



Cities 2030

Vision, leadership and public service excellence



Cities 2030 – vision, leadership and public service excellence

The **UNDP Global Centre for Public Service Excellence** (GCPSE) promotes better appreciation of the key roles that the public service plays for achieving development in every developing country. By acting as UNDP's catalyst for new thinking and action on public service excellence, the Centre supports effective reform, stronger evidence, and South-South collaboration. The Centre focuses on four themes in public service in developing countries - leadership, motivation, strategic foresight and innovation; questions assumptions where the evidence suggests there is a case for re-examining development practice; and contributes to a key global research priorities of the UNDP, such as urbanisation.

The **Commonwealth Local Government Forum** (CLGF) is a Commonwealth membership organisation bringing together local authorities, local government associations and ministries of local government to promote local democracy and good governance, exchange experience and good practice and to build the capacity of local government. It has a strong advocacy role and is a partner in the Global Taskforce working to ensure that local government is recognised as a key implementing partner the post 2015 development agenda and the new SDGs, including with respect to the proposed goal 11 on sustainable cities and human settlements.

The **Centre for Liveable Cities** (CLC) was set up jointly by Singapore's Ministry of National Development and Ministry of Environment and Water Resources in 2008 to distil, create and share knowledge on liveable and sustainable cities. CLC distils key learning points from Singapore's experiences over the last half-century, while creating knowledge to address emerging challenges. It also shares knowledge with, and learns from, other cities and experts. The CLC is the organiser of two key events: the biennial World Cities Summit, organized in Singapore (large-scale summit drawing a wide range of stakeholders and urban leaders and the annual World Cities Summit Mayors Forum (roundtable that brings mayors together to share best practices in urban leadership).

Acknowledgements and disclaimers

GCPSE, CLC and CLGF would like to thank Terry Parker for his work in putting together the background discussion paper which provided input to the discussions and debates at the Cities 2030 meeting. The contributions recorded within this report do not necessarily represent the views of CLC, CLGF or GCPSE.

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Forewords

The Singapore meeting brought together key local government policy makers, both mayors and city managers from around the Commonwealth. It was held in the aftermath of the adoption of the UN 2030 Agenda for Sustainable Development, which for the first time includes a specific development goal on inclusive, safe, resilient and sustainable cities, as well as a new focus on localisation of both the new sustainable development goals and localisation- through sub-national finances- of resources required to realise the goals.



It was therefore highly appropriate that the meeting served to develop and agree the strategic objectives of the Commonwealth Sustainable Cities Network, which had just been launched by CLGF. This network will seek to ensure that Commonwealth cities, including secondary and intermediate cities, can share experiences, access resources and be in a position to implement the 2030 Agenda effectively. I would like to express my warm appreciation to the UNDP Global Centre for Public Service Excellence and the Singapore Centre for Liveable Cities for contributing to and co-hosting the meeting. CLGF looks forward to collaborating with them, with its city members and with other partners in turning the Singapore policy recommendations into practical reality.

Carl Wright – Secretary General, Commonwealth Local Government Forum

As a former director of governance at the Commonwealth Secretariat in London, it was my pleasure to welcome old and new friends and colleagues from around the Commonwealth to the UNDP Global Centre for Public Service Excellence. By acting as UNDP's catalyst for new thinking and action on public service excellence, the Centre supports effective reform, stronger evidence, and South-South collaboration. The Centre focuses on key themes in public service in developing countries and contributes to global research priorities of UNDP, such as urbanisation. This inspiring event highlighted the importance of the political/administrative interface for delivery of SDG 11, and indeed of the sub-national dimensions to all the relevant SDGs.



Max Everest-Philips – Director, UNDP Global Centre for Public Service Excellence

Executive summary

Whilst 2015 to 2030 will undoubtedly present new challenges for cities, the opportunities have never been more abundant. It is critical that cities effectively address the complexities and seize the opportunities in order to deliver for their citizens. Agile, adaptive, innovative, creative and smart city leadership and management have never been more important.

