

ART PDL URUGUAY PROGRAMME “Local Development Programme”

GENERAL INFORMATION

Imbalances, polarisation and territorial inequality are elements tied to Uruguay’s historical development of the economic-productive and social base, together with the strong centralist tradition that has characterised the Uruguayan State. Despite the sectorial public policies and major initiatives on decentralisation and local development the national Government has implemented, significant regional disparities remain. The low population density that characterises the country, internal migration, territorial concentration and the process of poverty infantilisation, challenges the generation of policies for human and social capital in the medium and long term.

To avoid this, one of the main action lines is the articulation of national and local strategies within the local development and decentralisation framework, pointing to the territorialisation of the MDGs in each of the country’s departments. The Local Development Programme ART Uruguay (ART LDP), present in the country since early 2006, is conceived as collaboration a strategy and action articulating framework to solve this problem.

Looking into addressing regional economic, social and demographic disparities within the country, the LDP ART Uruguay has coordinated with the priorities set by national Government the implementation of its actions. This first took place in the pilot Departments of Rivera and Artigas, and later, at the request of departmental governments, expanded its territorial coverage to 16 out of the 19 departments. The ART LDP groups agencies of the United Nations System (UNS); the international cooperation; national, departmental and local authorities; civil society organisations; the private sector; and academia, with the aim of promoting local development projects led by the local communities themselves.

RESOURCE MOBILISATION AND EXECUTION

INSTITUTION	AMOUNT IN USD
a. National Counterparts	Total: 1,229,743
Departmental Governments of Artigas, Canelones, Cerro Largo, Florida, Montevideo, Paysandú, Rivera, Río Negro, Salto, Treinta y Tres. Presidential Office of Planning and Budget (OPP) Ministry of Livestock, Agriculture and Fisheries (MGAP) Ministry of Social Development (MIDES) Ministry of Education and Culture (MEC) Technological Laboratory of Uruguay (LATU)	1,229,743
b. Bilateral Cooperation	Total: 1,400,000
Spanish International Development Cooperation Agency (AECID) (Mobilised through the UNDP/HUB/ART Trust Fund in Geneva)	1,000,000
AECID – CCT	400,000
c. Decentralised Cooperation Partners	Total: 194,728
Deputation of Barcelona	38,681
ETEA Foundation for Development and Cooperation	21,273
Vitoria- Gasteiz	44,632
Province of Ferrara	13,946
Province of Lodi	20,408
Region of Liguria	55,788
d. Private Sector in the Country	Total: 374,480
Total Mobilised	3,198,951
Total Executed	2,023,174

