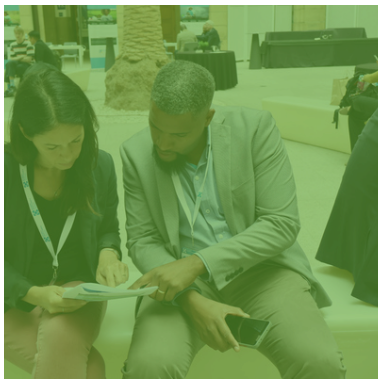
BILBAO BOOTCAMP II

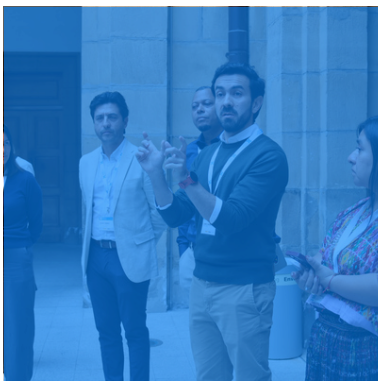
BRINGING TERRITORIAL INNOVATION TO SCALE

9–11 June 2026 • Bilbao, Spain










From Territorial Priorities to Financing Pathways

Strategic Outcomes Report

JOINT SDG FUND

GOBIERNO DE ESPAÑA MINISTERIO DE ASUNTOS EXTERIORES, UNIÓN EUROPEA Y COOPERACIÓN

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LOCAL 2030 LOCALIZING THE SDGS

Summary

As the international community accelerates progress towards the 2030 Agenda for Sustainable Development, strengthening the nexus between territorial planning, financing and implementation has become a critical priority. Delivering the Sustainable Development Goals (SDGs) requires practical mechanisms that translate global commitments, national priorities and local realities into investment-ready solutions.

Co-convened by the United Nations Local2030 Coalition and the United Nations Joint SDG Fund in partnership with the Government of Spain, the Basque Government and the University of Deusto Bilbao, the Bilbao Bootcamp II established anreplicable, country-led delivery modelaction-oriented platform to co-create and structure to accelerate localized SDG financing at the country level. Over three days, 19 country teams worked with national and local governments, United Nations Resident Coordinator Offices, United Nations entities and investment partners to strengthen territorial solutions and their financing pathways.



Delegates collaborate to build sustainable territorial financing pathways.



Bilateral networking and knowledge exchange among stakeholders.

The central focus of the Bootcamp was the active work of these country teams: 12 new teams designed joint programmes linked to US$ 36 million in catalytic allocations from the Joint SDG Fund and up to US$ 340 million in potential co-financing.

Simultaneously, seven returning teams from the inaugural cohort served as knowledge mentors, applying tested tools to support peer learning and cross-regional replication. The Bootcamp brought together 227 registered participants from governments, the United Nations development system, development finance institutions, institutional investors, philanthropic organizations, academia and the private sector.

During the event, participants integrated the Local2030 Coalition tools directly into live programme drafting. Resident Coordinator Offices and participating United Nations entities translated this work into country-owned joint programmes, while investment partners provided feedback to improve proposals.

19	+200	US$ 36 millions	US$ 340 millions
Country teams	**Change-makers**	**UN Joint SDG Fund**	**Potential financial leverage**
Co-creating solutions for their territories	United Nations leaders, mayors, investors and experts	Catalytic financing	Connecting territorial programmes with financing partners

The Bilbao Bootcamp II exemplified how United Nations country teams, Resident Coordinator Offices, host governments and financing partners can deliver co-created, bankable local initiatives, directly operationalizing the Seville Platform for Action on Localizing Finance and establishing an evidence-based roadmap leading to the 2027 SDG Summit.

Ultimately, the central lesson from the event is that localization is an active delivery agenda where financing must respond directly to territorial priorities. This transformation hinges on strong country ownership, effective multilevel governance, coherent United Nations support and early engagement across public, private and development finance partners.



Peer-review session where country delegates and experts align programme designs with localization indicators.

Highlights

- **Localization as a financing agenda:** Bilbao Bootcamp II demonstrated that accelerating the Sustainable Development Goals requires financing systems that directly support territorial priorities and country-led ownership.
- **Accelerating investment-ready programmes:** By applying the Localization Blueprint and the SDG Localization Marker, participating countries designed investment-ready subnational programmes while significantly reducing preparation timelines.
- **Country ownership and UN system coherence:** Country teams collaborated with United Nations entities, development finance institutions, investors and technical experts to strengthen programme design, reduce implementation barriers and ensure sustainable subnational financing pathways.
- **Partnerships as implementation accelerators:** The Bootcamp demonstrated the value of convening governments, Resident Coordinator Offices, local authorities and financing institutions around shared territorial priorities.
- **Pathway towards systemic replication:** Strong interest from participating delegations to develop national and regional bootcamps provides a practical model for expanding the Seville Platform for Action across the United Nations development system.

