adjective “territorial” commonly refers to either the spatial integration and/or the geographic scale of local development (in the subnational portion of the national territory). Evidence suggests that the way in which territorial development is currently applied may carry risks. In practice, efforts to promote spatially oriented and horizontally coordinated development are often based on unrealistic premises.⁴ At one end of the spectrum they may

² *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on Empowering Local Authorities in Partner Countries for Enhanced Governance and More Effective Development Outcomes.* COM 2013 -280 Final. 15.0-5.2013

³ The clarity of the TALD definition and the section below are the merit of Jorge Rodríguez Bilbao in “*The EU’s new thinking on decentralization and territorial development*” published in *Great Insights magazine*, Volume 4, Issue 4 (June/July 2015), ECDPM, The Centre for Africa-Europe Relations.

⁴ These include hiding critical differences in the way sectors operate and overstating both the possibilities for horizontal coordination in a given territory and the role of individual local governance institutions.

also slip into a self-defeating “hyper-local” perspective, at the other end, they may obscure the essentially endogenous nature of local development and the role of territory as an active ingredient, not a passive receptacle of development.

To recover the full value of territorial development, a richer and more specific definition was needed. This called for the incorporation of two critical insights gained in promoting local development. First, an understanding of “local” not just as the designation of a particular scale (“where” development takes place) but of a focus on “how” and “by whom” development is promoted. The “how” question refers to the need to mobilize the potential and resources within the territory through enabling political and institutional mechanisms of governance and administration at different levels. The “who” question stresses both the importance of empowered local authorities (to facilitate territorial approaches), the genuine participation of all relevant actors in a given territory and the existence of effective relations between the different levels of governance.

Territorial development is spatially coordinated local development that leverages the interaction of actors operating at multiple scales of development planning and administration.

Integrating these new elements brings along an extended notion of territorial development as spatially coordinated local development that leverages the interaction of actors operating at multiple scales of development planning and administration. Based on the above definition it is possible to identify the key features of TALD including:

1. The endogeneity of local development (which implies empowering LAs with the autonomy needed to reach out to a wide range of local actors, mobilize and leverage local resources);
2. The integrated nature of local development (amongst others to overcome the traditional sectoral fragmentation of siloed development interventions);
3. The multi-scalar nature of local development (requiring effective mechanisms of dialogue, negotiation and collaboration of different actors at different levels);
4. The incremental value of local development on the condition that local actors have the space, the autonomy and the capacity to develop on initiatives (through adequate decentralization policies) and mobilize additional local resources.

With these various ingredients, TALD initiatives are inevitably complex and long-term processes, requiring effective drivers and facilitators. In this context, it is crucial to understand the potential comparative advantages of LAs in promoting TALD. Contrary to other actors, they may display a number of assets, such as: i) a ‘general mandate’ to take initiative for and on behalf of their local constituencies; ii) a political legitimacy to assume responsibility for coordination and integration of the activities of various local actors; iii) a normative capacity through regulatory measures; iv) the potential to being responsive and accountable to local demands; v) a relatively high degree of stability as a permanent feature of the local institutional environment.

TALD thus requires a multi-dimensional ‘national’ enabling environment to promote ‘local’ development. Decentralization reforms alone do not necessarily result in local development. In most cases, these reforms are primarily driven by an immediate political rationale, not by a policy commitment to genuine local development. Such a policy commitment (indeed a commitment to a “territorial approach to local development”) is therefore often the missing link between decentralization reforms and development outcomes.

The national environment has several dimensions or building blocks. First, critical improvements in the local development management systems linked to: i) the scope of action, competences or generic mandate of LAs; ii) planning systems that bridge the local-national divide; iii) the availability of a diversified set of financing instruments; and iv) innovative implementation modalities that promote civic engagement and mobilize community and private sector resources. Second, a set of supportive policy and institutional changes at the national and subnational levels required for ensuring sustainability of TALD processes.

At the national level, supportive measures include: the development of adequate decentralization reforms (that extend the autonomy/accountability of LAs); a national urban agenda and a rural development policy (stressing spatial integration of sectors and urban-rural synergies). At the subnational level, institutional changes require effective mechanisms for intergovernmental cooperation; local leaderships and capacities, active citizenship, and public-private partnerships.

These elements are known as the TALD Building Blocks. The relative importance of these building blocks and their suitability as entry points for systemic reform through EU external cooperation is highly context-specific (see table below). The adequate approach in a given territory may be revealed only by a careful political economy analysis of the incentives faced by the different stakeholders.

TALD Building Blocks			
The aim of Territorial Development is better			
Service Delivery	Environmental Management	Economic Development	
by improving local development management systems			
Increase the mandate of Local Authorities	Strengthen Local Authorities' capacity for long-term planning	Strengthen local finances	Promote more efficient implementation of projects at the local level
with enabling national policies			and subnational institutional capacity
Enable a national policy for decentralization	Enable a national urban policy	Enable a national rural policy	Promote inter-governmental cooperation
			Foster leadership and administrative capacity at the local level
			Promote more active citizenship at the local level
			Promote more public-private partnerships at the local level



© Shutterstock

TALD in EU's external cooperation

2

Since its inception, the EU has continuously demonstrated its leadership in local development and decentralization and has placed significant importance on regional development and a territorial approach. The EU has sought to promote balanced economic growth and reduce disparities among its Member States and regions. Furthermore, the EU recognizes that regional diversity is a valuable asset that can contribute to overall European integration. Emphasizing regional development allows for the preservation and promotion of regional identities, cultures, and languages.

Based on the above, the Territorial Approach to Local Development has been favored in the EU's external action because it acknowledges the unique characteristics and challenges faced at the local level. By tailoring policies and strategies to address specific local needs, the EU can maximize the effectiveness of its initiatives and ensure that resources are allocated more efficiently.

By taking a comprehensive approach that considers the unique characteristics and challenges of different place-based local realities, the EU aims to create a more inclusive, cohesive, and prosperous world.

Furthermore, the EU recognizes that a one-size-fits-all strategy may not be suitable for the diverse range of territories in its partner countries and thus, a more nuanced and localized approach is necessary. By taking a comprehensive approach that considers the unique characteristics and challenges of different place-based local realities, the EU aims to create a more inclusive, cohesive, and prosperous world.

With this aim in mind, the European Commission issued in 2016 the reference document *Supporting decentralization, local governance, and local development through a territorial approach. Tools and Methods Series, No 23*. This document was the first step towards the creation of a comprehensive methodology on how the EU was to work on these topics in the context of its external cooperation.

Furthermore, in 2017, the EC published a practical guidebook fine-tuning TALD: *Promoting a Territorial Approach to Local Development (TALD) in EU Operations: A Toolkit for EU Delegations to Implement EU Action in Support to Local Authorities, Local Governance and Decentralization Reforms through a Territorial Approach*. These milestone documents were later complemented by a toolkit bringing more specific tools to the menu of options available to EUDs: *Providing EU budget support in decentralized countries. A methodological note* (2017).

The TALD Facility

As a direct consequence of the aforementioned policy papers and tools, in 2017 the European Commission launched the TALD Facility, a demand-driven financial and technical assistance initiative created to support EU delegations worldwide wanting to embrace the territorial approach in their cooperation portfolio. Under the coordination of Unit G2 (Local Authorities, Civil Society, Foundations) of the EC's Directorate General for International Partnerships, the Facility offers three types of support to accompany EU actions on issues related to decentralization, local governance, and territorial development:

- Support for national reforms and policies on decentralization;
- Support for sectoral policies related to local development and the decentralized provision of essential public services;
- Direct support for local territorial development projects or policies.

The TALD Facility contributed to integrating the territorial approach into EU cooperation strategies and programs and is conceived as a flexible tool available to EU Delegations to support the integration of LAs as beneficiaries of their programs.

A first phase of the TALD Facility was deployed during the period 2018-2019. A second phase was implemented from 2020 to 2023.⁵ After years of implementation, the TALD Facility increased in importance in the context of the Multiannual Financial Framework (MFF) of the EU for the period 2021-2027 which no longer included a dedicated thematic budgetary line to work with LAs. The MFF opts instead for partnering with LAs through the various geographic windows with a recommendation to achieve at least 500 MEUR by 2027 as milestone number to measure EU global support to LAs.

During the last three years, the TALD Facility has supported EU Delegations in:

- Organizing training seminars that promote the understanding of the territorial approach and its potential value in the overall EU cooperation strategy in each country;
- Carrying out a diagnosis on the political viability of a territorial approach in a country, with practical advice, adapted to each context and suggestions for specific technical assistance throughout the entire process;
- Providing help to support programs for decentralization, governance, and local development during the different phases of the project: identification, formulation, implementation, monitoring and evaluation.
- Developing a roadmap for EU collaboration with local authorities in a country, as a strategic tool to promote local development and structure a dialogue with national associations of local authorities, increasing cooperation with EU Member States and their projects on the ground.
- Supporting enhanced policy dialogue between EUDs and national governments on decentralization, and also a better dialogue and cooperation with LAs involved in EU projects.

Global and regional capacity building

In addition to providing specific demand-driven support to EU Delegations for their own cooperation programs, during the period 2020-2023 the TALD Facility deployed two global and four regional training seminars to raise awareness and strengthen the capacity of EUDs' staff and local partners on the TALD approach.

The general objective of the two TALD global seminars was to help staff in EUDs and headquarters (HQ) to have a better understanding and contextualization of TALD, and how to identify and formulate actions aimed at promoting local development through this method.

The first global seminar was conducted in July 2020 fully online due to the confinement restrictions imposed by the COVID-19 pandemic (30 participants). The purpose of the seminar was to support EUD staff on how to integrate and mainstream local authorities, decentralization and related topics in EU funded programs and projects, in bilateral, regional, and sectoral programming. A second global seminar was organized in Brussels in July 2022 to train staff based in Brussels headquarters (31 participants).

In addition to the two global seminars, four regional seminars were also organized in Latin America and the Caribbean (72 participants), Africa (35 and 23 participants in two seminars) and Asia Pacific (35 participants). The main audience of the regional seminars was staff from EU Delegations, particularly Heads of Cooperation and experts from the areas of governance, civil society or other sectors related to the topic. The table below presents the list of TALD seminars organized between 2020 and 2023.

⁵ In September 2023 a new contract for the next phase of the TALD Facility (2024-2026) was approved.

TALD Capacity Building Seminars 2020-2023			
Region	Place	Date	Participants
Global	Online	Jul. 20-24, 2020	EUD representatives from Kirgizstan, Tunisia, Benin, Nigeria, Guinea Bissau, Madagascar, Cambodia, Guyana, Suriname, Egypt, Ethiopia, Armenia, Cameroon, Mongolia, Palestine, Cabo Verde, Myanmar, Honduras, Peru, Liberia, Nepal, Sudan, Namibia, Cuba, Zimbabwe, Democratic Republic of Congo, Uzbekistan, Angola, Lesotho, Ecuador, Haiti, Mozambique, Togo, Kenya, Sri Lanka, Morocco and Rwanda
Global	Brussels, Belgium	Jun. 24, 2022	EC HQ staff, mostly representatives from Geo Desks and sector experts
Latin America and the Caribbean	La Habana, Cuba	Sept. 19-21, 2022	EUD representatives from Guatemala, Venezuela, Brazil, Dominican Republic, Costa Rica, Ecuador, Nicaragua, Bolivia, Haiti, Peru and Cuba
English speaking Africa	Johannesburg, South Africa	Oct. 26-28, 2022	EUD representatives from Botswana, South Africa, Eswatini, Ethiopia, Kenya, Liberia, Malawi, Namibia, Zambia and Zimbabwe
French speaking Africa	Abidjan, Ivory Coast	Nov. 22-24, 2022	EUD representatives from Comoros, Senegal, Togo, Niger, Gabon, Djibouti, Tchad, Ethiopia, Guinea Bissau and Ivory Coast
Asia-Pacific	New Delhi, India	Apr. 26-28, 2023	EUD representatives from Bangladesh, India, Bhutan, Nepal, Pakistan, Philippines, Timor-Leste, Sri-Lanka and Maldives. Government representatives from Laos

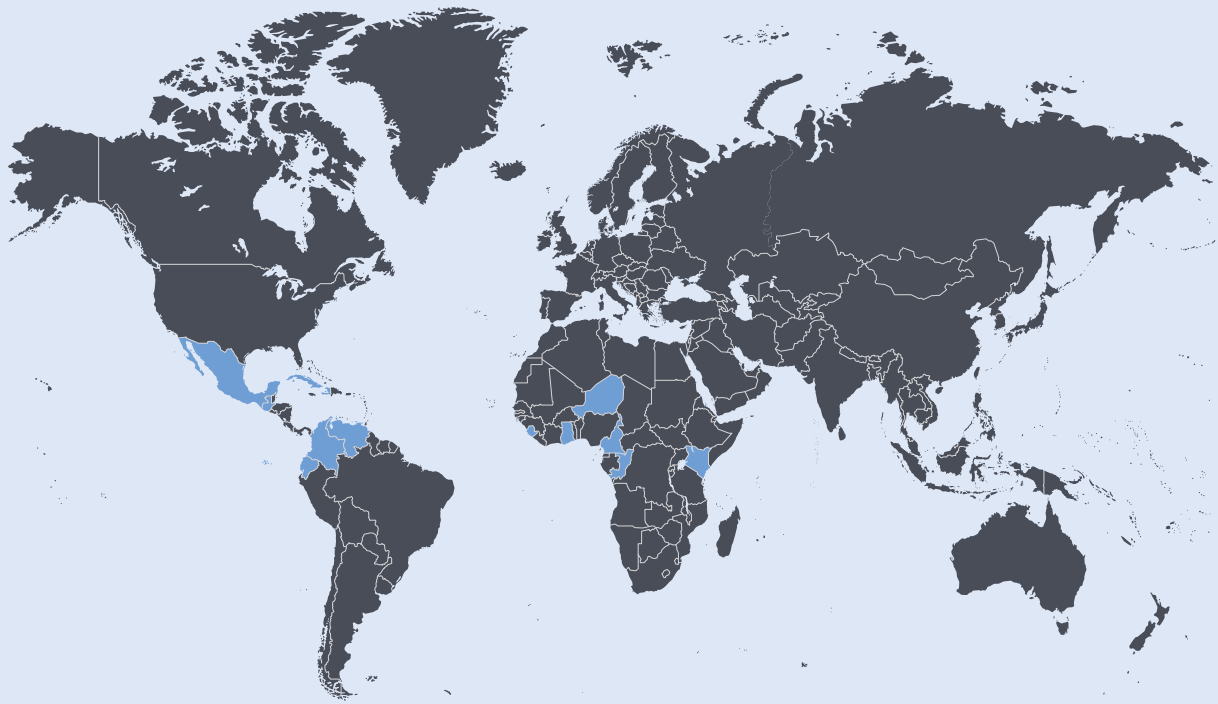
The Seminars also reinforced the capacity of EUDs to identify and formulate specific actions promoting local development and sub-national government involvement in EU programs. Specific objectives included the following:

- Introduce the concept and the importance of TALD as a dynamic, long-term method based on a bottom up, multi-stakeholder and multi-sectoral approach that helps to define and prioritize development strategies in a given territory;
- Support EU Delegations on the use of the TALD approach to integrate local governments and territorial development in their multi-annual bilateral programming;
- Present case studies from EU Delegations in the region and discuss the opportunities and challenges around how to establish a structured, long-term dialogue with sub-national governments (municipalities, provincial authorities, etc.) and their national associations with the aim of integrating them more systematically into the multi-year cooperation cycle;
- Present evidence on how a specific case supported by TALD can enhance delivery of EU actions on the ground;
- Present the services and type of support that EUDs can receive from DG INTPA Unit G2 and the TALD Facility and Helpdesk.