PROGRAMME AT A GLANCE

Duration

2006–2010

Operational Plan (OP)	January–December 2009
Projects	A total of 63 local projects promoted by the WGs and implemented by local institutions in the economic-productive, environmental, social, cultural, tourism, and institutional strengthening sectors are at a design and/or implementation stage.
Donors and partners	<p>National and Local Counterparts: Presidential Office of Planning and Budget (OPP); Congress of Governors (CI); Departmental Governments.</p> <p>Bilateral Donors: Spanish International Development Cooperation Agency (AECID).</p> <p>Decentralised Cooperation Partners: Deputation of Barcelona (DIBA); Andalusia Municipalities Fund for International Solidarity (FAMSI); Deputation of Huelva (with the Doñana 21 Foundation); Deputation of Malaga; Municipality of Cordoba; Deputation of Jaen; Andalusia Foundation Training and Employment Fund (FAFFE); ETEA Foundation for Development and Cooperation; Basque Country; HEGOA Foundation; Region of Liguria (Italy); Region of Veneto (Italy); Province of Lodi; Province of Milan; Commune of Milan; Region of Ferrara (with Parco Delta del Po and ARPA Emilia Romagna); Province of Florence (with MATURA).</p> <p>UNS Agencies: UNDP; UNFPA; UNIFEM; ILO; UNEP; FAO.</p> <p>Other National Public Sector Actors: Microfinance Programme (DIPRODE-OPP); Municipal Development Unit (UDM-OPP); Uruguay INTEGRA Programme (OPP-EU); Private Sector Support Unit of the Ministry of Economy and Finance (UNASEP-MEF); Uruguay Rural Programme; Ministry of Livestock, Agriculture and Fisheries (PUR-MCAP); MGAP Livestock Programme; Ministry of Social Development (MIDES); MIDES' SOCATA Programme; National Directorate of Micro, Small and Medium Enterprises of the Ministry of Industry, Energy and Mineralogy (DINAPYME-MIEM); REDEL Programme of the Italian Cooperation and the National Employment Directorate - Ministry of Labour and Social Security (REDEL/ILO-DINAE-MTSS); Northern Development Programme (PRODENOR-MEVIR); Department of Culture of the Ministry of Education and Culture (MEC); Technological Laboratory of Uruguay (LATU).</p> <p>Private Sector, NGOs, Civil Society Organisations and Universities: Alcohols of Uruguay S.A. (ALUR); Commercial and Industrial Centre of Bella Union (CECOIBU); Cooperative CALAGUA; Melo Dairy Cooperative (Coleman); ACAC Foundation; Forestry Company URUFOR; Agricultural Society of Cerro Largo; Chamber of Industries of Uruguay; Public Education Administration (ANEP); Local Development Institute of the Catholic University (IDEL-UCU); University of the Republic (UDELAR); Latin American Centre for Human Economy (CLAEH); Riviera University Centre (CUR); Technical College of Artigas (CETP-UTU); Artigas Dairy Cooperative (FEDESA); Group for the Active Environmental Protection of Bella Union (GRUPAMA); Association of Rural Women (AMRU); School Federation of Samba Artigas (FEDESA); AVCHP; Business Commitment for Recycling Association (CEMPRE); National Wine Institute of Uruguay (INAVI); Martinicorena Gastesi Foundation; Cooperative Social Commitment; NGO Grupo Descubrir; Tacuarembó Business Association (ASEMT); Black River Institute - Centre for Local, Rural and Aquacultural Development (INDRA).</p>
Budget	Total amount mobilised: 3,198,951 USD Total amount executed: 2,023,174 USD
National Management	<p>Currently, ART PDL has two governance committees: the Executive Committee (EC), with strategic managerial functions, and is responsible for guiding and taking decisions on the various projects and contributions. It is chaired by the OPP and integrated by the Congress of Governors, UNDP, UNS Agencies, the AECID, other stakeholders and the ART Uruguay Programme core team.</p> <p>And the National Coordination Committee (NCC) that has a consultative and theme-specific advisory role and is integrated by a wide number of actors from the various sectors involved: OPP; Ministry of Housing, Territorial Planning and Environment and Labour and Social Security and Social Development; Ministry of Economy and Finance; National Development Corporation; National Congress of Governors; National Association of Non-Governmental Organisations; Academic institutions; private sector; and international agencies: AECID, EU, IDB, ILO, UNIFEM, UNFPA, UNOPS, UNEP, and UNDP.</p>
Local Management	There are currently 19 Departmental (DWG) or Local Working Groups (LWGs) in 12 departments. The WGs, chaired by the departmental governments, are open to the participation of local and national stakeholders, civil society, academia and the private sector. In some cases, where the WG has not yet been formalised, work is carried out from the existing Development Agencies, and in others instances the WG lead to their creation. In 2009 local referents have been incorporated as technical support to the WGs and Programme articulators in the departments.

RESULTS AND ACTIVITIES AT THE LOCAL LEVEL

At the local level, the Programme's main objectives are to improve local capacities to respond to the population needs through wide participatory, programmatic and strategic methods; and the articulation of development actions and strategies in the territory – integrating stakeholders at the local, departmental and national levels to do so. These objectives materialised in 2009 with the support given to the activities undertaken by the Departmental (DWGs) and Local (LWGs) Working Groups, which represents the inter-sectorial coordination and articulation mechanism with departmental and national development plans. Thanks to the programme, multi-sectorial coordination has been strengthened in each territory, and this latter point is particularly relevant to the upcoming transition for the national and departmental governments.

Currently, there are 19 DWGs and LWGs in 12 departments: 2 in Artigas, 3 in Rivera, 2 in Montevideo, 2 in Treinta y Tres and 1 in each one of the Departments of Canelones, Cerro Largo, Colonia, Florida, Paysandu, Rocha and Salto. There are also 3 LWGs linked to the Territorial Climate Change pilot project in Canelones, Montevideo and San José. The Programme has supported the development agencies of the Departments of Cerro Largo, Colonia, Durazno, Florida,

Paysandu, Rio Black, Rivera, Tacuarembó and Canelones (presently being formed) and the creation of the National Network of Local Development Agencies.

