

# Bulletin



Delivering  
development  
on the  
ground





# Comment

By Dr Greg Munro,  
Secretary-General, CLGF

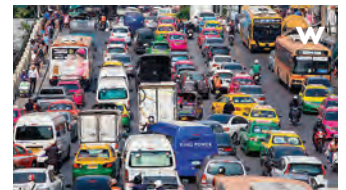
The day that I write this represents my 100th day as Secretary-General of the Commonwealth Local Government Forum. It is also the day that citizens of the United States of America choose their new leader. Tomorrow, at my first Executive Committee meeting, our new change agenda will be launched. Like many of the citizens of the United States are probably considering right now, there is good change and bad change. For CLGF it has been an easier process – a small organisation with limited funding which has clearly punched above its weight, which is a tribute to the very skilled, dedicated and talented staff both in the London office and in the regions. We will be creating “good” change, building upon a legacy of past delivery and tangible results.

As an organisation we need to define more clearly what we do, professionalise our approach and develop innovative operating models for implementation. Our main focus needs to be on strengthening democracy, supporting our members to localise the implementation of the Sustainable Development Goals across urban and rural local governments, and engaging more with the emerging city agenda, which is vitally important given the recent Habitat III conference and the adoption of the New Urban Agenda. Many of these areas are reflected in this Bulletin. We also need to segment our market – especially since different local governments across the various areas of the Commonwealth have very different needs, and we need to be very clear on our value add across these different regions. It is essential that we engage strategically with our stakeholders, partners, donors and the private sector as we build meaningful partnerships for delivery.

Without doubt, the crucial foundation of our new direction of travel is to remember who we are here to serve. We, together with and through our members, are here to serve our local communities. They are the beneficiaries, they are the purpose of our existence, and in serving them we need to partner meaningfully with them. Unless we build broad coalitions for change across and within our communities, our delivery efforts will fail, and our own internal change would have been fruitless. That needs to be our real focus as we go forward.

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# Key role of local and regional governments at Habitat III



**The third UN Conference of Housing and Sustainable Urban Development (Habitat III) agreed the New Urban Agenda (NUA), which sets out a new global standard for sustainable development to help rethink how we plan, manage and live in cities – drawing together cooperation with committed partners, relevant stakeholders, and urban actors at all levels of government as well as the private sector.**

CLGF, as part of the Global Taskforce of Local and Regional Governments (GTF), attended the Habitat III Conference in Quito, Ecuador on 17–20 October. The delegation comprising of Chairperson Rev Mpho Moruakgomo, Secretary-General Dr Greg Munro and Deputy Secretary-General Lucy Slack participated in the Second World Assembly of Local and Regional Governments at Habitat III attended by over 600 representatives of local and regional governments and celebrated the adoption of the New Urban Agenda (NUA). The Assembly was also addressed by representatives of organisations which have collaborated with local and regional governments throughout the Habitat III process, including the European Commission,

**“It has become clear that for the New Urban Agenda and the Sustainable Development Goals to be successfully implemented, they need to be fully localised and local and regional governments, and their associations, need to have the capacity to be engaged with their implementation.”**

Rev Cllr Mpho Moruakgomo,  
Chairperson, CLGF and President  
Botswana Association of Local  
Authorities (BALA)



**“Local governments are now seen as a key partner for progress by their national counterparts, with many adopting the principle of subsidiarity in their countries.”**

UN Secretary General, Ban Ki Moon  
speaking at the World Assembly of Local  
and Regional Governments in Quito

Cities Alliance, the Global Assembly of Partners and the World Bank.

Local government leaders addressed the conference plenary at Quito – which was a very positive step towards the recognition of local government in the implementation of the 2030 Agenda and the Sustainable Development Goals (SDGs).

The World Assembly of Local and Regional Governments was addressed by 50 mayors and local government leaders, who argued not only for political commitment and dedicated resources for local government to implement the NUA, but also for meaningful inclusion of local government at the global table for development.

In order to help achieve the New Urban Agenda and retain its place as a meaningful partner in delivering the Sustainable Development Goals, local governments need to openly embrace their communities, adopt a multi-stakeholder approach and show tangible results at the local level.

# Delivering development on the ground



PHOTO: SVEN TORRINIPANOS

**CLGF's programmes and activities across the Commonwealth have resulted in increased importance of the role of sub-national government in service delivery to local communities and in strengthening local government's ability to meet its role in achieving the Sustainable Development Goals (SDGs).**

CLGF's DFID-funded programme 'Supporting decentralisation and local economic development' is supporting capacity building at the local, national and regional levels in Southern Africa, South Asia and West Africa through a range of activities including demonstration projects, practitioner exchanges, engaging with local government ministers, and strengthening local government associations (LGAs) in the regions.

As a result of the programme, countries including Bangladesh, Botswana, South Africa and Zambia have made national commitments to strengthening local government's role in poverty reduction and national development.