The seminar held in India included an additional objective requested by the EU HoD to India which was to enhance the policy dialogue on the Green Deal.

The regional seminars included guests from embassies of EU Member States, representatives of cooperation agencies, representatives of local governments and external experts invited to present different perspectives of the territorial approach. In most cases, participants included central government authorities related to local development, representatives from local authority associations and city networks, United Nations entities, bilateral cooperation agencies and multilateral development banks. The diversity of participants' profiles allowed different perspectives on decentralization to be shared, which contributed to a rich exchange of views and information.⁶

⁶ A more detailed account of the agenda and results of the different TALD Seminars can be found in the specific reports: https://capacity4dev.europa.eu/groups/regional-seminars-on-the-territorial-approach-to-local-development_en



TALD missions performed during 2020-2023

	Country	Project Title
Latin America and the Caribbean	1. Colombia	Strengthening of the Regional Commissions of Competitiveness and Innovation
	2. Cuba	Support to the Formulation of the “Sustainable Municipalities” Program
	3. Ecuador	Support to Green Transition Projects at Local Level
	4. Guatemala	Fostering Green Transition in Peten
	5. Haiti	Support the Formulation of the “Development of Resilient Territories” Program
	6. Mexico	Strengthening the Practices, Standards, and Legislation of Mexican Sub-National Government Finances
	7. Venezuela	Analyze the Potential of TALD to Strengthen the Capacities of Sub-National Governments
Africa	8. Cameroon	Support the Decentralization Process and the Policy Dialogue of the EUD
	9. Congo	Support to Decentralization in the context of the “Resilient Cities” Program
	10. Ghana	Formulation of Specific Local Governance Components of the “Smart and Sustainable Cities” Program
	11. Kenya	Program to Strengthen Kenya’s Devolution
	12. Niger	Support for Governance and Local Development of the Agadez Region
	13. Sierra Leone	Implement TALD in the « Nature Nourishes » Program

TALD in practice: case-studies from around the world

3

During the period between February 2020 and September 2023 the TALD Facility responded to the demand of over a dozen EU Delegations around the world requesting support to work on the TALD approach (see table below). It is worth noting that some of these missions were conducted in more than one phase. For example, Congo and Haiti benefitted from two missions each, while Mexico had four distinct phases.

Many EU Delegations requested the TALD Facility to support the preparation of Action Documents involving LAs, sometimes with a more in-depth approach with requests for territorial diagnostics and for a more strategic policy dialogue on decentralization. This chapter presents twelve case studies of the missions deployed in the Africa and Latin America and the Caribbean regions.⁷ Furthermore, it is worth mentioning that on top of the above, several other EUDs showed interest in TALD and will benefit from TALD Facility support in the months to come. These countries include Timor-Leste, India, Bhutan and Burundi.

Each case study is presented in a two-page format that includes information on the title and main topic of the initiative, the country, region and date. The case study also includes information on the general and specific objectives of the mission, the list of EU partners involved, the main beneficiaries and local allies, the key issues addressed, the TALD building blocks involved in the intervention, the expected outcomes and lessons learned. For each case study, a reference is made to indicate which ones of the five INTPA priorities (as presented in the illustration below) were addressed.

INTPA Priorities ⁸				
Green Deal Alliances	Alliances for Science, Technology and Innovation, and Digital	Alliances for Sustainable Growth and Jobs	Migration Partnerships	Governance, Peace and Security
<ul style="list-style-type: none"> • Circular economy • Biodiversity • Green and smart cities • Sustainable energy • Food systems: from farms to forks • Water and Oceans • Pollution 	<ul style="list-style-type: none"> • Governance (regulatory frameworks) • Digital connectivity, including key enabling infrastructure such as power, broadband • Digital skills and entrepreneurship • E-services, including e-governance • Data protection 	<ul style="list-style-type: none"> • Sustainable investment and de-risking, including key enabling infrastructure • Creation of decent jobs • Education and skills • Business environment and investment climate • Regional economic integration, trade and connectivity 	<ul style="list-style-type: none"> • Root causes of irregular migration and forced displacement, including development benefits of migration • Migration management, including border management return, readmission and sustainable reintegration, and legal pathways • Durable solutions for refugees 	<ul style="list-style-type: none"> • Human rights, democracy, fundamental values • Rule of law and accountability • Conflict prevention, sustaining peace and building resilience • Fight against terrorism and organized crime

⁷ The case study of the Haiti TALD mission is not included, as the mission had not concluded at the time of writing of this document.

⁸ https://european-union.europa.eu/priorities-and-actions/eu-priorities/european-union-priorities-2019-2024_en



COLOMBIA

Support the Decentralization Process

Region	LATIN AMERICA AND THE CARIBBEAN	Date	Oct. 2021 – Mar. 2022
Location	<ul style="list-style-type: none"> All 32 departments in Colombia 		
Topic	<ul style="list-style-type: none"> Strengthening competitiveness and innovation at subnational level, through the institutional redesign and improvement of territorial information in the Regional Commissions for Competitiveness and Innovation (CRCI, in Spanish) in the departments of Colombia 		
INTPA Priorities	<ul style="list-style-type: none"> Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> None 		
Beneficiaries / Allies	<ul style="list-style-type: none"> National Department of Planning, Chambers of Commerce of the departments, governorates, municipalities and districts of Colombia, Ministry of Commerce, Industry and Tourism 		
TALD Mission Objectives	<ul style="list-style-type: none"> Design an administrative mechanism for collective financing that facilitates the operation of the CRCIs in the departments of Colombia. Consult the regulations, identifying financing alternatives for these entities, and conduct interviews with the members of at least three CRCIs, with different levels of development. The objective is to establish the mechanisms and needs for the creation of a common fund model for the financing and operation of the CRCIs. International experiences to be reviewed as reference. Propose recommendations for the design of a mechanism that serves as a communication channel between the levels of government (national, departmental, municipal) for the management of the National Competitiveness and Innovation System (SNCI, in Spanish). A route is required to identify the procedures to report on the services that the entity uses at the national level to bring them to the municipal level and vice versa. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> A limitation for the CRCIs to fulfill their functions is the difficulty in sustaining technical teams that cover and align the strategic axes of competitiveness and that are managed through committees or thematic instances. The CRCIs do not generate direct dialogue with the actors throughout the territory, which makes them centralist, hindering the effective participation of public, private, and academic actors in the municipalities. The lack of participation of municipal actors in the departmental instances that promote productivity and competitiveness has a negative impact on local economic development, evidencing the institutional disarticulation that prevents the closing of gaps and the collective and participatory progress in the competitive vision of the territory. Local actors are unaware of the scope and components of the SNCI, such as the mechanisms for the alignment, management, promotion and financing of public policy instruments. Likewise, the role of the entities and instances of the national and territorial order responsible for policy and action in the areas of competitiveness and innovation is unknown, which generates a disconnection between the territorial levels and, therefore, little understanding in their usefulness for their development. 		



Guatapé, panoramic view from La Piedra del Peñol, Medellín, Colombia © Istockphoto

<p>Main Results</p>	<ul style="list-style-type: none"> • Adopt the figure of the mercantile trust agreement through autonomous patrimonies as an ideal mechanism for public-private financing to allow the operation of the CRCIs. • Grant express authorization so that the resources received can also be used for the formulation and/or structuring of investment projects for competitiveness and innovation, as well as for the design and execution of programs for the development of sectoral and institutional capacities. • Adopt a provision that indicates that public resources from any source (general budget of the nation, departmental, municipal or district; general system of royalties, etc.) will be transferred to the respective autonomous patrimony. • Provide express power so that the applicable contracting regime is private law without considering the source of the resources, both for the selection of the trust entity that manages the autonomous patrimony, as well as for the contracts that it subsequently celebrates for its operation. • On the subject of communications: a) Establish learning journeys developed in three stages with different actors, to transmit strategic information of the SNCI and train the technical secretaries of the CRCI in communications, external relations and participation. Repeat these journeys every four years; b) Top-down and bottom-up communications protocol, which explains the flow of information within the SNCI, placing the Regionalization Committee and the technical secretaries of the CRCI as central actors. • Parallel activities include: update the content of the SNCI web page; create a participation channel for relevant actors through the SNCI pages and social networks; design a campaign, hold workshops with the press officers of the ministries and jointly prepare an agenda from the meetings or events having broad participation of governors and mayors to guarantee that the national government delegates transmit the strategic messages.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Promote more efficient implementation of projects at the local level • Promote inter-governmental cooperation • Promote more active citizenship at the local level • Promote more public-private partnerships at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • The mission highlights the importance of including the territorial approach in national competitiveness and innovation policies, particularly to ensure more financial, technical, legal and fiscal autonomy of the CRCIs. • The TALD consultancy was carried out in 2022 within the SNCI framework, an important bottom-up and top-down figure during the previous national government but that has lost relevance in the current government. New national governments come up with ideas and do not always build on previous ones. The lack of strong state policies together with the changing national priorities have made it difficult to ground the TALD recommendations and ensure continuity to the mission. At the moment of writing this case study, the consultancy so far has had little progress. From the perspective of public policy dialogue, the TALD mission has been useful even though the topics of decentralization and regional competitiveness lost momentum in Colombia.



CUBA

Support to the Formulation of the “Sustainable Municipalities” Program

Region	LATIN AMERICA AND THE CARIBBEAN	Date	Jul. – Oct. 2022
Location	<ul style="list-style-type: none"> The municipalities of Martí, Guanabacoa, Isla de la Juventud, Yaguajay, Cabaiguan, Trinidad, Manicaragua and Remedios. 		
Topic	<ul style="list-style-type: none"> Apply the Territorial Approach to Local Development to the EU-Cuba Program for the Sustainable and Ecological Transition of Cuban Municipalities, focusing on two main sectors: increased food sovereignty based on local sustainable farming systems and energy self-sufficiency based on local renewable energy sources. 		
INTPA Priorities	<ul style="list-style-type: none"> Green Deal Alliances Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> Team Europe Initiative (Italy and Spain plus Norway) 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Government of Cuba: Ministerio de Economía y Planificación, Ministerio de Comercio Exterior, Inversión Extranjera y Colaboración Económica Internacional, Instituto Nacional de Ordenación Territorial y Urbanismo, Instituto Nacional de Investigaciones Económicas, Ministerio de Ciencia, Tecnología y Medio Ambiente y Ministerio de Educación Superior. Provincial governments, municipal authorities, cooperatives, research centers 		
TALD Mission Objectives	<ul style="list-style-type: none"> Preparation, coordination and facilitation of a Workshop for the formulation of the program for the ecological transition of sustainable municipalities in Cuba. Provide technical assistance to the EU Delegation in Cuba for the formulation of the Concept Note and Action Document of the Program for the inclusive ecological transition of sustainable municipalities in Cuba, under the TALD approach. Propose concrete actions for the application of the TALD approach in the mentioned sectors, including intervention logic, process indicators and expected results. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> In line with the Cuban State Policy of 2100 “<i>Tarea Vida</i>” (Task Life) and the EU’s commitment to carbon neutrality by 2050, EU cooperation in Cuba focuses on this priority area at the local level. The Cuban Government is tasked with identifying municipalities with the relevant opportunities to advance the process of decentralization and representing the main socio-economic regions of Cuba. The two most relevant sectors identified are energy and food sovereignty based on renewable energy, circular economy and agroecology, incorporating resilient strategies to address natural risks related to climate change. In line with Cuba’s constitutional commitment to municipal decentralization and cross-cutting attention to the digital transition, the EU will support this process through an inclusive approach (e-government), with an emphasis on gender equality and the participation of all actors (state sector, civil society, civil society organizations, cooperatives, small and medium sized enterprises, among others) with a special focus on youth. 		

<p>Main Results</p>	<ul style="list-style-type: none"> • Gradually achieve sustainable and resilient food production (in line with the “<i>Municipal self-sufficiency plan</i>”) through municipal actions, the participation of all actors, a focus on women and youth, the improvement of knowledge management systems and the empowerment of national policies. • Progressively achieve energy self-sufficiency with renewable energy and energy efficiency, through municipal actions and allowing for national policy. • Improve access to drinking water, sanitation and solid waste management and link it to the circular economy, with an emphasis on the agriculture and energy sectors. • Contribute to the development of participatory decentralized management, promoting the inclusion of women and young people.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Strengthen LAs capacity for long term planning • Promote more efficient implementation of projects at the local level • Enable a national policy for decentralization • Enable a national rural policy • Promote intergovernmental cooperation • Foster leadership and administrative capacity at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • The initiative is based on the pioneering EU-Cuba cooperation project in the municipality of Marti, in the province of Matanzas. The program is a very good opportunity to advance in promoting more efficient multi-level governance mechanisms in Cuba. Coordination and complementarity between the different levels or spheres of government is a key issue to obtain the expected results of the projects, and to advance in a more effective decentralization. EU cooperation is aimed at strengthening local development in coherence with the national decentralization policy, which is still embryonic in Cuba. • It should be noted the convenience to promote non-hierarchical relationships, based on institutional loyalty and observation of the jurisdictional system defined in the legal system. Along the same lines, the program redoubled efforts to ensure internal coordination of the policies promoted by the government in the field of territorial development, ensuring their coherence and complementarity. This is also valid for initiatives promoted with the support of international cooperation, and of the EU in particular. In this sense, it is worth guaranteeing the complementarity of the Sustainable Municipalities Program with programs promoted by the Cuban government such as PADIT and with other programs promoted by the EU at a regional level such as EUROsociAL+ or EUROclima. • Limitations to the implementation of the TALD mission are that local authorities are weak in Cuba and align to central government priorities. There are mechanisms of the local assembly, the provincial assembly, mass associations, but they are highly constrained by directives coming from the ruling party. In fact, the constitution places the party as the highest governing body. As a result, participation is still limited.