In all the WGs formed prior to 2009, the local programming cycle was finalised and the strategic lines for local or departmental development defined; in those recently established WGs, this cycle is starting. In Rivera, Artigas and Cerro Largo territorial agreements or pacts have been signed, with a high participation rate from local actors, for the definition of the departmental strategic lines. All WGs have benefited from training in planning and management: local project management (providing tools for the definition of strategic lines), management, evaluation and systematisation. Actions responding to a strategic and programmatic logic have been identified, establishing in each case territorial agreements with local government support and within a broad citizen participatory framework. A total of 63 GTs-promoted local projects and implemented by local institutions are at the design or implementation stage.

Studies and publications on promising economic and social resources for sustainable development and the updating of the Regional Competitiveness Index are some of the innovative methodologies that have been applied for the encouragement of analysis, programming and systematic management of the various territorial components. Publications contributing to decentralisation-related issues and environmental problems at the local level have also been produced.

ART URUGUAY PROGRAMME AND ITS CONTRIBUTION TO THE MDGS AT THE LOCAL LEVEL

At the territorial level, the strengthening of local capacities and local programming cycles within the Working Groups framework has been prioritized; this for identifying projects that contribute to the achievement and sustainability of the MDGs at the local level.

An assessment has been carried out on the contribution of ART-implemented projects to the MDGs and national priorities. Of all implemented or projects being elaborated (related to the 2009 local programming cycle), 30 contribute directly to the MDGs:

- 10 projects related to MDG 1 and its three indicators (poverty, employment and nutrition).
- 5 projects related to MDG 1 and two out of its three indicators (poverty and employment).
- 2 projects related to MDG 1 on its nutrition component.
- 5 projects tied to MDG 1 and other MDGs.
- 8 projects directed at the achievement of MDG 7 (environment).

Even if the remaining projects cannot be directly related to a MDG, they have nonetheless contributed to the strengthening of local capacities and to local economic development.

Department of Artigas: ► Dairy basin, city of Artigas and surroundings (Artigas Dairy Cooperative-COLEAR). ► Expansion of the dairy production project (COLEAR; Lodi Province). ► Production improvements and evaluation of the installation of an Industrialising Plant (COLEAR). ► Apiculture (Civil Association Beekeeping Group). ► Horticultures from Chacras del Pintado (Neighbours' Association from Chacras del Pintado Farms-AVCHP). ► Museum-Virtual Library (OSC Andresito de las Flores). ► Samba Carnival (Federation of Schools of Samba-FEDESAs). ► Carnival (Departmental Government of Artigas).

Department of Bella Union: ► Orchard Cañeros ALUR Bella Union 1 and 2 (ALUR). ► Feasibility study for a dairy basin. ► Clean City (Commercial and Industrial Centre of Bella Union - CECOIMBU). ► Tourism - Spa Los Pinos (Local Board, Group for the Active Environmental Protection of Bella Union - GRUPAMA). ► Tourism - Rincón de Franquía (GRUPAMA). ► Community gardens in Tomás Gomensoro and Baltasar Brum (Logros Foundation).

Department of Canelones: ► Canelones Grows With You (Departmental Government of Canelones). ► Slow Food (Cooperative Social Commitment). ► Wine Development Project (Departmental Governments of Canelones and Rivera; Uruguay's National Institute of Viticulture - INAVI; Uruguay's Work-UTU; Uruguay's Association of Winemakers).

Department of Cerro Largo: ► Horticulture (Agricultural Society of Cerro Largo.) ► Dairy (Melo's Dairy Cooperative - COLEME). ► Regional Cultural Centre (Commercial and Industrial Centre). ► Planning and Development Management Tools (Departmental Government of Cerro Largo). ► Strengthening of wool productive enterprises by weaving women of Cerro Largo and Treinta y Tres (Association of Rural Women - AMRU). ► Education and social inclusion of children, adolescents and youth.

Department of Colonia: ► Comprehensive local development action in Calera de las Huérfanas.

Department of Florida: ► Creation and implementation of the Local Development Agency (Departmental Government of Florida). ► Clean Field (Florida's Rural Association /and Society of Milk Producers - ARF / SPFL).

Department of Montevideo: ► Assessment of the Participatory Budgeting (Municipal Government of Montevideo). ► Economic Development Plan for the Zone 8 Communal Centre (Municipality Government of Montevideo). ► Clean Circuits and Social Responsibility (Business Commitment for Recycling Association - CEMPRE). ► Computer Classroom (Municipal Government of Montevideo).