> "Territorial roadmaps generate stability, reduce risk and facilitate investment."



— Noël d'Anjou, Regional Minister of Finance, Basque Government, Spain



Stephen Keppel, President of the PVBLIC Foundation — a global platform mobilizing media, data and capital for the Sustainable Development Goals — and Tebogo Kagiso Matlou, Senior Manager for International and Stakeholder Relations for the South African Local Government Association (SALGA), which drives sustainable development across the 257 municipalities of South Africa.

The challenge: Why the Sustainable Development Goals need a new financing approach

Achieving the Sustainable Development Goals requires closing the persistent gap between global ambitions and territorial execution. This challenge demands more than increased capital; **it requires strengthening multilevel governance, reinforcing country ownership and transforming raw local priorities into coherent investment opportunities.**

This shift is championed by the Seville Platform for Action for Localizing Finance, which calls for development finance to become more responsive to territorial needs and for strengthening the enabling conditions through which local and regional governments can access and mobilize resources.

Aligned with this mandate, the United Nations Local2030 Coalition with the Joint SDG Fund designed Bilbao Bootcamp II to unify localization, strategic planning and financial engineering into a single ecosystem.

At Bilbao Bootcamp II, seven returning country teams worked together with 12 new teams. The diverse solutions developed address circular economy, financial inclusion, resilient food systems, rural livelihoods and sustainable blue growth.

Returning teams



Cabo Verde: A public-private initiative on the island of Boa Vista that turns waste challenges into local economic opportunities, creating green jobs and promoting a circular economy.



Colombia: A circular economy initiative in Bogotá, Medellín, and Cali that transforms electronic waste into economic opportunity by supporting small businesses, creating green jobs and fostering local inclusion.



Honduras: An initiative in the Dry Corridor that provides women, youth and Indigenous farmers with access to financial services, boosting productivity and building climate resilience.



Jordan: An initiative to build resilient food systems in rural areas, using blended financing and new post-harvest infrastructure to reduce food waste and expand market access for small farmers.



Nepal: A rural initiative that expands financial access for women entrepreneurs and smallholder farmers, strengthening local value chains and building economic resilience.

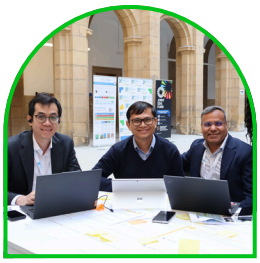


The Philippines: An initiative in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) that unlocks public and climate finance for women farmers, strengthening local food systems and climate resilience.



The United Republic of Tanzania: A sustainable blue growth initiative in Zanzibar that strengthens seaweed processing, empowers women farmers and enhances climate resilience for coastal communities.

New teams



Cambodia: A project that expands accessible, affordable credit for rural farmers and agribusinesses through credit guarantees and technical assistance, accelerating climate-resilient practices and empowering women-led enterprises.



Costa Rica: An initiative across 12 municipalities that strengthens local revenue generation, unlocks subnational public and private investment, and builds bankable pipelines for green and women-led enterprises.



Cote d' Ivoire: A territorial project across four regions that modernizes local tax systems through digital mapping and mobile integration, operationalizes a national local finance agency and deploys risk-sharing facilities to unlock investment for subnational climate and infrastructure priorities.



Guatemala: A targeted effort in Alta Verapaz that strengthens municipal public finance systems, deploys microinsurance and soft credit for small producers, and establishes a multi-stakeholder platform to convert local priorities into bankable, climate-resilient investments.



Kenya: A country-led mechanism across five counties that blends public allocations with results-based grants and risk-sharing facilities, unlocking private capital for bankable, climate-resilient urban infrastructure and local service delivery.



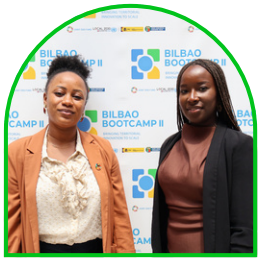
Mauritania: A regional framework across three wilayas that establishes a green territorial fund (FTV), modernizes municipal financial management through digital tools and structures a pipeline of 25 bankable projects in climate-resilient agriculture, water and decentralized energy.



Mexico: A metropolitan strategy across four states that addresses critical water and climate vulnerabilities by streamlining institutional coordination and structuring a pipeline of over 21 bankable, green-blue infrastructure projects to serve 22.7 million residents.



Mozambique: A corridor-wide model connecting rural producers to urban markets along the Nacala Axis by building agro-urban infrastructure, strengthening business investment readiness and establishing blended finance facilities to crowd in private capital.