Downtown Havana skyline, Cuba © Istockphoto



ECUADOR

Support to Green Transition Projects at Local Level

Region	LATIN AMERICA AND THE CARIBBEAN	Date	Sept. – Nov. 2022
Location	<ul style="list-style-type: none"> Sierra and coastal regions of Ecuador 		
Topic	<ul style="list-style-type: none"> Operationalize EU support to the weakest local governments of the Sierra and Coastal regions of Ecuador on the topics of water and sanitation, reduction of chronic childhood malnutrition with a particular focus on the protection of ecosystems and water resources such as the paramo in the highlands. 		
INTPA Priorities	<ul style="list-style-type: none"> Green Deal Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> European Investment Bank (EIB), German Cooperation Agency (GIZ), French Cooperation Agency (AFD) and German Development Bank (KfW) 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Consortio de Gobiernos Autónomos Provinciales del Ecuador (CONGOPE), Asociación de Municipios del Ecuador (AME), Consejo Nacional de Gobiernos Parroquiales Rurales del Ecuador (CONGOPARE). In collaboration with the Ministry of Economy and Finance, the National Secretariat of Planning, Ecuadorian Development Bank and the Technical Secretariat on Childhood Malnutrition. 		
TALD Mission Objectives	<ul style="list-style-type: none"> Support the EUD in Ecuador to operationalize EUR 4 million to support the weakest Decentralized Autonomous Governments (GADs in Spanish) of the Sierra and Coastal regions to help them access funds from the Ecuador Development Bank (BDE) under a EUR 100 million loan from the European Investment Bank (EIB) on the topics of water and sanitation, reduction of chronic childhood malnutrition with a particular focus on the protection of ecosystems and water resources such as the paramo in the highlands. Provision of elements for a potential EU-funded intervention to strengthen local financial capacities (strengthening the local land registry). Support the drafting of an EU call for proposals aiming at assisting the weakest and poorest local governments most affected by child malnutrition to have access to water and sanitation projects to be financed by BDE in the sierra region. Prepare and conduct a capacity building seminar on TALD including how to train the 3 national associations of local authorities in supporting the small rural municipalities to access water and sanitation services and reducing the chronic childhood malnutrition levels. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> Ecuador's local governments are highly dependent on the income transferred from the central government (around 75% of their budget). Sub-national authorities have to consider reducing their expenses and increasing their revenues. The smaller ones have the most serious limitations in the management of their public finances. These also suffer from high levels of poverty and malnutrition and do not have the institutional and technical capacity to increase their income. There is a lack of capacity to control their public expenditure, putting at risk the sustainability of their public finances. This situation makes difficult for them to access public bank loans to finance their development and implement projects related to the green transition, in water and sanitation. 		



Cotopaxi volcano, Ecuador © Istockphoto

<p>Main Results</p>	<ul style="list-style-type: none"> • Support Ecuador’s transition towards a green and climate-resilient economy by developing an institutionalised national framework for the Ecological Transition, strengthening climate governance and developing a pipeline of green projects to be funded by European financial institutions. • Provide recommendations on how to support decentralised government entities’ green development plans, whilst upscaling an open and transparency participatory approach with civil society, including vulnerable groups through a Human Rights-based approach and a gender lens. This follows on the EUD’s work on climate change, solid waste management, circular economy and NDCs implementation. • Provide important inputs to draft the Guide for the Call for Proposals for a 4M Euro intervention. The Guide includes training, technical assistance and the development of micro-projects not only for Local Authorities but also for rural water and sanitation promoters (many of which are indigenous leaders). This aims at empowering community leaders in their role of interlocutors and their capacity of dialogue at the local and central level. • Stress the importance of including a system for Monitoring and Evaluation through randomized control trials, where the evaluation of impacts and replicability in other municipalities is encouraged.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Strengthen LAs capacity for long term planning • Strengthen local finances • Promote more efficient implementation of projects at the local level • Foster leadership and administrative capacity at the local level • Promote more active citizenship at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • At the micro level, the action served to identify where to allocate EUR 4 million to improve the public finance management of the weaker local governments, most affected by chronic childhood malnutrition to help them recover their technical capacities to access and manage loans to finance development projects related to water and sanitation. Specific results include the drafting of the main components of the Call for Proposals: “A Green Deal for Ecuador: inclusive, sustainable and resilient economies fostered by innovation and investments at local level”. • An important lesson learned is the inclusion of specific wording in the Call of Proposals conditioning grants to collaboration between civil society and local authorities: <i>“for this lot, it is mandatory to present a proposal in consortium, led by a civil society organization (main beneficiary) and a co-applicant that should be a local authority or an association of local authorities (AME-CONGOPE) plus a local university.”</i> It is worth highlighting the importance to the involvement of rural or indigenous communities in the development of the project. • Other lessons learned are that the TALD Mission provided certain expertise on local and territorial development to the EUD that do not always have this knowledge and that the TALD Facility strengthened the dialogue with local government associations.



GUATEMALA

Fostering Green Transition in Peten

Region	LATIN AMERICA AND THE CARIBBEAN	Date	Jun. – Sept. 2022
Location	<ul style="list-style-type: none"> Department of Peten 		
Topic	<ul style="list-style-type: none"> Reduce inequality by improving the living standards of the rural population, with main attention to youth, women and indigenous groups 		
INTPA Priorities	<ul style="list-style-type: none"> Green Deal Alliances Alliances for Science, Technology and Innovation, and Digital Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> Team Europe Initiative with German Cooperation Agency (GIZ), Spanish Agency for International Development Cooperation (AECID) and Sweden. 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Public partners: Office of the President of Guatemala, Office of the Governor of Peten, Secretariat of Planning and Programming of the Presidency, Ministry of Environment and Natural Resources, Ministry of Agriculture, National Council of Protected Areas, National Forest Institute, municipalities and associations of municipalities of Peten, Guatemalan Tourism Board. Local actors: Asociación de Comunidades Forestales de Peten, Empresa Comunitaria de Servicios del Bosque, Fundación PROPETEN, Fundación Defensores de la Naturaleza. Private partners: National Committee of Business, National Exports Agency, Chamber of Tourism and Commerce, and private sector companies. 		
TALD Mission Objectives	<ul style="list-style-type: none"> Apply the Territorial Approach to Local Development to the formulation of the program “Fostering Green Transition in Peten”. Provide technical assistance to the EUD in Guatemala for the formulation of the Action Document under the TALD approach. Propose concrete actions for the application of the TALD approach in EU cooperation, including process indicators and expected results. 		
EUD Request and Key Issue	<ul style="list-style-type: none"> To achieve a Green Transition in Peten, a holistic approach is necessary to respond to the different environmental challenges that affect the department. Only by working jointly and in coordination in the three main economic sectors of the region (forestry, agriculture, and tourism) and seeking the necessary balance between economic development and environmental protection, will a green transition of the economic sectors be achieved. The lack of access to public services, especially water, sanitation, and solid waste management, together with the increase in internal migration, are having more impact on ecosystems and environmental degradation. <p>The key issues to be addressed from a Territorial Approach are:</p> <ul style="list-style-type: none"> Sustainable forest management Climate resilient agriculture and agroforestry systems Sustainable tourism Solid waste management and sanitation Institutional capacity building at all levels of public administration 		



Sunset at Lake Petén Itza, Guatemala © Istockphoto

<p>Main Results</p>	<p>Strengthen institutional capacities through the generation of technical skills of the Departmental Development Council (Codede) members in matters of planning, programming and budget execution of green investment in their jurisdictions.</p> <ul style="list-style-type: none"> • Result 1: Training program implemented. 200 public servants from Codede member entities have successfully completed a module of the program until 2027. • Result 2: Digitization plan implemented. Five digital solutions designed in 2025 for the modernization of public services and/or for the transparency of public processes. The Technical Department Unit (UTD) and five civil society organizations and/or private unions apply digital solutions in 2027 to make their institutional actions transparent and inform the population in the department. Ten municipalities apply digital solutions in 2027 aimed at modernizing public services. <p>Strengthen institutional capacities in the territory to design and execute actions to reduce greenhouse gas emissions in their jurisdictions.</p> <ul style="list-style-type: none"> • Result 1: All Codede members are aware of the updated National Plan for Nationally Determined Contributions (CND 2022) and the reductions provided in their jurisdictions. Three global seminars and five sectoral workshops carried out with Codede members until 2025. • Result 2: Codede is committed to contributing to the achievement of the national plan. Three political instruments adopted by Codede until 2027 on issues related to the CND 2022, and the green transition of the department of Peten.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Strengthen LAs capacity for long-term planning • Promote more efficient implementation of projects at the local level • Promote intergovernmental cooperation • Foster leadership and administrative capacity at the local level • Promote more active citizenship at local level • Promote more public-private partnerships at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • This project shows how an EU intervention delivered through a TALD approach can demonstrate to the local population and administration that the highest value of the still abundant natural resources constitutes its conservation and sustainable exploitation and that such values can be converted into direct economic benefit of families and communities. • The approach is based on the underlying assumption that willingness of the people, the local administration and the economic actors will increase towards a social and economic behavior respectful with the environment. By applying TALD, all activities are screened in terms of responsiveness to needs and expectations of the local population, the legal capacity of the different actors and their local mandate and leadership. The logic behind is to achieve higher participation and better appropriation of proposed green transformation by local partners, guaranteeing thus more ownership and better success in the long term. • Some possible limitations to the implementation of this mission include that the recommendations were not well incorporated into the final Action Document and the Financing Agreement. The implementation will be left to the criteria and consideration of the Member States and other implementing partners. Hopefully, they adopt a territorial vision for the execution of their sectoral components, but it is unlikely due to the prevalent sectoral approach by both international cooperation and government policies. • The capacities of the middle level of governance in Guatemala (departments/governors in charge of territorial planning) is limited and lacks fiscal autonomy. Codede, the crucial interconnector between the local needs (municipalities) and central funds (sector policies), is dysfunctional. In addition, the structure and preparation of the population in Peten is very basic and does not yet present much opportunities to benefit from all TALD components. Finally, the project will be implemented as from January 2024, but little money has been reserved for this approach.



MEXICO

Strengthening the Practices, Standards and Legislation of Mexican Sub-National Government Finances

Region	LATIN AMERICA AND THE CARIBBEAN	Date	Apr. 2022 – Nov. 2023
Location	<ul style="list-style-type: none"> 25 out of 31 federated states of the Mexican Republic 		
Topic	<ul style="list-style-type: none"> Reinforce the capacities and legal frameworks of Mexican federated states to collect taxes, improve the quality and efficiency of spending and advance towards stronger financial decentralization and local autonomy for the achievement of the SDGs. 		
INTPA Priorities	<ul style="list-style-type: none"> Alliances for Sustainable Growth and jobs Alliances for Science, Technology and Innovation, and Digital Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> Expertise France, FIIAP Spain, Eurosocal+ Activities aligned with the Team Europe Initiative on Social Cohesion and Reduction of Inequalities supported by four member States: Germany, Spain, France and The Netherlands 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Secretariat of Public Finances of State of Guanajuato (coordinating entity) and the Secretariats of Public Finances and Administration of the states of Aguascalientes, Baja California, Baja California Sur, Coahuila, Colima, Chiapas, Chihuahua, Durango, Guanajuato, Hidalgo, Jalisco, Estado de México, Michoacán, Morelos, Oaxaca, Querétaro, Quintana Roo, San Luis Potosí, Sinaloa, Sonora, Tamaulipas, Veracruz, Yucatán and Zacatecas 		
TALD Mission Objectives	<ul style="list-style-type: none"> Strengthen the practices, standards and legislation of the Mexican federated states' financial systems to collect more resources and invest better in social policies. Establish a policy dialogue on fiscal, budgetary reforms and practices between Mexico and the EU at subnational level. Enhance local governance, foster decentralization and deepen local democracy in Mexico. Contribute to reinforce social public policies, in particular for vulnerable populations, to achieve the SDGs. Contribute to the establishment of a more permanent and structured dialogue between the EUD and Mexican local authorities. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> For decades, Mexico's public financial system at sub-national level has been dependent on the central government's will and capacity to transfer funds to local authorities. Despite being a federal country that embarked in a decentralization process since the early 1980's, in 2023 over 80% of federated states' income came from central government transfers, most of it earmarked and usually paying little attention to local priorities, especially at the municipal level. Likewise, only 4.1% of national taxes are collected by the federated states (provincial governments) with a striking 94.3% being collected by the central authorities. In recent years, a large concentration of spending by the federal government has gone to a handful of big priority national programs and infrastructure projects. It is of the utmost importance to reinforce the capacities and legal frameworks of federated states to procure taxes on their own and advance towards stronger financial decentralization and local autonomy. European experience can prove useful to Mexican local authorities and contribute to a sounder economy, more transparency and a stronger local democracy. 		

<p>Main Results</p>	<ul style="list-style-type: none"> • Organize the TALD mission in four phases. Trigger a formal process of dialogue, technical exchanges, creation of synergies and fiscal coordination between the Mexican states and the EU on the strengthening of state public finances to comply with the 2030 agenda. The process is called “Modelo Hacendario Estatal para la Cohesión Social” (Federated State Financial Model for Social Cohesion). • Provide technical support and expertise (European, Mexican, Latin American) to the sub-national finance ministries in 25 states according to their needs (demand driven) to modernize their administration and their taxation systems. • Topics include the expansion of the sub-national fiscal space, strengthening public finances and the budgetary cycle, improvement of laws and regulations related to sub-national finance and modernization of the states’ tax administrations. • Organize several workshops and seminars in 2020-2023, including a technical visit of Mexican Finance Secretaries to Spain and France. • Select a set of topics for the high-level dialogue between Mexico and the EU: reduce job informality with digital solutions, optimize the quality of spending, improve governance and invest in the sustainability of public policies, especially social policies and policies to reduce inequalities, strengthen relationships with the private sector, civil society, academia. • Launch a study on the composition of income vs expenses at subnational level. • Officially launch a new EU-Mexico program in Cuernavaca in August 2023. • Deploy the 5 MEUR EU4Equity initiative in coordination with Spain and France.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Strengthen LAs capacity for long term planning • Strengthen local finances • Foster leadership and administrative capacity at local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • Beyond the technical intervention, the TALD mission aimed to support the local governments’ catalytic role for development through a multi-actor and multi-level territorial development process. The EUD, as trusted facilitator, played an effective role in advancing this process and showing what the central government could gain by giving more space to LAs. • The political objective was to foster policy dialogue with national-level actors, and to advocate for the role of LAs in better managing their territorial development, in cooperation with all local stakeholders. The emergence of a more favorable national context for LAs as the main drivers of local development is essential to ensure the impact and sustainability of their actions. It is worth noting the participation of federated states from all political parties and the good working relationship with central government authorities. • The TALD mission was catalytic and succeeded in maintaining the momentum between the beneficiary states while establishing cooperation bridges with key actors in European member states.