The characteristics of cities differ greatly across countries and regions of the Commonwealth and despite the overall rapid rate of urbanisation globally, some cities are growing rapidly whilst others are not. Additionally some challenges faced by cities in the developing world are not the same as those encountered in highly developed countries, and some issues facing large and megacities will differ from those faced by secondary cities and towns. Across the Commonwealth, the degree of urbanisation varies significantly. Commonwealth Europe is 82.2% urban and Commonwealth South-East Asia 78.2% with Commonwealth Africa 40.8%, Commonwealth South Asia 33% and the Commonwealth Pacific Islands 18% urban. Achievement of SDG 11 will require cities to actively address the key dimensions of sustainable development – the economy, the society and the environment. Cities must be inclusive, and proactive to ensure safety of all citizens. Visionary city leadership and planning, accountable and inclusive institutions and sensible risk taking will be critical to these processes.

This was the first CLGF meeting to be held in Singapore in its 20-year history and was undertaken in partnership with the Global Centre for Public Service Excellence (GCPSE) and the Centre for Liveable Cities (CLC). Local government has an interest in localising all the SDGs and from a city government perspective, the SDGs are bottom up. Implementation of the SDGs must employ current city mechanisms and tools, local data and statistics to realise city strategies and align them to the ambitious 2030 agenda. As the SDGs are more local they are therefore more political, so it is crucial that local government leaders understand the political dynamics.

Cities need to be prepared and support must be provided to equip them to live up to the expectations that are now riding on them.

There are lessons from the achievements of Singapore over the last 50 years and how the city is looking to address challenges ahead. In the 1950s and 60s Singapore was plagued by slums, poverty, and other development challenges. Today, with its high quality of life and increasing population, Singapore is becoming more diverse due to employment of foreign workers. This has led the Government of Singapore to adopt the CLC framework of a competitive economy, a sustainable environment and balanced high quality of life to guide its master planning.

At the heart of SDGs is the need to balance the social, political and economic: the foundation on which these rest is effective urban governance for more than half the world's population. Without firm legal backing - such as constitutional recognition and protection for local government - it is difficult for city leaders to be bold or to take difficult decisions and city leaders need to make sure localisation of SDGs is firmly within the national priorities. Key challenges for cities include unemployment, scarcity of water in the city, rapid urbanisation, renewable energy and food security. Continuous consultation with citizens is paramount to ensuring that priorities and policy making is informed and has the population on board. Municipal planning must evolve into integrated city planning which embraces a broader community of stakeholders where everybody has a role to play: CSOs, NGOs, business, etc.

On the issue of data, this will link back to performance management, open data and new IT capabilities, and link performance management back to SDGs. SDGs relating to key services (such as water, education and health) will be important for many cities along with the issues of adequate resources – especially the power to raise own revenue – and further decentralisation of functions under legal and constitutional provisions.

In discussing what type of political and administrative leadership is needed for cities to achieve the SDGs, participants at the workshop highlighted the vital role both parties play in developing the city vision. This includes developing the vision and strategy for the city where budgeting, timelines and political cycles of achieving vision and goals that address the near future, the desired future and the preferred future. There are particular issues around human resource capacity within the council, and one important role of the administration being to advise the elected councillors/ Mayor on the legality of implementing their proposals to ensure the council stays within the law.

In considering how cities can improve the quality of life of its citizens through technology and the efficient use of resources it is important to get the balance right, particularly around smart cities. One key challenge is that cities don't consider technology enough because there is a tendency for technology-based solutions to be hidden behind a wall of jargon. Technology enables cities to tap into resources outside government, and can facilitate social innovation. However, cities must be cautious and ensure they are inclusive to include people without smart phone / internet access.

In the closing session of the workshop, there was a lively discussion of what is needed to take forward the 2030 Agenda and where the gaps are for city governments. Key concerns highlighted included:

- ensuring that the reporting of SDGs does not become a compliance issue ('box ticking');
- that there needs to be space in for innovation and creativity within a broad national frame; and
- that the capacities of both elected representatives and city administrators need to be enhanced to engage not only with citizens and local partners such as civil society and the business community, but also national/ provincial governments and international development partners.

Concrete suggestions from the participants on ways forward included a **toolkit for localising and implementing SDGs**; a **good practices compendium**; and **capacity building** for city councils in areas such as intergovernmental relations, integrated master planning, media, citizen engagement, and data management. To ensure capacity building exercises are fruitful, the following were suggested to enhance the relevance to the local context and kept informed of developing good practice on localising the SDGs:

- Local government associations – along with the city members should enhance their capacity to providing locally specific training.
- Trainers should include local people who understand the local context.
- Peer assessments and bilateral exchange between CSCN members will be helpful as well as enabling electronic networking across the members (e.g. listserv)

The participants adopted the *Singapore Statement on Commonwealth Cities implementing the 2030 Agenda on sustainable development* (Annex).