Senegal: A regional strategy in Casamance that embeds a territorial investment facilitator to convert local agro-industrial ideas into structured, bankable project pipelines while strengthening municipal financial systems to sustain long-term co-financing.



Serbia: An agricultural platform that builds local technical capacity to unlock unspent EU IPARD funds, connects rural smallholders and women-led enterprises to blended finance, and structures bankable pipelines for sustainable food systems.



South Africa: A national framework across secondary cities and intermediate municipalities that uses public grant mechanisms to anchor blended finance, strengthen project preparation and aggregate local infrastructure priorities into bankable portfolios for private and institutional investors.



Thailand: A subnational accelerator that embeds risk-informed planning into local systems, deploys reimbursable grants to de-risk investments and structures eight to 12 bankable climate-resilient infrastructure projects across three key urban regions.

The methodology: How the Bootcamp drives replicable delivery



Dynamic working sessions during Bilbao Bootcamp II, where cross-sector teams refined subnational investment proposals.

The co-creation process

Over the three-day Bootcamp, participants applied a structured co-creation process to refine live joint programme proposals for submission to the Joint SDG Fund. 12 new programme teams moved through a sequence of Spark Talks, Localization Blueprint-based diagnostics, SDG Localization Marker reviews, exchange laboratories, peer-review sessions, investor clinics and marketplace dialogues.

Each team worked iteratively: defining its territorial challenge; testing the proposed approach against the operational drivers of the Localization Blueprint; reviewing the proposal through the SDG Localization Marker; clarifying multilevel governance and institutional responsibilities; receiving technical and financing feedback on the business models and investment cases; and incorporating cross-cutting improvements into its programme document. By bringing these processes together, the Bootcamp allowed the strategic, institutional, localization and financing dimensions of each programme to be addressed simultaneously rather than sequentially.

This accelerated programme refinement, reinforced country ownership and institutional alignment, and improved the conditions for mobilizing larger public, private and development finance flows.

From a Bootcamp to a replicable delivery model

Beyond the immediate improvements made to programme documents, Bilbao Bootcamp II demonstrated a replicable model for more coherent United Nations support at country and territorial levels.

Planning, multilevel governance, programme design, financing, partnerships and implementation were treated as mutually reinforcing components of the same localization process:

- National and local governments provided territorial direction and ownership,
- Resident Coordinator Offices supported country convening and UN country teams alignment,
- UN entities contributed technical and implementation expertise,
- The Local2030 Coalition provided common methodologies and peer-learning opportunities,
- The Joint SDG Fund connected integrated programme design with catalytic financing,
- Financing partners and multi-sector experts offered feedback to improve proposals.

The toolkit: Operationalizing the Localization Blueprint and Marker

Bilbao Bootcamp II was structured around two complementary tools:

- The Localization Blueprint: Helped teams connect territorial priorities with multilevel governance, institutional capacities, integrated programming and financing frameworks.
- The SDG Localization Marker: Provided a structured diagnostic framework for identifying and addressing gaps in subnational programme design.

Used together, the two tools provided a shared language for national and local governments, Resident Coordinator Offices, United Nations entities, technical experts and financing partners.

> "Closing the SDG financing gap requires stronger alignment between financing, policy and implementation at the local level."



— Mr. Mahmoud Mohieldin, UN Special Envoy on Financing the 2030 Agenda

They helped distinguish between programmes that simply take place at the local level and programmes genuinely designed through a localization lens. Ultimately, the Bootcamp transformed proposal development into a continuous feedback loop where strategic planning directly enhanced technical frameworks and programme documents. This collaborative model proved that preparing subnational investments is a strategic exercise in building shared institutional understanding, strengthening coordination and connecting governments with essential investment partnerships.



Eva Granados, Secretary of State for International Cooperation, Ministry of Foreign Affairs, European Union and Cooperation, Spain, takes notes during a discussion with Mahmoud Mohieldin, United Nations Special Envoy on Financing the 2030 Agenda for Sustainable Development.

The Ecosystem: Connecting with the broader portfolio of the Local2030 Coalition

Bilbao Bootcamp II was conceived as part of a broader, sustained effort to strengthen SDG localization through localized financing, technical collaboration and multilevel partnerships. While the Bootcamp provides an intensive environment for collaborative programme design, its long-term value lies in connecting countries with the tools, partnerships and operational support needed to transition from project design to long-term implementation.



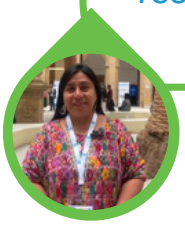
Plenary presentation highlighting country-led pathways for SDG localization.