Panoramic view of the rooftops of the business and financial center of Mexico City © Istockphoto



VENEZUELA

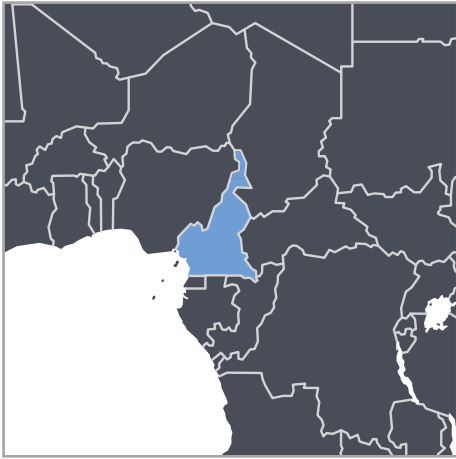
Analyze the Potential of TALD to Strengthen the Capacities of Sub-National Governments

Region	LATIN AMERICA AND THE CARIBBEAN	Date	Jan. – Mar. 2023
Location	<ul style="list-style-type: none"> Capital District of Caracas and the states of Miranda, Táchira and Zulia 		
Topic	<ul style="list-style-type: none"> Analysis of the current state of decentralization and proposal to strengthen the capacities of sub-national governments as related to EU cooperation programs 		
INTPA Priorities	<ul style="list-style-type: none"> Green Deal Alliance Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> None 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Municipalities of El Hatillo (state of Miranda), San Cristóbal, Torbes and Junín (state of Tachira) and Maracaibo, San Francisco and Lossada (state of Zulia). Four Communal Councils in various municipalities. More than 25 Civil Society Foundations, NGOs and/or CSOs. Four universities. Seven Chambers of Commerce and FEDECAMARAS. 		
TALD Mission Objectives	<ul style="list-style-type: none"> To develop an in-depth diagnosis of the state of decentralization in Venezuela and the capacity of Venezuelan subnational governments to carry out territorial development policies, based on a political economy analysis. To propose concrete recommendations for a possible future intervention/program financed by the EU. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> In the context of an ongoing multidimensional crisis and a sort of relative abandonment of municipalities, there has not been EU direct cooperation with LAs in Venezuela due to various capacity/management issues within local authority organizations, such as extremely high staff turnover, low motivation, and low salaries. The EU has not directly funded nor supported activities implemented by LAs in Venezuela since the late 2010s. Due to the macroeconomic instability and exchange rate volatility in Venezuela, EU-funded projects are mainly managed from bank accounts outside Venezuela, which LAs cannot access due to local financial restrictions. However, since LAs play a crucial role in several areas of intervention covered by the EU (food security, access to basic services, democracy, etc.), they participate in EU-funded activities whenever relevant and contribute to the achievement of program objectives. The multidimensional nature of the crises has caused a displacement/humanitarian emigration of 9.3 million people. It is the highest migratory flow worldwide without being related to a process of war or natural disasters. The EU has strategically promoted an integral approach to its cooperation, that includes working with all relevant stakeholders, private sector associations, chambers of commerce, academic institutions, and local authorities. Following the outcome of the 2021 elections and the conclusions and recommendations of the Election Observation Mission, the EUD in Venezuela would like to analyze and better understand why and how the EU could potentially re-engage and restore relations and cooperation with LAs in the country. 		



Panoramic view of Caracas, Venezuela at sunset from Cota Mil. © Istockphoto

<p>Main Results</p>	<ul style="list-style-type: none"> Propose three initiatives as possible international cooperation programs, two of them related to productive systems and another one to the strengthening of urban dialogue and debate. All aligned with the priorities of the EU Regional Multiannual Indicative Program for the Americas and the Caribbean 2021-2027 (Regional MIP), such as promoting civic values, conflict prevention and resolution, and participatory democracy, and supporting community resilience, strengthening sustainable access to basic services, local productive capacities/income generation, and to promote sustainable socioeconomic management of natural resources. The initiatives are: <ol style="list-style-type: none"> Rural agricultural production development program, based on basic improvement of water infrastructures. Ecotourism development program and promotion of environmental protection. Program to strengthen citizen dialogues and debates on basic municipal services. The first two programs, rural agricultural production development and ecotourism, are in line with the suggestions made by the interviewed urban stakeholders and by the economic development proposals made by the Inter-American Development Bank. The program to strengthen citizen dialogues and debates is in line with the suggestions made by the EUD of Venezuela, CSOs, and citizen foundations to encourage debate among the population. The three proposed programs are feasible from a technical and implementation point of view, and could be carried out, considering political factors and the social and economic crisis in Venezuela. However, the political, institutional, and economic complexity of the Venezuelan Government, which changes according to internal and external fluctuations, and is impossible to predict, can directly affect the viability of this and other international cooperation programs.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> Strengthen LAs capacity for long term planning Promote more efficient implementation of projects at local level Enable a national rural policy Promote more active citizenship at local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> The information limitation imposed by the Venezuela Government, the absence of International Cooperation projects, and the lack of data on the few actions that are being implemented by UN Agencies caused that there are currently no significant lessons learned that can be considered in Venezuelan territory, following the EU methodology. An important limitation to prepare the TALD mission has been the lack of quantitative data. There is very few systematized and territorialized data provided by the Central Government (National Institute of Statistics and other organizations) to know the real status of demography, urban infrastructure, economy, migration, etc. UN agencies and NGOs are prohibited by the Government of Venezuela from publishing any data on their work. Despite the absence of territorialized data, the TALD mission carried out in-depth interviews and conducted a very detailed documentary research analysis that were key to attain the expected objectives. Moreover, it is worth highlighting the flow of information and feedback between the TALD experts and the EUD, both in the analysis and diagnosis part and in the proposals for the way forward and future programs. NGOs and CSOs continue to operate proactively in different fields in defense of democracy. Topics addressed include human rights, public services, humanitarian aid, health, education and entrepreneurship. It is necessary to highlight the resilience of these organizations in their daily work to implement territorial projects. A major challenge suggested by the NGOs is the International Cooperation Law currently in parliamentary process. Its approval would lead to a considerable diminishment of these NGOs throughout the country, since the Government would exercise technical, financial and sanctioning control over their activities. Venezuela is in a deep crisis at a political, economic, institutional and productive levels and the TALD approach can be an opportunity to change mentalities and manage a creative, innovative and viable path that promotes the foundations for local development, as an important way to improve the living conditions of the inhabitants of the country. After assessing the recommendations from the TALD mission, and in the context of a reduced budget, the EUD validated the topics of rural agriculture and basic services, deprioritizing ecotourism.



CAMEROON

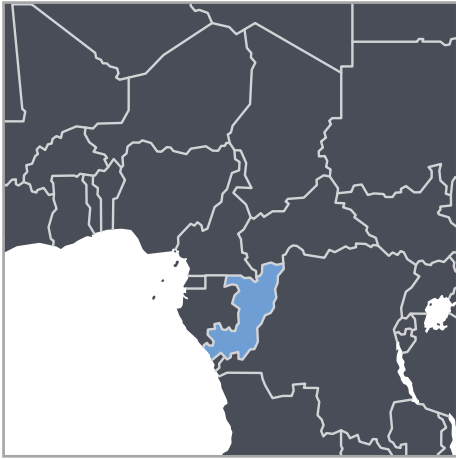
Support the Decentralization Process and the Policy Dialogue of the EUD

Region	AFRICA	Date	Nov. 2022 – Feb. 2023
Location	<ul style="list-style-type: none"> Yaounde 		
Topic	<ul style="list-style-type: none"> Formulation of the decentralization support project and definition of a roadmap for the positioning strategy of the EU Delegation 		
INTPA Priorities	<ul style="list-style-type: none"> Green Deal Alliances Alliances for Science, Technology and Innovation, and Digital Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> French Development Agency (AFD), German Cooperation Agency and Development Bank, GIZ and KFW 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Ministry of Decentralization and Local Development (MINDDEVEL), National Council for Decentralization (CND), Inter-ministerial Committee for Local Services (CISL), National Committee for Local Finance (CONAFIL), Ministry of Economy, Planning and Regional Development (MINEPAT), National School of Local Administration (NASLA), Inter-ministerial Commission for Decentralized Cooperation (CICOD), Special Equipment Fund and Intermunicipal Intervention (FEICOM), United Municipalities and Cities of Cameroon (CVUC), Association of Regions of Cameroon (ARC), Local Authorities Decentralized (CTD) and civil society organizations. 		
TALD Mission Objectives	<ul style="list-style-type: none"> To work at central level by targeting the implementation of the structural aspects of the decentralization reform, and at local level by strengthening the role, capacity for action and accountability of local actors in the sustainable development of the country. Enhance the role of local actors as partners and beneficiaries of the reform, through a pilot project in a region to be defined. Position the EU, within the framework of a Team Europe Initiative, as a key partner of Cameroon in the decentralization sector. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> Cameroon faces internal tensions and difficulties of national integration, peace, justice, social cohesion. The country also faces significant security and humanitarian challenges in six of its ten regions, such as attacks perpetrated by the Boko Haram terrorist group. There is a continued migration crisis due to the increasing flux of refugees from the Central African Republic. A socio-political crisis deepens in the North-West and South-West regions, where separatist claims have emerged since 2016. These crises have strong consequences at the local level for the populations who directly suffer the negative effects of destruction of basic infrastructure, deterioration of the economic fabric and insecurity. In this context, the implementation of the decentralization process has been made a priority by the Cameroonian government in its National Development Strategy 2030 (SND 2030). According to the SND, decentralization is seen as a means to combat territorial inequalities, while ensuring local economic development, social cohesion and the stabilization of areas in conflict. However, decentralization remains an unfinished process in Cameroon: the implementing texts of the law have not been adopted, and only a limited number of decrees have been applied. There is also a strong presence of national deconcentrated authorities at the local level with significant power. Territorial planning is done by the national level with little or no local ownership of planning tools. The authority of prefects and sub-prefects is also very important including in determining local taxes like the cadaster and land use planning in the municipalities. Mayors depend almost exclusively on central government for funding, and the setting up of the regional level of government has not been accompanied by the necessary additional means. 		



Yaoundé, capital of Cameroon © Istockphoto

	<ul style="list-style-type: none"> The EU wishes to improve the dynamics of management of a decentralized State and to reinforce bonds of trust between central, regional and local actors, the added value of each level and the recognition of their respective complementary roles. The absence of these elements partly explains the difficulties of operationalizing decentralization.
<p>Main Results</p>	<ul style="list-style-type: none"> Deploy the Integrated Territorial Development Diagnostic (ITDD), which focuses on the evaluation of national decentralization policies, the country's 'territorial' policies (urban, rural and regional development policies) and their governance mechanisms; the aim being to assess the extent to which these policies reflect a territory-centred approach and what role they assign to sub-national authorities. In the second phase, formulate the decentralization project of European cooperation for 2023 with an Action Document, based on the territorial diagnostic, which proposes a number of actions, like capacity building to reinforce the leadership role of local authorities, and synergy with the Deconcentrated Technical Services, among others. In the third phase, propose a roadmap for the positioning of the EUD at three levels: dialogue with the other donors intervening in the sector; dialogue with the Government, and dialogue with the local authorities. The expected results of the Action Document are: Progress in clarifying roles and responsibilities between local/regional/central levels for a better allocation of resources; improved technical capacities and skills for decentralized authorities, including in digital matters; more transparency and accountability of democratic governance structures and more citizen participation; prevention, management and resolution of conflicts between communities through an inclusive decentralized processes; specific tools and actions developed by public authorities and social actors in favor of gender equality.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> Strengthen LAs capacity for long-term planning Strengthen local finances Enable a national policy for decentralization Promote intergovernmental cooperation Foster leadership and administrative capacity at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> Carrying out the territorial diagnosis is a framing exercise for EUDs and allows to identify realistic results, relevant entry points, actors to be involved and appropriate aid intervention. Once the results of the ITDD are translated into strategic choices, they are considered in the programming process to guide the formulation of the EUDs program; here to orient strategically the "Support Project to the Decentralization process" and ensure the effective integration of the territorial dimension. The political component of the territorial approach points to the need to reinforce the policy dialogue. It is essential for TALD to be a transforming force, and for the EUD project not to remain confined to a marginal initiative. A roadmap has been proposed to the EUD in order to have a structured dialogue, and enhanced cooperation with the associations of local authorities, development partners and, above all, with the government. The idea is to feed into and influence the national policy-making process. This political component makes sense in relation to the pilot approach used in the TALD: in this case for the development and strengthening of two to four climate pilot projects in the South and South-East and the North region of Cameroon. These pilots should also be used to feed into the policy dialogue between the EUD and the central level to relay issues from the ground and negotiate progress in favor of local authorities. The pilot project is also an opportunity to fully implement the territorial approach, in particular by supporting multi-stakeholder dialogue and the multi-dimensional leadership role of local authorities, through consultation frameworks and improved cooperation between the decentralized and deconcentrated levels of the State, among others. TALD has given the EUD a voice with local authorities that would be otherwise difficult to achieve. As a diplomatic mission, EUDs normally talk with central authorities as their first interlocutor. The topic of local development was thought in terms of decentralization for the first time in Cameroon. A big enthusiasm was developed. In the context of TALD, the EU, subnational governments and civil society sat around the table to work together with a common aim.