CLGF will be taking forward the recommendations in its work. The new Commonwealth Sustainable Cities Network will focus on addressing the disproportionate capacity between secondary cities and megacities and, by focusing on the former, will assist in raising the voice of cities of five million or less inhabitants from across the Commonwealth. It is hoped that through the CSCN support, including technical assistance and capacity building, can be provided.

The GCPSE will feed the findings into the wider UNDP research effort on urbanisation and SDG implementation.

I. Introduction

*When things go well in a city the national government takes the credit,
and when things go badly, the city government gets the blame.*

Whilst the period 2015 to 2030 will undoubtedly present new challenges that cities will need to confront, the opportunities that will become available have never been more abundant. It is critical that cities effectively address the complexities and seize the opportunities in order to deliver for their citizens. Agile, adaptive, innovative, creative and smart city leadership and management have never been more important. When the term city leadership is used, it refers to both the elected political leadership and the administrative leadership, working together towards the good governance of a city. How that coordination is achieved is a key challenge for the localisation of the 2030 Agenda and implementation of the Sustainable Development Goals approved by the UN General Assembly in September 2015.

It is against this background that the UNDP's Global Centre for Public Service Excellence (GCPSE) and the Government of Singapore's Centre for Liveable Cities (CLC) partnered with the Commonwealth Local Government Forum (CLGF) and its Commonwealth Sustainable Cities Network to organise a Commonwealth-wide workshop on *Cities 2030 – vision, leadership and public service excellence*.

The meeting brought together mayors and senior administrators from 14 Commonwealth countries to help inform the ongoing work of the GCPSE and UNDP generally on urbanisation and research needs in public administration in this area. The findings of the meeting will also inform the work of the CLC, CLGF and the Commonwealth Sustainable Cities Network.

2. Urbanisation in the Commonwealth – an overview

The characteristics of cities differ greatly across countries and regions. Despite the overall rapid rate of global urbanisation, some cities are growing rapidly whilst others are not. In addition, some challenges faced by cities in the developing world are not the same as those encountered in highly developed countries, and some issues that large and megacities face will differ from those faced by secondary cities and towns. However, notwithstanding the differing circumstances and dynamics of cities, the substantive challenges facing cities are strikingly similar. All cities need to deal with complexities around city leadership, management and administration to achieve sustainable development. This report generally takes a thematic approach to the issues, but also hones in on some practical instances, where appropriate, to illustrate particular points.

Most of the issues this report addresses stem from the rapid rate of global urbanisation. In 2014, more than 53.6% of the global population was living in urban areas and this is predicted to rise to 66% by 2050 (UNDESA 2014) and by 2030, there will be an additional 1.5 billion people in urban centres in developing countries seeking jobs, services and homes (Clark, 2015). Across the Commonwealth, the degree of urbanisation varies significantly.

For example whilst 38.1% of the population of the Commonwealth lived in urban settlements in 2014, this figure rises to 45.1% if India - which accounts for over half the population of the Commonwealth - is excluded.

Commonwealth Europe is 82.2% urban and the three Commonwealth countries in South-East Asia 78.2%; Commonwealth Africa is 40.8% urban, and Commonwealth South Asia 33% urban. Intra-regional variation can be particularly stark: whilst Commonwealth Pacific is 70.9% urban, the Commonwealth Pacific Islands without Australia and New Zealand are only 18.3% urban, and range from Fiji at 53.4% urban to Papua New Guinea at 13.0% urban. Whilst the countries across the Commonwealth Americas are 77.6% urban, without Canada's high urbanisation of 86.1%, the Commonwealth Caribbean is just 30.1% urban: ranging from the Bahamas at 82.8% urban to Trinidad and Tobago which has the lowest level of urbanisation in the Commonwealth at 8.5% (see table one and annex A for country list).

Why the Commonwealth?

The unique spread of the Commonwealth's 53 member-states around the world but linked by a shared tradition of public administration makes it a particularly valuable source of insights on shared challenges and comparisons of experiences.