To date LGAs from Botswana, Cameroon, Maharashtra (India), Pakistan, Sri Lanka, South Africa and Zimbabwe have produced recommendations to support their members in influencing central government policy. More than eight countries have incorporated regional recommendations into their national policies/legislation, while four countries – including Botswana, South Africa, Swaziland and Zambia – have developed policies and guidelines specifically on Local Economic Development (LED) and five – Botswana, Lesotho, Pakistan, Sierra Leone, and Sri Lanka have successfully strengthened their decentralisation policy/legislation during the programme.

**Zambian woman at a smelting site in Kitwe**

**“Countries are increasingly finding local economic development as a valuable vehicle towards building a cooperative approach to multi-level governance, in line with the expectations set out in the Agenda 2030, including SDG 16.”**

Lucy Slack, Deputy Secretary-General, CLGF

## Multi-level governance and partnerships approach

By strengthening the relationship between local and central government, tapping into its dual membership structure and building on a partnership approach towards poverty reduction and economic, social and environmental transformation, CLGF is successfully transforming the lessons from local pilot projects into national policy.

In order to scale up investment in LED and facilitate innovative financing options at the local level, CLGF is building on partnerships with its members, donors, international partners and the private sector as well as utilising the experiences and lessons learnt from projects to inform national legislation and policy.

## Demonstrating tangible results

More than 800 local government practitioners and political leaders including over 500 representatives from 30 pilot councils have taken part in CLGF's capacity building pilots and LED inception trainings.

While working directly with councils to implement LED strategies and run targeted activities, CLGF has also been successful in integrating new models of public participation and

governance to improve service delivery and ensure that councils are left with a clear direction of travel beyond the life of the pilot project. CLGF is supporting LGAs and local government ministries to roll out capacity building programmes based on the initial pilot project to a wider set of local councils. One

**“The participatory approach to LED in the district is enabling local enterprises to gain knowledge on setting up and running a business – a guarantee tool to improve livelihoods”**

Jerry John Atitso, Assistant Development Planning Officer,  
Ayensuano District Assembly, Ghana

such example is the Practitioner Development Programme (PDP) in North Western Province South Africa, where CLGF in partnership with the South African Local Government Association (SALGA), piloted work with 25 LED practitioners from 15 local and district municipalities on strengthening technical skills and confidence in implementing LED. This was successfully rolled out in KwaZulu Natal and Eastern Cape Province.

# Working with members to energise local economies

CLGF is constantly exploring ways to improve the opportunities for meaningful partnerships between local government and the private sector. Having CLGF on board as a partner not only provides a degree of legitimacy but also encourages investor confidence in the projects, which have emerged from the local economic planning processes. Partner councils are increasingly feeling more confident taking bankable projects to market and securing investment. In Kaoma, Zambia, a Public Private Partnership (PPP) was put in place to rollout the *Keep Kaoma Clean and Green* initiative which resulted in improved collection rates – from 27 to 45 tonnes per week – and a saving of US\$1 500 monthly for the local authority.

CLGF's capacity building work with Ministries, LGAs and councils is enabling them to reflect and respond to local issues and context and facilitate councils in leveraging initial projects into multi-million dollar programmes

for their area. The LED strategy focussing on environmental management, developed as part of the CLGF pilot project in Kabwe, Zambia, was used to attract donors to partner with the council in mitigating the effects of local lead contamination, resulting in a \$13.7m strategic partnership with the World Bank. In Chipata, Zambia, CLGF's project has resulted in the growth of SMMEs from 1,300 to more than 1,700, and number of major companies from 637 to close to 1 000 in the period between 2014 and mid-2016.

Ensuring environmentally sustainable communities is also an important priority for many CLGF members, which has been reflected in some of the LED pilot projects. For example in Mbabane, Swaziland, climate smart gardens have been rolled out resulting in over 1,000 individuals capacitated in sustainable environmental management, income generation and the production of 3,418 kg of compost.

## SUPPORTING SMALL BUSINESSES

More than 7,000 marginalised members of the community have benefited from the council-led livelihood training and small business support programmes. In Jabalpur, India, CLGF's project not only resulted in building improved links between the community and the council but also helped skilled workers from slum communities widen their access to the job market through the development of an online database and app with details of over 600 local service providers.

In Ayensuano, Ghana, CLGF's pilot focussed on improving access to credit for SMEs and building links with local financial institutions – resulted in setting up of 23 LED forums that bring together councillors, technical staff, community members and local businesses to take forward LED activities.

## WAY FORWARD

**It is evident that CLGF's approach of working both at the local and the national level to promote a participatory and inclusive approach to local planning and development is having a positive impact on local communities across the Commonwealth. The DFID project has helped in making a strong case for the role of local government in enabling LED which responds to local needs and priorities. CLGF plans to build on the lessons learnt, enhance partnership working skills and promote LED as a key means of implementing the SDGs. Future work will focus on further strengthening LED with a stronger focus on implementation of LED strategies and supporting members to develop bankable projects in order to leverage the necessary resources to deliver development on the ground.**

# Building sustainable cities

**CLGF's Commonwealth Sustainable Cities Network (CSCN) is looking at ways to advance the New Urban Agenda and localise the SDGs by developing programmes and advocacy around strengthening city leadership and governance, making cities inclusive, safe and resilient and ensuring that they become engines of growth and innovation.**



The degree of urbanisation varies significantly in the 52 member states of the Commonwealth, but everywhere urbanisation is growing rapidly and the number of cities increasing. Most Commonwealth countries have faced a very rapid growth in urban populations in recent decades but have not always managed to develop the national and local government structures to keep up with this challenge. Projections indicate that in the next 15 years there will be a 400,000 increase in the urban population in the Commonwealth from the current 900 million to 1.3 billion.