CONGO

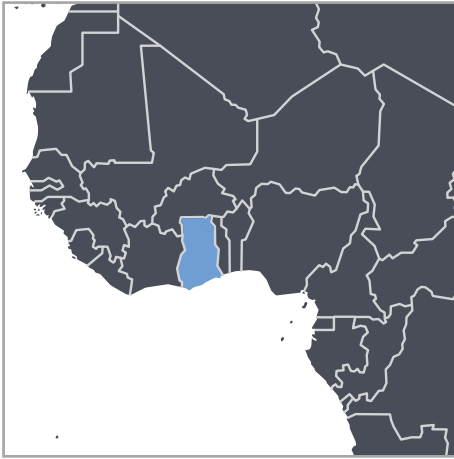
Support to Decentralization in the Context of the “Resilient Cities” Program

Region	AFRICA	Date	Jan. – Nov. 2023
Location	<ul style="list-style-type: none"> Brazzaville, Nkavi and Owando 		
Topic	<ul style="list-style-type: none"> Support to decentralization / policy dialogue and introduction of a territorial perspective in the EUD actions 		
INTPA Priorities	<ul style="list-style-type: none"> Green Deal Alliances Alliances for Science, Technology and Innovation, and Digital Alliances for Sustainable Growth and Jobs Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> French Development Agency (AFD) 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Local governments (the secondary towns of Nkayi and Owando) and umbrella associations of local authorities Ministry of the Interior, Decentralization and Local Development and Delegate Ministry in charge of Decentralization; General Inspectorate of Territorial Administration; Directorate General of Local Authorities; Directorate General of the Territorial Public Service; Decentralization Evaluation Technical Committee; Ministry of Energy and Hydraulics, Ministry of Tourism and the Environment, Ministry of Health, Ministry in charge of town planning and housing, Ministry of Territorial Planning and Major Works. Organizations, particularly international (UNDP), with expertise in urban planning, sanitation and awareness. 		
TALD Mission Objectives	<ul style="list-style-type: none"> Infuse a new territorial dynamic based on TALD within the EUD projects, in particular in the “Resilient Cities” program, and help the EUD to position itself more strategically in support of the decentralization process. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> Congo is characterized by a strong disparity between its territories and imbalances between the two main cities of the country (Brazzaville and Pointe-Noire) and other secondary cities. The second focal sector of the 2014-2020 National Indicative Program for the Republic of Congo (“local development”) aimed to “contribute to balanced territorial development and promote sustainable and participatory local development”. The “Resilient Cities” project aims to improve the living conditions and attractiveness of two secondary cities: Nkayi and Owando, with two components (institutional and sectoral) to build capacity at the local community level and civil society, and improve stormwater, wastewater and waste management infrastructure. The sanitation sector is a field of local scope, subject to a significant transfer of skills and requiring significant investment. The purpose of the mission is to strengthen the role of local authorities there, in particular within the “Program for the promotion of renewable energies and rural electrification in the Republic of Congo” and the “Partnership for Forests” within the framework of the Team Europe Initiative. Both focus on national institutions and civil society, without including local authorities, which nevertheless constitute a relevant intermediate level between the central level and local populations, for access to basic services, such as energy. Decentralization remains an incomplete process in Congo, particularly in terms of transfer of skills, and is marked by a lack of material, human, technical and financial resources for municipalities. The administrative culture is marked by a compartmentalization between deconcentrated and decentralized services and a sectoral rather than territorial approach which has not allowed the establishment of an integrated system of local development mobilizing all the public and non-state actors of the territory. In this context, the Government asked the EUD to support the “Forum on the revitalization of decentralization and local development in Congo” held in Brazzaville on March 2023, and also requested the support of the TALD mission in this event. 		

Main Results	<ul style="list-style-type: none"> • Assess the national context through the Integrated Territorial Development Diagnosis, designed as an inventory and a framework exercise. It was supplemented by a Strategic Orientation document to translate the results of the diagnosis, define priority areas for EUD's action, as well as the key actors to involve and the alliances to be favored. • Take part in the Decentralization Forum, during which it gave a presentation of its work and also participated in a later meeting where the Minister Delegate in charge of Decentralization and Local Development asked the EUD to assist in the implementation of some of the 21 recommendations resulting from the preparatory workshop for the Forum. • A second phase of the mission is expected.
TALD Building Blocks	<ul style="list-style-type: none"> • Enable a national policy for decentralization • Promote more efficient implementation of projects at the local level • Promote more public-private partnerships at the local level
Lessons Learned	<ul style="list-style-type: none"> • This intervention focusing on an existing pilot project ("Resilient Cities") and support at the central level is a good example of the TALD, advocating a bottom-up approach to development (pilot project at the local level) with a top-down type approach (support at the central level). It is about promoting the emergence of a national framework more favorable to local authorities and the creation of conditions for the development of real territorial dynamics. This is the ideal way of getting things moving and linking decentralization and local development. • This two-pronged approach helps guaranteeing the impact and sustainability of local actions supported by the EUD: bringing about a consensus around development dynamics piloted by the actors of the territory themselves, while seizing the opportunities that are opening up to promote the emergence of a national framework more favorable to the action of municipalities; for example here, with regard to the regulatory framework for sanitation, which is inadequate, with a lack of implementing legislation to ensure that local authorities take full responsibility for the various sanitation tasks. Hence the importance of the political dialogue established by the DUE. • The request for support from the Delegate Ministry in charge of Decentralization and Local Development offers the EUD an opportunity to establish a more structured political dialogue with the central level. This link is essential if there is to be any hope of shifting the balance in favour of local authorities, if only in the context of local actions supported by the DUE, as in this case as part of the "Resilient Cities" project. • Promoting "prototype" actions or spaces to test new approaches, in agreement with the central level, is the way of proving that positive transformations can be generated at certain scales, and these innovative approaches can then be replicated on larger scales. This grassroots approach, associated with sustained political dialogue, is a way for the EUD to promote the development of national policies and institutional changes that allow the creation of conditions for real territorial dynamics.



City of Brazzaville, Congo © Shutterstock



GHANA

Formulation of Specific Local Governance Components of the “Smart & Sustainable Cities” Program

Region	AFRICA	Date	Apr. – Jul. 2022
Location	<ul style="list-style-type: none"> Municipalities of Tamale, Bolgatanga, Wa, Damongo and Nalerigu 		
Topic	<ul style="list-style-type: none"> Identify sub-sectoral needs in Ghana in the area of local governance within the framework of the “<i>Smart and Sustainable Cities in Ghana</i>” program, which in particular aims at strengthening and improving the quality of municipal services by supporting the role of LAs, especially through solid accountability measures and a broadened local fiscal space. 		
INTPA Priorities	<ul style="list-style-type: none"> Alliances for Sustainable Growth and Jobs Governance, Peace and Security Alliances for Science, Technology and Innovation, and Digital 		
EU Partners	<ul style="list-style-type: none"> Germany, France, The Netherlands, Hungary, Denmark and the European Investment Bank 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Municipalities of Tamale, Bolgatanga, Wa, Damongo and Nalerigu Inter-Ministerial Coordinating Committee on Decentralisation, Ministry of Local Government, Decentralization and Rural Development, Ministry of Finance, Land Use and Spatial Planning Authority, Office of the Head of Local Government Service, Institute of Local Government Studies 		
TALD Mission Objectives	<ul style="list-style-type: none"> Provision of elements for a potential EU-funded intervention in the area of broadening fiscal space for LAs. Design a potential EU intervention aiming at improving business environment and local economic development at the district and municipal levels. Guidance on how to mainstream digital technologies and strengthened urban governance (accountability for better municipal services). 		
EUD Request and Key Issues	<ul style="list-style-type: none"> It is estimated that 65% of Ghana’s population will live in urban areas by 2030 and the total population is expected to double by 2040. Internal North-South migration and relocations from rural to urban areas contribute to this accelerated urban growth, with informal settlements and more poverty in the cities. In some contexts, urbanization has reached an unsustainable point due to the lack of infrastructure, administrative centralization, and lack of adequate technical and financial resources. Unplanned spatial expansion and limited connectivity both within and between Ghana’s cities are challenges to economic efficiency, increasing the social and environmental costs of commuting. There is unequal access to basic services, with high health risks and high environmental damage that increasingly endangers the resilience of communities. Secondary cities have grown comparatively faster than large cities. Amongst the country’s main challenges are to improve local governance and the capacity of local administrations to plan, finance and manage change, improve connectivity, provide adequate water, sanitation and health services. 		



View of the green fields of an organic farm around Bolgatanga, Ghana © Istockphoto

<p>Main Results</p>	<ul style="list-style-type: none"> • Provide the EUD with first-hand information from the field, revealing common challenges in the five beneficiary cities: lack of spatial development framework; complicated land tenure system involving traditional leaders and families; inadequate domestic revenue mobilization (lack of capacities, accountability, compliance.); limited collaboration with the private sector, and limited experience of local assemblies in implementing local development plans with lack of assigned staff, and capacities. • Propose interventions for potential EU funding for broadening the fiscal space and improving the business environment at the metropolitan, municipal and district assemblies' level. <ul style="list-style-type: none"> – Digitalising revenue collection (licenses, fines, and fees) – Implementation of a PPP project that would create an additional revenue stream – Creation of the Northern Regional Trade and Investment Facilitation Platform to bring together key stakeholders needed to propel local development in LAs – Establishment of specialised markets and light industrial zones – Enterprise support through the establishment of business incubators) – Support for e-Governance services
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Strengthen LAs capacity for long-term planning • Strengthen local finances • Foster leadership and administrative capacity at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • The increased means for resource mobilization and related accountability proposed through the TALD mission are expected to ensure the necessary supply of resources, complementing the insufficient transfers from central governmental level. • This intervention is in line with the main objective of the TALD, which is to increase the autonomy and leadership role of LAs, thus creating a space for “developmental LAs” that calls for a multi-actor and multi-level territorial development process, including all relevant stakeholders such as the private sector. • There is a need to build the capacities of LAs to engage relevant actors to jointly design and implement their own initiatives as this will lead to local ownership. An effective local development is a bottom-up process that involves developing responsive solutions to challenges and opportunities in each local context. • LAs have a role to play when identifying the key actors in their territories and coordinating the activities of local stakeholders. The TALD mission has shown that the lack of collaboration and synergies between national-level and local-level stakeholders is a challenge to overcome. This lesson applies to many areas under LAs' jurisdiction. • This type of intervention aims to support both LAs and relevant ministries at the national level in pursuing an agenda that strengthens the sustainability of cities. According to TALD, the local and national levels are complementary and can be mutually reinforcing. • Some limitations to the implementation of the TALD mission are that the central government is in a difficult situation. There has been more centralization of tax collection, especially on property taxes. There is a participation agenda, but it has failed to give the expected results. The private sector is weak. In addition, as long as there is a more bottom-up approach, TALD is important.



KENYA

Program to Strengthen Kenya's Devolution

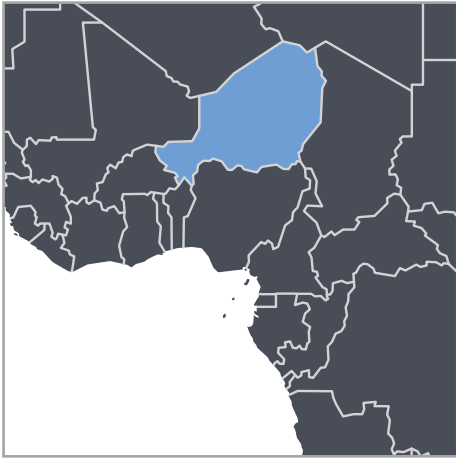
Region	AFRICA	Date	Dec. 2022 – Jan. 2023
Location	<ul style="list-style-type: none"> Nairobi 		
Topic	<ul style="list-style-type: none"> Strengthening Kenya's devolution policies from the national government to county governments 		
INTPA Priorities	<ul style="list-style-type: none"> Alliances for Science, Technology and Innovation, and Digital Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> None 		
Beneficiaries / Allies	<ul style="list-style-type: none"> State Department for Performance and Delivery Management, State Department for Devolution, Inter-Governmental Relations Technical Committee, Ministry of Lands, Public Works, Housing and Urban Development, Public Service Commission, County Public Service Boards, County Governments (Executives and Assemblies), Commission on Revenue Allocation, Equalization Fund Advisory Board, Kenya National Commission on Human Rights, National Gender and Equality Commission and Commission on Administrative Justice, the Senate, Council of Governors, County Assemblies Forum, Society of the Clerks at the Table in Kenya, Kenya National Audit Office and Office of the Controller of Budget. 		
TALD Mission Objectives	<ul style="list-style-type: none"> Provide technical assistance to the EU Delegation in Kenya to design a devolution support program that will promote better functioning of the Kenyan devolved government system (more accountable, transparent and efficient public institutions) for better service delivery outcomes. Provide elements for a potential EU-funded intervention supporting the improvement of county systems to deliver devolved services. Provide inputs on how the action can contribute to counties' capacity to mobilize own source revenue and address marginalization. Support engagements with various stakeholders on key capacity gaps at country level and providing practical proposals on how best to address these gaps to make devolution respond to citizens' needs, particularly through strengthened local governance (on macro-fiscal management), improved service delivery and citizens' engagement. 		