Department of Paysandu: ► Market Arcade (Departmental Government of Paysandu). ► Young Neighbourhood Mobilisers (Departmental Government of Paysandu). ► Participatory Budget (Departmental Government of Paysandu). ► Sustainable management of artisanal fisheries (Productive Development Agency Civil Association). ► Strengthening of

the Development Agency (Departmental Government of Paysandu). ► Deepening of the Rincón de Pérez co-management process (SGP-PPD; Implementation Unit of Rincón de Pérez).

Department of Río Negro. ► Territorial Marketing (Agency for Economic Promotion of Río Negro).

Department of Rivera: ► Brick makers. ► Carnival. ► Honey extraction facilities (Rivera's Beekeepers Departmental Association - ADAR). ► Sewing workshop in La Calera (ADESAR Regional Development Agency). ► Creation and implementation of a Local Development Agency (Departmental Government of Rivera). ► Art and Memory (NGO Grupo Descubrir). ► Integration of local economic development organisations. ► Productive Integration (Development Agency). ► Wine Development Project (Departmental Governments of Canelones and Rivera; Uruguay's National Institute of Viticulture – INAVI; Uruguay's Work University -UTU; Uruguay's Association of Winemakers). ► Organic orchards in Villa Sonia.

Department of Rocha: ► Cabo Polonio and coastal area territorial management (Departmental Government of Rocha; National System of Protected Areas - SNAP). ► Cabo Polonio and coastal area's management (SNAP; Deputation of Huelva). ► Local Agenda 21 based sustainable development in Cebollatí and La Charqueada (Departmental Governments of Rocha and Treinta y Tres).

Department of Salto: ► Development of micro, small and medium sized enterprises- MSME (Departmental Government of Salto). ► Ruralanas Rural Weavers (Gastesi Martinicorena Foundation). ► A Leap for All Programme (Uruguay INTEGRA Programme; OPP; Ministry of Social Development; IMS; MVOTMA). ► Beekeeping (Association of Beekeepers). ► Lavallega Colony (Ministry of Education and Culture). ► Biodiversity (FAMSI).

Department of Tacuarembó: ► Producing protein and contributing to the Earth (Programme of Small Donations; Río Negro Institute - Centre for Local, Rural and Aquacultural Development - INDRA). ► Consolidation of Tacuarembó's Development Agency (Tacuarembó Business Association - ASEMT).

Department of Treinta y Tres: ► Pigs and birds (Departmental Government of Treinta y Tres). ► Local Agenda 21 based sustainable development in Cebollatí and La Charqueada (Departmental Government of TT). ► Strengthening of wool productive enterprises by weaving women of Cerro Largo and Treinta y Tres (executed by the Association of Rural Women - AMRU), General coordination and marketing consulting. ► Training Agenda (Municipal Government of TT).

RESULTS AND ACTIVITIES AT THE NATIONAL LEVEL

Ownership: The Programme's action basis at the national level is the coordination between national and local initiatives, trying to channel the resources of the international cooperation towards the Departments. Throughout 2009, the programme has achieved significant consolidation in terms of territorial expansion across the country, as well as the fortification of its working methods, substantially improving the perception national and local governments have of the approach as worthy of being supported and enhanced. Equally, articulation with programmes endorsed by the Presidency's Planning and Budget Office (OPP) has been strengthened through the establishment of agreements with its relevant instances.

During this period, significant progress has been made in supporting the decentralisation process devised by the Government. In this sense, important actions have been developed to support the adoption of the Decentralisation Law, such as the organisation of the series "Dialogues on Decentralisation" and the implementation of advocacy initiatives in areas related to the political system for the elaboration of a local development agenda (training, round table discussions with relevant stakeholders, exchanges with other countries' experiences and publications, among others).

Training and capacity building: ► Co-organisation along the Congress of Governors (CI) of various seminars and workshops on local economic development, innovation, etc. Ongoing implementation of the *"Institutional and Managerial*

BEST PRACTICES AND LESSONS LEARNED

► Nationwide programme's sustained growth. The process that began in two departments alone in 2007, by November 2009 had led to the development of activities involving the entire national territory and to the consolidation of 19 departmental and local working groups (WGs), installed in 12 departments.