The Commonwealth Sustainable Cities Network (CSCN) met at Marlborough House in London on 12-13 July to look at how cities can respond to some of these challenges by working smarter and using technology and innovation and new methods of financing to be fit for the future. The CSCN meeting was opened by Rt Hon Patricia Scotland, Commonwealth Secretary-General, Rt Hon Lord Howell, President of the Royal Commonwealth Society and Dr Carl Wright, former Secretary-General, CLGF. The opening session was chaired by Angela Brown-Burke, Mayor of Kingston and St Andrew, Jamaica. London Mayor Sadiq Khan sent a video message to the opening.

Delegates agreed that to be successful, city governments must be competent, capable and accountable; they need investment capacity and need to be innovative to meet the challenges of urbanisation. They also emphasised the need for cities to be inclusive of their diverse populations through greater social cohesion and integration.

Other speakers included Cllr Clark Somerville, President of the Federation of Canadian Municipalities; Sir Steve Bullock, Mayor of the London Borough of Lewisham; Hon Peseta Sam Lotu-iga, Minister of Local Government, New Zealand; Dr Josephine Ojiambo, Deputy Secretary-General, Commonwealth Secretariat; David Jackson, Director – Local Government Finance, UNCDF; David Burrows, Managing Director, International Organisations – Worldwide Public



**“With approximately three billion additional urban dwellers anticipated by 2050, we would need – very roughly – to build a city the size of Freetown every week somewhere around the globe for at least the next twenty years to accommodate expanding urban populations.”**

HRH Prince of Wales, speaking at the opening reception



Sector, Microsoft, and Ben Bolgar, The Prince's Foundation for Building Community.

The meeting was supported by Microsoft and the issues raised in the discussions will help shape an action plan for the CSCN to work together as a key vehicle to help implement the Agenda 2030 and the New Urban Agenda, boost city leadership and governance as well as strengthen their role in multi-level governance.

**More information about the Commonwealth Sustainable Cities Network can be found at [clgf.org.uk/what-we-do/commonwealth-sustainable-cities-network](http://clgf.org.uk/what-we-do/commonwealth-sustainable-cities-network)**

# Ensuring local governments are fit for the future

Local governments all over the world face major challenges in planning, delivering and maintaining services and infrastructure in local communities. Many of these challenges stem from inadequate capacity and financial resources, in addition to insufficient legislative frameworks, which do not effectively decentralise the necessary powers and resources to the local level. At a time of growing public demand for services, global commitment to meeting new targets for sustainable development, and massive population growth and movement due to conflict and natural disasters, local government resourcing and capacity is a universal issue; it is made more acute in situations when many central governments have introduced austerity programmes, and is a particular issue for the least developed and many small island developing states in the Commonwealth.



Commonwealth Local Government Conference  
**Fit for the future:**  
resources and capacity for  
effective local government

## Capacity and resources for effective local government



The 2017 Commonwealth Local Government Conference will be held in Valetta, Malta on 21–24 November 2017 and will look at strategies for strengthening the resource base and capacity of local governments to improve performance and delivery and ensure they are fit for purpose and can take their role as part of a smart and competitive economy. The conference will consider the importance of an enabling environment for fiscal decentralisation; ways in which local government can work smarter by better use of resources and by promoting good local governance and a strategic approach to decision making.

Local governments also need the requisite capacity to lead and manage effectively, and to enable them to deliver effectively and efficiently on the ground based on local needs and priorities and respond to national, regional and global priorities. In this way the 2017 Conference will focus on the theme: *Fit for the future: capacity and resources for effective local*

**“The conference will highlight new approaches around innovative ways of raising local finances, leveraging public private partnerships, social enterprises, green financing, and other mechanisms for ensuring that local government is resourced and capacitated for delivery on the 2030 Agenda.”**

Dr Greg Munro, Secretary-General, CLGF

*government* and will build on the outcomes of the 2015 Commonwealth Local Government Conference held in Botswana, which focused on the importance of localising the SDGs and other global commitments, placing the emphasis firmly on how this can be achieved.

**The 2017 CLGF Conference will bring together over 500 top local government officials, policy makers and stakeholders from across the world, including heads of government, ministers, mayors, councillors, city managers and partners from development agencies, the private sector, academia and civil society.**

**The policy recommendations agreed by the conference, will, after their endorsement by CLGF members, be taken forward for practical implementation at local, national, Commonwealth and international levels, including at the 2018 Commonwealth Heads of Government Meeting in the UK.**

**Registration for the conference will open in January 2017, check out the conference website or email us at [clgc2017@clgf.org.uk](mailto:clgc2017@clgf.org.uk) to find out more.**

**[www.clgc2017.org](http://www.clgc2017.org)  
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resources and capacity for  
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