The Bootcamp serves as a core engine within the broader ecosystem of the United Nations Local2030 Coalition:

- Capacity-building initiatives: Strengthen institutional capabilities across governments, Resident Coordinator Offices and United Nations country teams.
- Knowledge and Scientific Network: Expands opportunities for evidence-based policymaking by connecting territorial implementation with academic research and technological innovation.
- Local2030 Hubs: Provide dedicated territorial platforms for sustained local engagement, continuous learning and subnational replication.

By combining these elements, the Joint SDG Fund and the Local2030 Coalition provide comprehensive support across every stage of the localization journey — from initial institutional capacity building and finance-ready programme preparation to post-approval implementation, evidence tracking and global replication.

> "As local leaders, particularly representing Indigenous and rural territories, transforming global goals into concrete local investments is crucial for our communities' resilience."



— Dilia Margarita Có Coy, Governor of Alta Verapaz, Guatemala



Country delegates, financial partners and United Nations staff work together to refine project prototypes and integrate financing considerations into programme documents.

The outcome: From territorial priorities to investment-ready solutions

Strengthening territorial financing approaches

A central outcome was the opportunity for participating countries to embed solid financing dimensions directly into their territorial development strategies. Working alongside United Nations experts and financial partners, country teams refined their programme documents to better reflect subnational priorities and multilevel governance. Rather than treating financing as an add-on, teams connected it with territorial priorities, governance arrangements and implementation pathways demonstrating how targeted public finance can de-risk programmes and unlock substantially larger capital flows.

Enhancing programme quality and institutional alignment

Country teams received structured feedback and expert guidance during the Bootcamp, strengthening strategic alignment, governance and implementation pathways. National and local governments, Resident Coordinator Offices and United Nations entities worked on joint priorities within single planning documents, breaking down institutional silos and strengthening alignment across all levels of governance.



(Left to right) Javier Cortes, Director of Elankidetza-Basque Cooperation for Development Agency; Carlos García Buendía, Deputy Delegate of the Spanish Government in Bizkaia; Sorkunde Aiarza, Director of Euskal Museoa; and Sergio Colina, Director General for Development Policies, Ministry of Foreign Affairs, European Union and Cooperation, Spain; listen to a presentation by Dario Liguti, Director, Sustainable Energy Division, United Nations Economic Commission for Europe.

Fostering peer learning and cross-regional exchange

Peer learning was a defining feature of Bilbao Bootcamp II. Seven returning teams played a pivotal role by sharing practical lessons from the inaugural cohort and their ongoing implementation efforts. They participated as active contributors able to test assumptions and mentor newer teams. Despite differing territorial realities, participants identified common challenges relating to multilevel governance, institutional coordination, local participation, financing and implementation. This cross-regional exchange enabled teams to compare approaches, identify shared bottlenecks and adapt proven solutions to their own institutional contexts.

Strengthening dialogue with financing partners

Systematic engagement with financing institutions and investment partners throughout the event was central to the success of the Bootcamp. Dedicated marketplace sessions and bilateral dialogues allowed countries to present territorial priorities, receive investor feedback and better understand the market considerations that influence investment decisions early in the design phase.

Connecting global commitments with coherent country delivery

Bilbao Bootcamp II provided a practical bridge between global mandates and country-level implementation by translating the priorities of the Fourth International Conference on Financing for Development and the Seville Platform for Action into direct support for subnational proposals.

The way forward: Scaling localized delivery from Bilbao to systemic implementation

Operationalizing the Seville Platform for Action

Bilbao Bootcamp II demonstrated how the Seville Platform for Action on Localizing Finance can be operationalized by transforming its core principles into practical programme preparation, multilevel governance and investment readiness. The initiative bridges global policy commitments with subnational implementation, driving country-focused technical support and targeted partnerships to turn territorial priorities into financial action.

From Bilbao to systemic implementation and the 2027 SDG Summit

Bilbao Bootcamp II took place at a critical moment for the 2030 Agenda, as the international community looks ahead to the 2027 SDG Summit and the United Nations reflects on how to strengthen its coherence, effectiveness and ability to deliver.

The experience proved that accelerating SDG localization requires early, structured engagement between technical experts and capital markets. When catalytic public resources — such as those from the Joint SDG Fund — are blended with robust territorial methodologies, they do not just finance isolated activities; they risk-mitigate local ecosystems and unlock broader flows of public and private capital.

Evidence emerging from Bilbao provides clear lessons for the Road to the 2027 SDG Summit by identifying the enabling conditions and localization accelerators required during the final years of the 2030 Agenda.

The next step is to sustain this operational support beyond Bilbao: accompanying project delivery, tracking financial commitments, documenting subnational results and replicating the bootcamp model through national and regional processes.



Participants listen to a presentation summarizing the country projects and key discussions held at the Bilbao Bootcamp II.



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Get in touch

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