► Achieving a high level of implementation of local projects and creating spaces for debate in the WGs permitted the definition of strategic lines for local development. In this process of programme expansion and consolidation of the methodology, the invigorating and articulating role of the local referent has been confirmed as, reaffirming the importance of counting on this technical resource in the territory.

Improvement of Uruguay's Congress of Governors" project (Deputation of Barcelona). ► Carrying out of the second edition of the specialisation course on local development, whose theme was "*Local Development, Decentralisation and Cross-Border Integration*" (Local Development Institute of the Catholic University of Uruguay; University of the Republic; HEGOA Foundation). ► Implementation of seven training and consolidation workshops on ART's methodology with the Programme's local references from across the country.

Formalisation of agreements: ► Establishment of 6 Framework Agreements with public and private institutions: Uruguay's Technological Laboratory; Municipal Development Unit and OPP's Development Project Directorate; Autonomous City of Melilla (Spain); Municipality of Vitoria Gasteiz; Basque Country; and the Private Sector Support Unit of the Ministry of Economy and Finance. ► Signature of 50 micro-capital grant agreements with institutions responsible for implementing projects under ART LDP. ► Signature of 12 Letters of Agreement with the Catholic University of Uruguay; the Latin American Centre of Human Economics; Organisation DESEM; ETEA Foundation; Government of Paysandu; the Association of Rural Women, among others. ► Establishment and implementation of various agreements with national counterparts to develop joint actions at the local level. ► Support for the projects submitted by the Governments of Salto, Florida and Canelones to Uruguay INTEGRA (European Union; OPP).

Joint actions with other Agencies: ► UNIFEM and UNFPA: conducting a training session with the Programme's local references on gender and local development; participation in specialised courses on local development and support to the design of local proposals on gender issues. ► UNEP: implementation of mini GEO in Rivera and development of arrangements for its implementation in Caramelo and Rosario (Colonia); carrying out of a training session on environment with the Programme's local references; design and implementation of the Poverty and Environment Project; publication of promotional material for discussion and participation at the event "*Uruguay 2009. Environment: Challenge and Public Policies*"; coordination and articulation with the Programme on Small Grants for the Environment. ► UNICEF: organisation exchange meetings on programming and local level joint work strategies. ► UN - Delivering as One: carrying out of a joint conference with relevant actors from the One UN to strengthen the decentralisation process.

Climate change and the environment: ► Formation of a working team in those Departments conforming the Metropolitan Region and recollection of important statistical and geographical information. ► Development of training activities at the local and international level on: climate change, international negotiations, adaptation, mitigation, local development and participatory work methodologies. ► Establishment of an inter-institutional Promotional Framework Agreement for climate change planning. ► Ongoing formation of working groups on climate change in the three Departments. ► Coordination of activities within the frameworks of the Metropolitan Agenda Programme (OPP; Municipal Governments of Montevideo, Canelones and San José). ► Articulation with decentralised cooperation actors: Malaga, Huelva, Bilbao, Brest and Montevideo. Evaluation of possible agreements with the Basque Country, the Deputation of Barcelona and the Government of Catalonia. ► Participation in the events of Tangier, Barcelona, Saint-Malo and Poznan and Copenhagen (December 2009).

Communication strategies: ► Development of a communication strategy for greater Programme visibility: creation of the website, updating of its institutional brochure and elaboration of an institutional project portfolio. ► Making of documentary videos and creation of a project photo bank: Rivera's Development Agency; Ruralanas Rural Weavers; Carnival of Artigas and Canelones Grows with You. ► Publication of two volumes of the "*Dialogues for Decentralisation*" Local Development Notebooks series: "*New local governments: new institutionalism and its impact on local development*" and "*Political and Citizenry Decentralisation: challenges, potentialities, the law project law and its parliamentary debate.*" ► Development of 10 departmental socioeconomic and environmental reports and decentralisation books (UNEP). ► Creation of promotional material for discussion and participation at the event "*Uruguay 2009. Environment: Challenge and Public Policies.*" ► Media coverage of activities undertaken by the Programme or where members of ART participated.