Panoramic view of Nairobi, Kenya © Shutterstock

EUD Request and Key Issues	<ul style="list-style-type: none"> • The EUD aims to support the reinforcement of devolution in Kenya as a key process to consolidate democracy, good governance and service delivery at the local level, while addressing regional disparities in access to resources and services. It specifically aims to strengthen core governance systems at county level and supporting own source revenue mobilization including the automation of revenue collection systems. • To address marginalization by supporting efforts geared at unlocking and operationalization of the equalization fund.⁹ By improving local governance at the county level and revenue collection, it is meant to be complementary to the EU-Kenya Green and Digital partnership under the Global Gateway. The action is a continuation of EU support to Devolution in Kenya. The first support (2014-2022), the Instruments for Devolution Advice and Support program, targeted Local Economic Development and provided capacity building to counties in planning and entrenching of participatory processes in economic development. • The main issues to address are the problems that have affected effective performance management and accountable service delivery by the public service, such as: lack of annual county performance management plans and reports; lack of clear linkages in public expenditure management processes; lack of adequate technical capacities at county assemblies and public services; use of outdated valuation rolls that would serve as the basis for setting targets and collecting property rates; lack of political will for accountability and the inclusion of marginalized groups; lack of operationalization of the Equalization Fund; corrupt practices and lack of accountability and value for money of raising own source revenue.
Main Results	<ul style="list-style-type: none"> • Identification and formulation of the programs through a full draft action document that is aligned with the objectives mentioned above. • Organize two technical stakeholder engagement workshops that turned out to be informative and contributed to enrich the design of the proposed devolution program. The interest of the target beneficiaries was quite high and significant positive commitments were taken by the Government in respect to one of the target areas of the intervention (performance management), with commitments coming from as high as the Office of the President. • On the Own Source Revenue (OSR), it has become a matter of urgency given the very constrained fiscal space in the country that has affected equitable transfers from the national revenue to counties. This has negatively impacted service delivery bringing to the fore the need for Counties to emphasize on generate OSR in line with their assessed potentials. • Hold interviews with diverse stakeholders and review the relevant literature sources during the period of this assignment. Inform the action document and the comprehensive report with the analysis from these data sources.
TALD Building Blocks	<ul style="list-style-type: none"> • Strengthen local finances • Promote more efficient implementation of projects at the local level • Foster leadership and administrative capacity at the local level • Promote intergovernmental cooperation
Lessons Learned	<ul style="list-style-type: none"> • Support to county systems to deliver devolved services has been consistent since 2013. Yet, the focus was on the executive without paying adequate attention to the legislative side, which has impacted the effectiveness of technical assistance for service delivery. This action should ensure a balance for both the executive and legislature. • Similarly, the intergovernmental relations institutions have a critical role in building capacity of county governments whereas the institutions have been functioning in silos without focus on the need for coordination and cooperation with the devolved levels of government. This is a key element of the TALD approach and needs to be supported as a priority. • Operationalization of the Equalization Fund has seen 10 years of inactivity because of political issues even if its function is a constitutional provision to address regional disparities in marginalized areas. As the third Policy for identification of marginalized areas is being prepared, the previous two have not been implemented as envisaged. Disparities have been exacerbated in the absence of the much-needed resources to intervene and provide services to citizens. Technical assistance by this action will coordinate and provide necessary support to provide a foundation for implementation of the Fund. • Yet, the TALD is more meaningful and can deploy its full potential in a decentralized context rather than in a context of recentralization. Genuine devolution of power to sub-national levels implies that local authorities have a general mandate to develop their territories and promote citizen well-being. Devolution can enlarge the scope of service delivery and development management directly governed by local policies, and under enabling local governance conditions, devolution should expand the opportunities for people to make choices, exercise control and otherwise participate in all stages of the local development planning, resourcing and implementation process.

⁹ The Fund is established by the Kenyan Constitution and constitutes of an amount of 0.5% of the revenue raised nationally based on the last approved accounts by the National Assembly is allocated. It has a timeframe of 20 years (starting 2013 and is restricted to addressing marginalization specifically by supporting provision of primary public services that include water, roads, health facilities and electricity.



NIGER

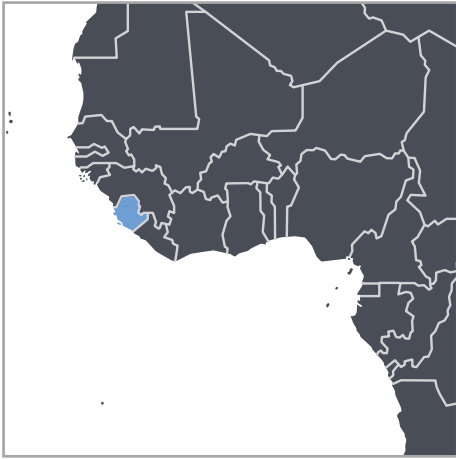
Support for Governance and Local Development of the Agadez Region

Region	AFRICA	Date	Oct. 2022 – Jan. 2023
Location	<ul style="list-style-type: none"> Region of Agadez, Department of Tchirozérine. 		
Topic	<ul style="list-style-type: none"> Infuse the territorial approach in the design and implementation of the program to support governance and local development in the Agadez Region 		
INTPA Priorities	<ul style="list-style-type: none"> Migration Partnerships Governance, Peace and Security 		
EU Partners	<ul style="list-style-type: none"> German Cooperation Agency (GIZ) and French Development Agency (AFD) 		
Beneficiaries / Allies	<ul style="list-style-type: none"> Regional Council of Agadez and four municipalities of the Department of Tchirozérine: Agadez, Dabelot, Tabelot, Tchirozérine 		
TALD Mission Objectives	<ul style="list-style-type: none"> Stimulate a new local dynamic through an experiment conducted with local authorities to promote their 'developmental' role and thus support endogenous territorial development processes that are inclusive and sustainable, to promote the emergence of a favorable context for local initiatives and local authorities, as the main drivers of local development. Strengthen local authorities in the implementation of their local regional and communal development plans, including the management of migratory flows. Improve the socioeconomic situation and the supply of basic public services in the region and municipalities of Agadez by strengthening synergies between local authorities and deconcentrated State services. 		
EUD Request and Key Issues	<ul style="list-style-type: none"> The TALD mission was requested to respond to a political priority of the EU in relation to security issues in the region given the migration crossroads and crossing point to Europe and political instability. There is important demographic expansion and pressure on local populations and administrative services of the region, resulting from migration. The EUD wants to strengthen the work carried out by the International Labor Organization on the topic of migrant smuggling and provide a response that promotes stronger local governance to help local authorities meet these challenges. The overall aim is to strengthen their leadership role and put them at the heart of a process of coordinating local development actions in their territory. 		
Main Results	<ul style="list-style-type: none"> Territorial diagnostic to help the drafting of the Action Document and to set-up structuring actions as well as a more structured dialogue (support for concertation). Action Document to propose a certain number of initiatives to participate in the resolution of the local governance issues: strengthening the capacities of local authorities as contracting authorities in synergy with the central governments' Deconcentrated Technical Services. Regarding migration for example, encourage a refocusing of support to local authorities to enable them to exercise their powers and strengthen public services for the benefit of populations, including migrants, who are in the process of settling permanently in the area; and to avoid non-sustainable interventions outside local authority structures. The proposed intervention intends to support local authorities to better exercise their powers, based on concerted governance promoting the integration of youth, migrants, gender equality and the emergence of stronger territorial dynamics. The expected results are threefold: political (support to Agadez for the effective implementation of decentralization in the region); sectoral (to obtain concrete development results at the level of basic services); institutional (support the improvement of local governance and the management of local public resources). 		

TALD Building Blocks	<ul style="list-style-type: none"> • Strengthen local finances • Foster local leadership and administrative capacity at the local level • Promote inter-governmental cooperation
Lessons Learned	<ul style="list-style-type: none"> • An essential objective of TALD is to promote the ‘developmental’ role of local authorities by allowing them to play their legitimate leadership for the development of their territory. One of the strengths of this mission was to support the leadership role of local authorities and endogenous, inclusive and sustainable processes of territorial development. The expert’s report emphasized that the substantial financial flows injected into the region to curb migratory flows, often without the involvement or information of local authorities, has resulted in the presence of a large number of humanitarian and development operators, that have not favored an endogenous development process or the development of basic public services. While there have been investments and services provided, this has been done without proper involvement of local governments. Such interventions have not favored the building of stronger local capacities. • Another key aspect of TALD is to promote consultation and synergy between actors. The logic of collaboration and complementarity prevails in this approach with a rebalancing and enhancement of the legitimate role of each stakeholder at the local level (local authorities, civil society, private sector). The key is to have support actions that generate collaborative relationships. This is also a strong point of this intervention, centered on in-depth cooperation between the decentralized and deconcentrated services of the State. • According to TALD, carrying out a good analysis of the intervention context to fully understand the dynamics at play makes it possible to better grasp the opportunities and levers for change. This is the purpose of the Territorial Diagnostic which examines national decentralization and urban, rural and regional development policies that have a significant impact on the room for maneuver of local authorities. As required, additional analysis modules are available, for example to assess the sectors for which the EUD is considering specific support. • Finally, the whole logic of TALD is to use a grassroots experimentation project to provide lessons and feed into policy dialogue, likely to promote the emergence of a national context more favorable to local initiatives and local authorities as the main drivers of local development. The expert’s reports contain specific recommendations in this regard, particularly for the dialogue to be conducted with the State to accelerate progress in certain key topics, such as deconcentration of tax services.



Rock formation at Sahara Desert near the Agadez region © Shutterstock



SIERRA LEONE

Implement TALD in the « Nature Nourishes » Program

Region	AFRICA	Date	Jan. – Feb. 2023
Location	• Freetown, Koinadugu and Falaba districts (North of Sierra Leone).		
Topic	• Action related to the preservation of valuable ecosystems and the promotion of the sustainable use of natural resources within the « Nature Nourishes » program		
INTPA Priorities	<ul style="list-style-type: none"> • Green Deal Alliances • Alliances for Sustainable Growth and Jobs • Governance, Peace and Security 		
EU Partners	• None		
Beneficiaries / Allies	• Local communities: chiefdoms, heads of villages, local authorities: district councils		
TALD Mission Objectives	• Introduce a territorial perspective in the formulation of the specific EU intervention and Action Document related to the « Nature Nourishes » program		
EUD Request and Key Issues	<ul style="list-style-type: none"> • More than 60% of the population of Sierra Leone relies significantly on agriculture, fisheries, forestry and mining activities for their income and livelihood. Certain practices in these sectors have become key drivers of environmental degradation in the country fueled by widespread poverty in rural areas and the uneven distribution of revenues from most of the related value chains, like timber, minerals, biomass for energy, among others. • The increasing extraction of natural resources has generated a loss in the capacity of the ecosystem for self-regulating, sometimes in an irreversible way. As a result, benefits to local communities -fresh water, crops, fish- are decreasing and biodiversity is lost. • During the creation of national parks, protected areas and forest reserves, local communities were promised schools, health centers and roads for relinquishing their territories. These services were never delivered, therefore local communities do not feel bound to the agreement. To provide incentives to motivate communities in and around protected areas to preserve valuable ecosystems is therefore much needed. • The EU has a strong interest in addressing the growing environmental degradation and to accelerate the transformation towards a sustainable use of natural resources, to the benefit of local communities and the economy. The EU support aims to demonstrate that the preservation of natural ecosystems can bring growth, create jobs and alleviate poverty. • The EU strategy was based on a two-fold approach: 1/ Budget support to leverage central government capacities and decentralized service delivery of targeted Ministries (Environment, Local government, etc.) to deliver on the medium-term National Development Plan; precisely to help preserve protected areas, provide services to farmers, and channel more resources to local authorities for service delivery. • 2/ An additional action based on a project approach and meant to instill a TALD component in the «Nature Nourishes» program to support local communities' development while improving the protection of national parks. The main issues were to help enhance local service delivery (rural roads, water, health, school feeding) and provide alternative livelihoods based on environmentally friendly agriculture practices. 		



Freetown, the port in Sierra Leone © Shutterstock

<p>Main Results</p>	<ul style="list-style-type: none"> • Diagnostic/identification of a possible project with a TALD perspective to be undertaken under the «Nature Nourishes» program. • Hold interviews with diverse stakeholders in Sierra Leone, in addition to the review of the relevant literature sources. Analysis from these data sources informed the mission and the comprehensive diagnostic report. • Analyze the policy, fiscal and institutional environments thoroughly. In the context of decentralization in Sierra Leone. The Integrated Territorial Development Diagnostic and the report concludes by providing a potential pilot opportunity with a list of needs which can form part of a future EU Action in Sierra Leone. • The formulation of the full draft Action Document could however not be completed by the expert as the mission had to be interrupted for unforeseeable reasons.
<p>TALD Building Blocks</p>	<ul style="list-style-type: none"> • Promote more efficient implementation of projects at the local level • Promote intergovernmental cooperation • Foster leadership and administrative capacity at the local level
<p>Lessons Learned</p>	<ul style="list-style-type: none"> • The main attempt of the TALD mission was to identify the opportunities for the implementation of a territorial approach using environmental protection and natural resource management. While the implementation of policies and laws for the protection of the environment and natural resources often falls outside the remit of local authorities, decentralization however provides a structure for greater efficiency and effectiveness in enhancing better environment governance and protection. • The report identifies and discusses the context of decentralization including the inherent challenges and opportunities. Through the analysis of the nexus between local governance and environmental /natural resource management, the report highlights critical challenges undermining the effective management of the environments giving insights into potential needs and priorities for TALD. • It shows that the opportunities for the implementation of TALD in Sierra Leone are strong as evidenced by the enactment of relevant legislations and supportive national policies and institutions, a supportive donor community, a clear structure of local governance, strong political commitment towards environmental protection and an interested public that could promote local participation and inclusion. • However, it also identifies a clear need for harmonization of country systems for policy coordination at different levels among the Ministry of Local Government and Rural Development, provincial administrations, district officers and local elected councils. Poor intergovernmental coordination is identified as a key point to be addressed for the better functioning of local governance systems with a TALD perspective. The coordination challenge is even stronger when it relates to a specific area such as environmental governance. • The TALD mission shows that the existing legal framework of decentralization provides the necessary legal, financial autonomy and clarity of purpose for local authorities to plan, budget and implement locally designed priorities in cooperation with national and central authorities. It underlines the importance to foster dialogue and cooperation between authorities, but also to empower local authorities in their leadership capacity, to better articulate local priorities for local development.



© Shutterstock

The “Partnerships for Sustainable Cities” program

4

Parallel to the TALD Facility, in the framework of its expanding relations with local and regional governments, and in line with its political engagement to city-to-city cooperation, DG INTPA G2 launched in 2018 the “Partnerships for Sustainable Cities” program, a decentralized cooperation initiative. While this program is a separate initiative from the TALD Facility and approach, it is an important instrument for the EU to promote territorial development. The program consists of an innovative decentralized cooperation initiative, twinning local authorities in EU Member States with local authorities in partner countries.

Between 2019 and 2021, the EC launched three calls for proposals leading to a total of 57 partnerships currently being implemented by over 130 partners in 34 countries in Africa, Asia, Latin America and the Caribbean, and the EU Neighborhood countries.¹⁰

The overall objective of the program is to promote integrated urban development by fostering peer-to-peer exchanges among local authorities of EU Member States and partner countries around shared challenges and to promote joint learning among all actors involved. More specifically, all partnerships address the same specific objective, namely strengthening urban governance by supporting one of the three dimensions of sustainability: social by ensuring social inclusiveness of cities; resilience to climate change and greening of cities; or, economic by improving prosperity, job creation and innovation in cities.

The program had close interaction with the TALD Facility who supported the program team in drafting two policy notes, systematizing the projects from the first call for proposals and helping to organize a Forum in 2023. Furthermore, to systematically monitor progress, capitalize on good practices, and promote synergies among the different partnerships, a technical Coordination Support Team was established in 2021 to:

- Monitor the outcomes of each project and their contribution to the objectives of the program and to the localization of SDGs
- Promote exchange of experiences and best practices among of the different projects financed by the program
- Support the EC to draw lessons learned and in-house knowledge from the partnerships to better engage with local authorities
- Communicate efficiently about the outcomes of program

All projects supported by this program directly contribute to achieve at least one of the five specific EC priorities as referred to in the last chapter. As part of the program’s activities, the organization of two global meetings of all the city partnerships is foreseen as a structured opportunity to exchange and learn from project experiences.