Table one: % Urban across the regions of the Commonwealth

Commonwealth Region (number of countries)	% Urban in 2014	Commonwealth Region (number of countries)	% Urban in 2014
All-Commonwealth (53)	38.1%	South-East Asia (3)	78.0%
Commonwealth: minus India (52)	45.1%	Pacific (11)	70.9%
Africa (18)	40.8%	Pacific: minus Aus and NZ (9)	18.3%
Europe (3)	82.2%	Americas (13)	77.6%
South Asia (5)	33.0%	Americas: minus Canada (12)	30.1%

Source: CLGF calculation from World Urbanization Prospects, 2014 UNDESA

Although rapid urbanisation is not consistent across all cities, the overall increase in urban population means that cities will need to evolve and adapt to effectively respond to the challenges this global urbanisation phenomenon is bringing. Rapid urbanisation can be transformative. There is a growing school of thought that argues that instead of viewing urbanisation as a problem, the city can be seen as a powerful canvas for democratic governance, economic growth, social inclusion and environmental sustainability. The successful evolution of city leadership and administration leadership in the next fifteen years will surely depend on how this transformation is managed and the opportunities created are seized. To understand the dynamics of the opportunities and challenges such urbanisation presents will need city leaders to appreciate cities as complex adaptive systems, to tackle exclusion and spatial and social justice by seeing citizens as rights-bearers, and critically to engage all stakeholders through a political-economic lens.

The magnitude of the urban challenge is complex and the way in which cities address and manage urbanisation will have to reflect and take account of these complexities. Issues are inter-related: they do not fall neatly into sectoral interests. Whilst conflict can result in significant migrant flow, as the current global refugee crisis has shown, research shows that the primary reason for urban migration is economic opportunity. Research also highlights that cities are often exclusionary and unequal places; this is borne out in statistics on access to secure tenure, the under-estimated scale of urban poverty, and access to services by poor and marginalised groups.

Cities are often growing rapidly, with inadequate infrastructure and capacity, a possible proliferation of informal settlements, having to deal with environmental hazards and often also seeing an increasing privatisation of services such as education and health which further entrenches the divides between rich and poor.

Indeed these issues of growing inequality are central to the objectives of the SDGs, and must be addressed to impact on poverty reduction.

The solutions to these challenges need to reflect and respond to the complexities on the ground in cities. For example, efforts are needed to change the dynamics in cities, to ensure that governance systems are more inclusive and are not just geared towards elite or private interests. The stakeholders are changing, as are the potential incentives. For example, in many cities, particularly where the councils are playing a role in attracting private development finance, the relationship with local government is blurred and the needs of the local population is not evident in urban planning decisions.

Knowing the city and the stakeholders within it are key to understanding the complex partnerships and networks that exist in a city. The city council should bring together this local knowledge and understanding more systematically with more external factors such as climate change, technology and trade, in planning for development. It is recognised that the poor need to be part of the development process of cities, and evidence shows that they can meet their own needs - for example in housing and service delivery - through forming foundations and advocating their needs. It is important that the city council continues to work with such groups and facilitates their role in urban development through building their technical skills, using locally-generated data, including for monitoring and evaluation, and fostering continued engagement. This should be encapsulated within a strategic city-wide approach that takes account of local power-relations, is responsive to local needs and is sustainable and can be actioned.

3. The 2015 development agenda

The year 2015 has seen the end of the period of implementation for the Millennium Development Goals (MDGs). Eight clear interrelated goals were agreed in 2000 aimed at halving extreme poverty rates, addressing deficiencies in access to primary education and health services, halting the spread of HIV/AIDS, gender equality, environmental sustainability and developing a global partnership for development. The MDGs formed a blueprint which all the world's countries and all the world's leading development institutions agreed. They have served to draw attention to global inequalities and have galvanised efforts to meet the needs of the world's poorest.

Despite some notable achievements, particularly around reducing the overall rate of extreme poverty, around 800 million people are still living in poverty and suffer from hunger; 57 million children of primary school age are still not in school and 2.4 billion people still use unimproved sanitation facilities. Progress still needs to be made on gender equality, on closing the gaps between rich and poor and between rural and urban areas, on climate change and environmental degradation (where the poor suffer the most) and on conflict (UN 2015).