Local economic development. ► Organisation of the workshop "*Exchange Meeting. Large investments and territorial development*" along the development agencies in the country. ► Development of exchange and articulation activities with the agencies in Rivera, Florida, Tacuarembó, Río Negro, Canelones and Tacuarembó. ► Technical assistance to the agencies in Rivera, Florida, Tacuarembó and Río Negro. ► Formation of the Network of Uruguay's Development Agencies (July 2009). ► Elaboration of a systematisation document for the country's Development Agencies. ► Organisation of a meeting with agencies from all across the country. ► Coordination with the Private Sector Unit Support of the Ministry of Economy and Finance to undertake actions in Dolores, Rivera, Tacuarembó and Flores. ► Design and implementation of local projects within the framework of the agencies in Rivera, Tacuarembó, Florida and Río Negro.

RESULTS AND ACTIVITIES AT THE INTERNATIONAL LEVEL

At the international level, the Programme shows a sharp increase not only in terms of resource mobilisation, which has allowed its significant territorial enlargement and the expansion of its support to building and strengthening capacity, but also with regards to the presence of the decentralised cooperation. This latter is articulated with the undergoing development processes in the territories, thus permitting the reach of a wider higher impact.

Throughout 2009, it was sought to promote and strengthen the development potential of Uruguay's Departments and Municipalities, taking advantage of opportunities posed by the international cooperation, and economic and social actors of the decentralised and South-South cooperation.

Local economic development: ► Strengthening of the country's Development Agencies with technical assistance from Argentina (Development Agency of the Centre of the Province of Santa Fe) and Spain (ETEA Foundation). ► Participation in the meetings organised by development agencies in Colombia, Argentina and El Salvador. ► Co-organisation with the ILO of the Seminar on "*Active Employment Policies and Local Economic Development in Uruguay.*" ► Creation and strengthening of the National Network of Local Development Agencies and participation in the Framework Network of Latin American Agencies. ► Organisation of a course in a regional MERCOSUR meeting (March 2010) on Local Development Agencies, with the participation of Argentina, Chile, Brazil and Uruguay.

Innovation identification and exchange: ► Carrying out of the Second International Seminar "*The leadership of ideas*" during the Innovation, Territory and Local Development Networks Knowledge Fair (Chamber of Industry of Uruguay; Latin American Centre for Human Economy; Governments of Canelones and Montevideo, Uruguay's Technological Laboratory; OPP; Congress of Governors; Ministry of Social Development). ► Running of the First National Contest on Innovation for Human and Local Development, for which 67 proposals were submitted and 4 prizes and 14 honorific mentions awarded. ► Support for the organisation of the Specialisation Course on Local Development, Decentralisation and Cross-border Integration (Department of Salto; Institute of Regional and Local Development of the Catholic University; University of the Republic; HEGO). ►

Training and capacity building: ► Participation in the course "*Work Methodology within the framework of the ART Initiative*" held in Seville (July 2009). ► Participation of Salto's referent in the "*Specialist in local development and multilateral cooperation for Latin America and the Caribbean*" course held in Seville.

South-South cooperation: ► Development of the "*ART Uruguay South-South Cooperation Register*" on actions with Argentina, Bolivia, Brazil, Chile, Colombia, Cuba, Ecuador and Peru. ► Carrying out of the Regional Workshop "*Territorialisation of the Millennium Development Goals and South-South Cooperation*" that allowed to create a space for exchange and discussion of experiences on territorialisation of the MDGs in Latin America within the ART Framework Programmes, discuss a strategy for South-South cooperation and develop streams of action for 2010 -2011. The event was attended by the MDGs' focal points from the UNDP offices, UNDP's Regional Centre in Panama, ART referents and representatives of specialised government cooperation agencies from Chile, Colombia, Cuba, Ecuador, the Dominican Republic and Uruguay.

Knowledge sharing: ► Carrying out of 46 technical missions: 19 missions visiting Uruguay and 27 missions in which Uruguayan local actors, the central and local governments and technical teams went to other countries. Out of these visits, agreements on resource mobilisation were settled upon, new joint initiatives were established, and spaces for mutual learning and exchange of experiences and technical assistance were generated.

PROGRAMME CHALLENGES FOR 2010

The year 2010 corresponds to a time of major policy challenges for the Programme given that a new National Government will assume the country's presidency, which will involve the active increase of the Programme's participation in the government's transition and in establishing solid foundations. In the same context, elections for departmental governments and the first municipal elections will take place in May, which will require a new encounter with the newly elected authorities.

The ART PDL will accompany and actively support the governments' transition at the local level, laying down the work basis for the next five years, and will also collaborate with them in defining the territorial strategic lines, certainly assuming the management of all ongoing projects and of the still numerous open streams of work.