The first global gathering was held in March 2023 in Brussels, bringing together over 150 stakeholders from 54 out of the 57 partnerships involved. The target group of the event were the representatives of the city partnerships (mostly city mayors and project managers), together with EC officials and a wider range of EU actors and stakeholders. The debates allowed to collect the following main findings and lessons learned from the various partnerships which are currently ongoing:

- The existence of allies within EU institutions is key to promote a stronger engagement of local authorities in EU’s cooperation portfolios. This includes defending global agendas, striving for adequate funding for LAs and fostering relevant cooperation modalities such as decentralized cooperation.

¹⁰ The list of projects (awarded grants) can be found in Annex 1.

- The potential added value of decentralized cooperation resides in a wide range of factors that include: the centrality of human ties; the construction of a partnership over a longer period of time (not just during a specific project); the peer-to-peer exchanges that allow for experimentation and innovation; the very practical / problem-solving nature of the projects; the possibility of adopting step-by-step approaches; and the overall richness of peer-to-peer learning. Yet, decentralized cooperation also comes with major challenges as it only provides “seed money”. Mobilizing other sources of funding (including from the private sector) is thus necessary to ensure sustainability.
- The successful implementation of decentralized cooperation projects does not only depend on technical factors, but also on political ones, which often lie beyond the control of technical staff and represent an obstacle for long-term planning. On the one hand, in many countries, decentralization reforms are slow or blocked, reinforcing longstanding top-down centralized approaches. These practices often impede bottom-up processes of territorial development fostered by the various local actors. On the other hand, there are complex political dynamics also at the level of the EU, as Delegations primarily deal with national authorities who may not be keen to share aid resources with LAs.

The second global gathering of the city-to-city partnerships will take place in March 2024.



© Shutterstock

TALD in practice: lessons learned

5

This chapter systematizes and capitalizes the lessons learned after three years of TALD in EU external aid from 2020 to 2023. Future reflections on the topic are drawn as well as concrete recommendations for future TALD initiatives. These thoughts are enriched with the results of a survey conducted in 2023 through interviews with twelve points of contact in EU Delegations in Africa and Latin America-Caribbean that received support from the TALD Facility.

The aim is to review the TALD Facility's scope of work and reflect on the existing operational arrangements for expertise deployment, fine-tuning its menu of services for the future. The most important takeaways of this analysis are presented below.

TALD remains relevant even in the context of re-centralization

The analysis of interventions reveals a clear weakness of national enabling environments for TALD accompanied by frail institutional capacity in local authorities in most development countries. The lack of fiscal and financial autonomy at local level as well as an absence of local authorities' collaboration with the private sector are the two weakest points. Half of the respondents to the TALD survey affirm that the environment towards decentralization is "partially favorable" while the other half believes that "decentralization is stalled or merely symbolic". None of the interviewees believes that the national environment towards decentralization is favorable in the countries where consulted EUDs operate. Despite being weak in both regions, a better atmosphere towards TALD is observed in LAC. However, in Africa, a stronger active citizenry is perceived.

"The reality is that there is no financial autonomy in local governments; they continue to depend on transfers from the central government." (LAC)

During the TALD Seminar in the Asia Pacific region it was confirmed that the TALD approach is a relevant and useful methodology for European cooperation. Because of the Seminar, participants raised their awareness about the fact that the programming of European cooperation in their country could include the TALD approach and benefit from greater engagement with local governments. One point worth highlighting was the proposal of the EUD in India to showcase the Seminar under the EU's Global Gateway umbrella initiative. This turned out to be a good way of showing that local authorities should be considered as partners of EU aid, and that the territorial dimension of development (not mentioned so far in the Global Gateway conceptual framework) should not be ignored.

The large majority (75%) of the EUDs having benefitted from a TALD mission consider that the TALD approach is very relevant for EU cooperation policies. In LAC, all the respondents consider that TALD is very relevant, while in Africa the opinion is equally divided between relevant and very relevant. Both regions attribute high relevance to TALD as a tool to reinforcing the capacities of local governments to define their own policies.

"In general, LAs are the most important actors in the provision of basic services to the people. It is the very reason of their existence." (LAC)

In this context, it is clear that the TALD approach in EU cooperation remains relevant. Evidence shows that cooperation is, by definition, local, and that if it were not for TALD that enables the 'grounding' of EU cooperation, the relationship with partner countries would simply remain at the national level.

“Cooperation is local. If it was national, then it is mostly diplomatic relations.” (East Africa)

However, times are changing towards less verticality and TALD is still part of the latest generation of local development thinking. It encourages EUDs to broaden the dialogue and support to other government levels by introducing a new way of working at sub-national level. When mainstreamed in EU operations, TALD may reinforce the neutrality and credibility effectiveness and long-term impact of EU aid, particularly in those countries where decentralization is non-existent or cosmetic.

“As long as we can have a more bottom-up approach, TALD is important. LAs have their own point of view and the right to talk.” (West Africa)

TALD is relevant and can be deployed in any context, even in difficult situations, to find new ways of doing things or to create a new momentum in programming or policy dialogue, despite all the resistance to decentralization.

TALD takes time as it entails an important political dimension

Patience and creativity are necessary to build trust and to get “evidence-based” results that are truly relevant to the territory and its stakeholders. This is why the efficiency of a TALD mission is reinforced when the support is deployed over several months, including follow-up missions during the implementation phase instead of isolated short-term actions. Time is important because TALD has a triggering role: it is a useful tool to support countries that have initiated worthwhile processes, to help them in deepening their territorial approach and go further.

“TALD is a bit like planting seeds, experimenting locally with new ways of working with LAs, without knowing what will grow in the end.” (East Africa)

Through a territorial diagnostic using a political economy lens, TALD can help to address the invisible blockages that lie behind the decentralization policy and regulatory frameworks in a given country. This context analysis is important to better identify opportunities and constraints for empowering local authorities and promoting territorial development. The ITDD is a tool developed by the EC specifically for EUDs and is at the basis of the whole EU territorial approach. Yet, it takes time to be carried out and not all EUD are ready for it, at least at this stage.

However, TALD support to EUDs should thus go beyond just immediate procedures regarding programming (MIPs, Action Documents, Mid-Term Reviews) and into a more meaningful and long-term strategy in partner countries. Roadmaps and strategies for policy dialogue with central governments and national associations of local authorities are crucial. Beyond the pure technical intervention, it is clear that TALD has an important political dimension related to the leadership at the national and subnational levels, specifically with the challenge of continuity of decision-makers and their priorities after periodic electoral change. In this regard, the EUD, as a trusted facilitator, can play an effective role showing what the central level would gain by giving more space to LAs.

“Central and local governments don’t trust each other. We tell the national government very transparently that we also talk to local authorities. To be a solid and valuable partner, the EUD has to be neutral.” (West Africa)

TALD can help EUDs to better engage with local and regional governments and their associations

In general, there are still many actors that consider local authorities in developing countries as weak institutions, with little exercise of power and autonomy. While there is widespread consensus that local authorities should work in coherence and complementarity to central government priorities, it is also clear that LAs need to reinforce their own capacity to properly plan their own development. The situation of local authorities is generally perceived as more positive in LAC than in Africa. For example, the statement “LAs are weak institutions” is considered 67% true in LAC as opposed to 83%

in Africa, while “LAs are development actors in their own right” is considered 83% true in LAC as opposed to 50% in Africa. These conclusions derive from the survey conducted to twelve EUDs and do not necessarily reflect the opinion of all EUDs in both regions.

“(TALD’s) greatest virtue is that the population knows how to formulate their demands, in their own language, in their own context.” (LAC)

67% of participating EUDs think that local authorities represent best the interests of local populations. This figure explains why one of the most important expectations in the long term for the majority of the EUDs is to obtain support to work directly with sub-national governments. This type of support is perceived as a particular advantage of TALD given the paths in which the EU cooperation has evolved in recent years. Specifically, EUDs expect TALD to help local authorities become more accountable, build trust among local and central authorities, and increase the consultation and co-decision processes with citizens.

“The ideal would be to have the TALD Facility to support specific projects with local governments directly.” (LAC)

TALD can work more on the planning capacities of LAs and on access to resources to significantly consolidate their positioning. Building local development planning capacity and increasing local resourcing correspond to a request from a majority of EUDs interviewed and they are also key elements of an empowerment strategy towards LAs.

A particular point of importance is the need to strengthen a more structured and permanent dialogue with national associations of local governments in those countries where these associations are legitimate and representative. On this issue, the TALD Facility can support through the Framework Partnership Agreements in pilot countries where there is a need to foster a policy dialogue. On this topic, there is a stark contrast between LAC and Africa: only a third of EUDs in the LAC region have engaged in some sort of formal dialogue with a national association of local governments, as opposed to the EUDs in Africa where it has been twice as much.

The majority of EUDs highly appreciate the usefulness of the TALD Facility

The majority of EUDs consider the specific TALD intervention they received as very useful, for the following reasons: firstly, because of the information and knowledge provided to the EUDs in local and territorial development, offering complementary insights to the conventional focus on the national or sectorial perspective. Secondly, the consultative approach of the TALD Facility missions is highly appreciated as it promotes dialogue among stakeholders and establishes links with important actors that would have not occurred otherwise. Thirdly, there were cases where the TALD mission also brought relevant political results in the partner country, at times related to sensitive decentralization reforms.

“The EU, subnational governments and civil society sat around the table. Without this Facility, stakeholders would have never sat down together.” (West Africa)

Africa has a larger assessment of the usefulness of the different elements of TALD compared to LAC. While in Africa the most important aspects are the strengthening of national decentralization policies, the promotion of a favorable national context for local development and the rapprochement of the EU at the subnational level, in LAC greater importance is given to the participation of the different parties involved.

With regards to the usefulness of the specific TALD mission, 84% of respondents consider the TALD Facility’s mission was “Useful” or “Very useful”. Specifically, the TALD mission was considered as much more useful in LAC than in Africa, with all respondents in LAC thinking TALD was “Useful” or “Very useful” as opposed to Africa where 33% of respondents consider TALD “Slightly useful”.

“TALD complemented the ongoing activity in a very structured and interlinked way. It paved the way between short-term and long-term goals, and reinforced long-term activities. TALD complements activities at the bilateral level.” (LAC)

There is an opportunity to better align HQ and EUDs expectations around TALD

While the whole process and collaboration with headquarters is considered fluid and positive, at times the TALD missions can be perceived as rigid or not so practical, given the specific conditions of the country. To improve the overall implementation of TALD there is a need to double down on the understanding of the specific country context and adapt the TALD mission structure according to the circumstances. Likewise, more coordination with other Directorate Generals and other units within INTPA will be important to foster synergies and assure a more coherent approach.

In general, the TALD interventions could benefit from an update and refresh, including renewed efforts to train EU staff at EUDs and HQ on the added value of TALD approach. Particular attention should be given to the sharing of evidence-based best practices amongst EUDs, that can illustrate with facts and indicators how TALD works and can improve EU aid delivery. This would be the best incentive for EUDs to engage in this process.

Finally, there is a need to balance expectations between short- and long-term results: TALD is a tool for initiating new practices, but its results are difficult to measure in the short term, and this can lead to disappointment among EUDs. Hence, the importance to provide them with tools or expertise for the follow-up/evaluation process.

Key suggestions for the future success of the TALD Facility

Two factors are identified as the biggest strengths of the TALD: an efficient pathway to support the EUD in its efforts to engage directly with local governments, and a capable enabler for more democratic governance through the Facility. This is indeed a core element of TALD: better articulate and coordinate national and local efforts (horizontal cooperation) but also promoting concerted actions at project level through multi-actor processes involving CSOs and local authorities (vertical cooperation).

“It is necessary to ensure that the territories maintain their authenticity and do not align themselves with the central priorities. Plans and priorities should be local. It is exactly the meaning of TALD.” (LAC)

In general, the two most expected results of a TALD mission in the long-term are: 1) “More consultation and co-decision making with citizens” and 2) “Enable LAs to move away from a “managerial” role and become actors in the development of their territory”. In Africa, there are higher expectations of the long-term results of a TALD mission, compared to LAC where the forecasts are more reserved. There is a clear contrast between Africa and LAC when it comes to assessing how LAs contribute to the achievement of the national development goals. In Africa, 83% of respondents consider this relevant, while in LAC only 50%. Likewise, 80% of African counterparts believe that a TALD mission can improve cooperation between central and local governments, while in LAC this figure is only 33%.

“Thanks to the TALD mission, we have more technical knowledge to work with the ministry and will be able to influence the process politically.” (West Africa)

Suggestions to improve TALD are consolidated in seven main areas: 1) Improve understanding of contexts and adapt the TALD missions’ structure accordingly; 2) Fine-tune the planning and evaluation processes of TALD missions; 3) Increase the time length of TALD missions and ensure a follow-up; 4) Assess program outcomes in three years,¹¹ 5) Disseminate information about TALD, raise awareness and focus more on EUDs sharing best practices; 6) Complement the TALD approach considering recent global changes, in light of priority topics like climate change, migration, gender, equality, peace processes, and others and 7) Strengthen the pool of certified TALD experts.

11 The TALD missions organized during 2020 and 2023 have produced Action Documents that will start their implementation in 2024, thus the need to assess program outcomes in three years’ time.

On this last point, it is important to identify experts that are not only fluent in local development strategies but that also understand the holistic methodology of TALD as a political economy tool that sets the scene for long term development policies at local level. TALD missions with two experts, normally an international and a local one, have had in general good results. Evidence shows that hiring local experts for long-term assignments at a much lower cost and with greater local knowledge can further improve TALD missions. Since the TALD Facility has limited funds, these need to be allocated to carefully selected countries where the full range of TALD support could be deployed; this would produce better results than if the resources go to a multitude of small requests without clear long-term strategies.

In conclusion, TALD has proven to be a relevant tool to bring EU cooperation closer to the ground, supporting EUDs on how to engage closer with sub-national governments and thus contributing to stronger local development and democratic governance. The aim of this document is to incite all actors to take one further step in the direction of TALD.



© Istockphoto

Annex:

List of projects under the program “Partnerships for Sustainable Cities”

Call for proposals 2018

N°	EU local authority(ies) and country	Partner local authority(ies) / country	Topic or title of the cooperation project
1	City of Madrid (Spain)	Municipality of Praia (Cap Vert)	Adapting local integrated urban development plans to the SDGs through multi-stakeholder and multi-governance approaches
2	Metropolitan Government of Bordeaux (France)	Urban Authorities of Douala and Yaoundé (Cameroon)	Support to the urban communities of Douala and Yaoundé for the implementation of sustainable mobility plans
3	Municipality of Reggio Emilia (Italy)	Municipal Council of Pemba (Mozambique)	MAISPEMBA - A city to city and multistakeholder approach for an integrated, sustainable, and inclusive urban development of the city of Pemba
4	City of Ostend (Belgium)	City Council of Banjul (Gambia)	City link Ostend-Banjul – partnership for sustainable city development
5	Grand Paris Sud Essonne Sénart (France)	Regional Council of Nouakchott (Mauritania)	Support to the Nouakchott region for an equitable, sustainable, and resilient development (ARENDRE)
6	City of Madrid and World Association of Metropolises (Spain)	City of Dakar (Senegal)	Metropolitan Governance of the Energy Transition (MGET)
7	FMDV - Global Fund for Cities Development (France)	Kampala Capital City Authority (Uganda)	Integrated program on local finances for sustainable urban development in the Greater Kampala Metropolitan Area (GKMA)
8	City of Berlin (Germany)	Jakarta Capital City Government (Indonesia)	Smart Change - Strengthening Urban Governance, Prosperity, and Innovation in Jakarta
9	Assoc. of cities and regions for the sustainable management of resources (Belgium)	United Cities and Local Governments Asia Pacific (Indonesia)	Climate Resilience and Inclusive Cities
10	Center of Social Studies (Portugal)	National Confederation of Municipalities (Brazil)	Inova Juntos – Urban Triangular Cooperation for Innovation and Sustainability
11	Metropolitan Area of Barcelona (Spain)	Metropolitan Area of San Salvador (El Salvador)	Reinforcement of the governance of the Metropolitan Area of San Salvador for the adoption and implementation of the SDGs
12	Union of Ibero-American Capital Cities (Spain)	Office of the Historian of the City of Havana (Cuba)	Smart City project for the historical center of Havana focusing on creative economies in the context of the 500th anniversary of its foundation
13	VNG International (The Netherlands) and Fomento San Sebastian (Spain)	National Union of Local Governments (Costa Rica)	MUEVE: Sustainable mobility, urbanism, equipment and value-add of public spaces, greening and equity
14	City of Strasbourg (France)	Municipalities of Mahdia and Kairouan (Tunisia)	Sustainable and participatory mobility in Kairouan and Mahdia
15	Metropolitan Area of Barcelona and Association Medcities (Spain)	Municipality of Tunisia (Tunis)	ASIMA TUNIS: Strategic planning and multi-level governance for a resilient metropolitan city
16	Miasto Stołeczne Warszawa (Poland)	Municipality of Yerevan (Armenia) and Municipality of Tirana (Albania)	Capital cities collaborating on common challenges in hazardous waste management - Yerevan, Warsaw, Tirana

Call for proposals 2020

N°	EU local authority(ies) and country	Partner local authority(ies) / country	Topic or title of the cooperation project
17	Municipality of Fano (Italy)	District Councils of Port Loko, Kailahun, Western Area Rural District and Kenema City Council (Sierra Leone)	Strengthening local governance, decentralization and sustainable urban development through a territorial approach to local economic development in Sierra Leone
18	City of Hoskovo (Bulgaria) and Municipality of Montemarignano (Italy)	District of Douala 1er (Cameroon) and Municipality of Saint-Louis (Senegal)	UNESCO heritage for sustainable cities
19	Urban Community of Lyon (France)	City of Ouagadougou (Burkina Faso) City of Bamako (Mali)	Support to economic urban growth and metropolitan governance in the Greater Metropolitan Area of Ouagadougou
20	Free Hanseatic City of Bremen (Germany)	City of Windhoek (Namibia)	Improving Solid Waste Management in Windhoek
21	Catalan Agency for International Development (Spain) and County Administrative Board Skåne (Sweden)	Province of Inhambane (Mozambique), Regional Dev Agencies of Sédhiou and Saint Louis (Senegal)	SIRI Project: Sustainable, Inclusive and Resilient Inhambane Province
22	Stadtverwaltung Reutlingen (Germany)	Municipalities of Bobo-Dioulasso (Burkina Faso) and Bouake (Ivory Coast)	Partnerships for sustainable cities in Sub-Saharan Africa
23	De la Ribera Consortium (Spain)	Municipality of Mosteiros (Cap Vert) and District Authority of Agua Grande (Sao Tome and Principe)	REDHES: Holistic Reinforcement for Sustainable Development
24	Municipality of Bapaume (France)	Urban Community of Notse (Togo)	Improving urban governance and social openness in the municipalities of Haho 1, 2, 3 and 4 and the Prefecture of Haho
25	Municipality of Braga (Portugal)	Municipality of Asunción (Paraguay) Municipality of Villa María (Argentina)	Promoting the integrated, inclusive, resilient and environmentally friendly urban development of the city of Villa María and its region
26	Cordoba City Council (Spain)	Municipality of Cordoba (Argentina)	Breathe Cordoba: "Recovering the historical, heritage and landscape value of the Central Area through urban governance"
27	City Council of Sant Cugat del Vallès (Spain)	Municipality of Rionegro (Colombia) Government Central Department (Paraguay)	Territorial alliance for sustainability and competitiveness in East Antioquia, Colombia
28	City Council of La Palma del Condado (Spain)	Province of Carchi, Decentralized Autonomous Government of Canton Mira and Municipal Government of Montúfar (Ecuador)	ECOGUBTUR: Empowering Rural Communities and Governments through Sustainable Tourism in El Carchi, Ecuador
29	Municipality of Lublin (Poland)	Municipality of Chisinau (Moldova)	"MOVE IT like Lublin" – a Chisinau public transport sustainable development initiative

30	Région Provence-Alpes-Cote d'Azur (France)	Tanger Tétéouan Al Hociema Regional Council (Morocco)	Local Energy and Climate Service: a tool for energy and climate transition in integrated urban development
31	Autonomous Province of Trento (Italy) Autonomous Region Friuli Venezia Giulia (Italy)	Municipalities of Gharyan, Central Tripoli, Bine Walid, Azzawiya, Sirte, Zliten, Sebha, Zintan, Tobruk and Benghazi (Lybia)	REBUILD: Research and Education Building Urban Institutions for Local Development
32	Alba Iulia Municipality (Romania)	Edinet Municipality (Moldavia)	Edinet - Insights into tomorrow cities
33	Gmina Piła (Poland)	Municipalities of Vanadzor and Gyumri (Armenia)	ABC.GoV: Alliance for Better City Governance
34	Municipality of Taranto (Italy)	Municipality of Gabes (Tunisia)	BEST TAG: Blue Economy for the Sustainable Towns of Taranto and Gabes
35	Andalusian Fund of Municipalities for International Solidarity, FAMSÍ (Spain)	Rosso Municipality (Mauritania) Podor Municipality (Senegal)	FLEURIR: Promoting Rosso's integrated urban, environmental, economic and social ecosystem
36	Soria Municipal Council (Spain)	Jinja Municipal Council (Uganda) and UCLG Africa	Partnership for Strengthening Governance, Resilience and Greening of Jinja Municipal Council
37	Góra Kalwaria Municipality (Poland)	North Halmahera Regency (Indonesia)	A Sustainable Urban Marketplace: Participatory urban governance for safe, green and inclusive fresh market management in Indonesia
38	National Association of Italian Municipalities (Italy) and Confederation of Cooperation and Solidarity Foundations (Spain)	National Front of Mayors (Brazil)	AccessCities: more accessible and connected cities
39	Eixo Atlântico do Noroeste Peninsular (Portugal)	Municipality of Santana do Livramento (Brazil)	Inclusive and sustainable development of the Border of Peace
40	Coslada City Council (Spain)	Municipality of Tibas (Costa Rica)	Cities that care: Tibas and Coslada, a partnership for participatory governance focused on social inclusion
41	Woluwe- Saint-Pierre Municipal Administration (Belgium)	North Kivu Province (Democratic Republic of Congo)	Strengthening administrative and financial skills in North Kivu Province, Democratic Republic of Congo
42	N/A*	Association of Mayors of Central Africa and Bangui Municipality (Central African Republic)	Improve access to water, promote access to information for the population of Bangui and strengthen the management skills of Bangui City Council executives

* This project was adopted under the category "Support to Fragile States" and is not required to have an EU partner

Call for proposals 2021

N°	EU local authority(ies) and country	Partner local authority(ies) / country	Topic or title of the cooperation project
43	Municipality of Milano (Italy)	City of Rio De Janeiro (Brazil)	Integrated and Sustainable Urban Regeneration Milan Rio Remirio
44	Municipality of Pordenone (Italy)	Municipality of Avellaneda (Argentina)	Promotion of inclusive, innovative and sustainable integrated urban development of the city of Avellaneda and the region
45	Lazio Regional Association of Municipalities (Italy)	Special, Industrial and Port District of Barranquilla (Colombia)	Community gardens as a GenerActors for good governance, active citizenship and participation
46	Metropolitan Area of Barcelona (Spain)	Metropolitan Area of Guadalajara (Mexico)	Metro Resilience Guadalajara
47	World Association of Major Metropolises (Spain)	City of Bogotá (Colombia)	Moving towards recovery: Bogotá's transportation system as a catalyst for environmental sustainability and gender equality in the post COVID-19 era
48	Provincial Council of Jaen (Spain)	Municipality of Mariano Roque Alonso (Paraguay) and Municipality of El Carmen de Viboral (Colombia)	Ñasê tenonde gotyo (let's go ahead): Resilient, inclusive and sustainable communities in Paraguay
49	University of Paris-Est Marne-la-Vallée (France)	Municipal government of Khorog Town (Tajikistan)	Building Resilience through Integrated Urban Development: Solid Waste Management, Efficient Public Lighting and Ecosystem-based Disaster Risk Reduction
50	Network of Associations of Local Authorities of South-East Europe (based in Macedonia)	Darkhan-Uul Province Municipality (Mongolia)	FRIENDSHIP: Strengthening EU-Mongolia Friendship through Equitable, Resilient and Innovative Growth
51	Autonomous Province of Trento (Italy)	Beira Municipal Council (Mozambique)	MUDAR: Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance
52	Community of municipalities of Ribera Alta (Spain)	Praia City Council (Cap Verde) and Kumasi Metropolitan Assembly (Ghana)	HORESD: Holistic reinforcement for sustainable development
53	Municipality of Palermo (Italy)	Sekondi-Takoradi Metropolitan Assembly (Ghana)	TWIN CITIES in sustainable partnership: co-creation of an integrated urban governance for green, sustainable and inclusive developmentf
54	Municipality of Czerwonak (Poland)	Walvis Bay Municipality (Namibia)	Erongo Sustainable Governance LAB: Participatory urban governance for resilient, safe and inclusive multi-functional public spaces in Namibia
55	Municipality of Châtelleraut (France)	Municipality of Kaya (Burkina Faso)	Improving solid sanitation governance across 19 medium-sized cities in Burkina Faso
56	Peterborough City Council (United Kingdom)	Kanifing Municipal Council (Gambia)	KEPT: Kanifing Environmental Transformation Programme: Using a sustainable focus on new integrated waste management approaches to drive environmental, social and economic transformation
57	Union of Luso-Afro-American and Asian Capital Cities and City of Lisbon (Portugal)	Dili Municipality Authority (Eastern Timor)	Dili, Sidade no Ema: Partnership for the improvement of urban governance, social inclusion and entrepreneurship promotion

Acknowledgements

The editors would like to acknowledge the following persons who contributed to the realization of this document and to the activities of the TALD Facility and Helpdesk from 2020 to 2023:

*Agnes Duband,
Aissatou N'Diaye-Sydnei,
Alessandra Frontoni,
Angela Chen,
Anna Lixi,
Armelle Guyomarch,
Antonio Dal Borgo,
Beatrice Grifoni,
Cécile Unternaherer,
Cristina Pol,
Deborah Schoenmaecker,
Eva Atanassova,
Ferruccio Barazzutti,
Firat Guncu,
Frank Viault,
Gautier Mignot,
Geert Anckaert,
Giancarlo Monteforte,
Giorgio Ficarelli,
Jerôme Poussielgue,
John Mungai,
Juan Garay,
Julius Foday,
Krystian Spodarik,
Laurent Le Danois,
Lucía Bernardo Fernández,
Lucía Lacalle,
Manuela Amadori,
Marie Augouy,
Marie Molinie,
Marlene Holzner,
Martha Monedero,
Musa Gwebani,
Nicolas Gerard,
Nicolas Leroy,
Nicolaus Hansmann,
Philip Sauerbaum,
Rémy Llinares,
Segolène Joiris,
Shouvik Datta,
Sofia Lima,
Susana Fernandez,
Thomas Tiedemann,
Vincent Curie,
Yamil Abdala
and Yenifer Peña.*

The Territorial Approach to Local Development (TALD) in the European Union's External Cooperation

2020-2023

This document presents an overview of activities and results of three years (2020-2023) of applying the Territorial Approach to Local Development (TALD) in the European Union's (EU) External Cooperation. Its objective is to provide examples of the support offered by the EU in terms of the territorial approach to local development in partner countries, to capitalize on learnings and best practices, and to promote the importance of including local authorities in EU cooperation portfolios.

The document is structured in five chapters: Chapter 1 presents an explanation of what is the Territorial Approach to Local Development. Chapter 2 introduces its importance and methodology when applied in EU cooperation programs including information about the TALD Facility and Helpdesk, an instrument offered by the EC to EU delegations worldwide wanting to engage in the TALD approach. It also includes a short description of the different capacity building activities offered by the EC on the topic. Chapter 3 presents examples of TALD support deployed to answer to requests from EU Delegations in twelve developing countries. The purpose of this chapter is to showcase the menu of different types of interventions aimed at strengthening local authorities, through diverse types of instruments such as subnational budget support, direct grants to LAs, decentralized cooperation, and the different types of TALD missions. Chapter 4 includes a short presentation of the "Local Authorities: Partnerships for Sustainable Cities" program, a decentralized cooperation initiative launched by the EC to accompany city-to-city collaborative projects with EU partner countries. Finally, Chapter 5 analyzes, systematizes, and capitalizes the lessons learned after three years of TALD in EU external aid from 2020 to 2023.

This document was conceived and developed by the TALD Facility and Helpdesk, under an EU-funded program coordinated by Unit G2, (Local Authorities, Civil Society, Foundations) of the Directorate General for International Partnerships (DG INTPA) of the European Commission.