The MDGs had no specific urban focus, except for a slum reduction target. Urban poverty in its diverse and complex forms was not represented with specific targets, nor were different characteristics addressed. For instance the poverty line benchmark of US\$1.25 per day did not take account of the higher cost of living in urban areas, resulting in less attention by policy-makers on urban poverty reduction in the context of the global development agenda.

Comprehensive achievement of the MDGs was also constrained in part by incomplete implementation mechanisms and issues around measurement, partly due to a late start. By 2010 it was clear progress towards meeting the goals was uneven, due in part to perceptions that efforts were mainly top-down and directed by national governments. Many of the component services essential to meeting the targets - such as water, sanitation and primary health care - were either local government, or shared, responsibilities. The importance of inter-governmental partnerships was then recognised and the concept of localisation of global targets was created (Slack, 2015).



4. The 2030 development agenda

As already noted, substantial progress has been made towards achieving the MDGs, but there remains a lot of unfinished business. For instance, the target of halving the proportion of people living in extreme poverty was met in 2010, but this is little comfort for the other half for whom it is unlikely life has changed very much.

For this and several other reasons, including the accelerated degradation of ecosystems, a new and bolder sustainable development agenda was needed which aims to eradicate extreme poverty and to confront the many other global challenges. The Sustainable Development Goals (SDGs) are aspirational, inter-related, action oriented and globally applicable, while taking account of the complexity of development and national realities. They are premised on the principle 'leave no-one behind'.

The important role local government will play in achieving the 'leave no one behind' agenda has been emphasised in several key decision making forums and reports, primarily through the advocacy efforts of the Global Taskforce of Local and Regional Governments for Post-2015 Development Agenda towards Habitat III in which CLGF and UNDP are partners.

It may be relevant at this point to provide some background on the processes to develop the SDGs and the key issues and rationales underpinning the final decisions.

In May 2013, the United Nations Secretary General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda published its report '*A new global partnership: eradicate poverty and transform economies through sustainable development*'. The critical role local governments will play in achieving the Post-2015 development agenda is mentioned explicitly in the report 18 times.

The two following extracts summarise the role the panel envisaged for cities in achieving the post-2015 agenda:

'The Panel recognised that city governments have great responsibilities for urban management. They have specific problems of poverty, slum up-grading, solid waste management, service delivery, resource use, and planning that will become even more important in the decades ahead. The post-2015 agenda must be relevant for urban dwellers. Cities are where the battle for sustainable development will be won or lost. Yet the Panel also believes that it is critical to pay attention to rural areas, where three billion near-poor will still be living in 2030. The most pressing issue is not urban versus rural, but how to foster a local, geographic approach to the post-2015 agenda. The Panel believes this can be done by disaggregating data by place, and giving local authorities a bigger role in setting priorities, executing plans, monitoring results and engaging with local firms and communities.' (p. 17)

'The world is now more urban than rural, thanks to internal migration. By 2030 there will be over one billion more urban residents and, for the first time ever, the number of rural residents will be starting to shrink. This matters because inclusive growth emanates from vibrant and sustainable cities, the only locale where it is possible to generate the number of good jobs that young people are seeking. Good local governance, management and planning are the keys to making sure that migration to cities does not replace one form of poverty by another, where even if incomes are slightly above \$1.25 a day, the cost of meeting basic needs is higher' (p. 18)

A Global Dialogue on the Localization of the Post-2015 Agenda was held in Turin in October 2014. The Communique highlighted that '[t]he implementation of the Post-2015 Agenda will greatly depend on local action and leadership, in coordination with all other levels of governance. Any new development agenda will only have an impact on people's lives if it is successfully implemented at the local level.'

The Strengthening Capacities and Building Effective Institutions for the Implementation of the Post-2015 Development Agenda Global Dialogue event was held in Chisinau in February 2015. An extract from the outcome statement:

‘viii. Local authorities and their associations must be empowered through capacity strengthening and enhanced institutional effectiveness to own and achieve development goals, stimulating community involvement and participation in local development strategies, as well as implementing modern management and planning technologies;’

The Gaborone Declaration – local government vision 2030 was adopted by the General Meeting of CLGF in June 2015 and highlights, among other things, how the Forum envisages enabling sustainable cities and local governments (see box 10); this followed the adoption of the 2013 Munyonyo Statement on local government’s role in the post-2015 development agenda and its endorsement by the CHOGM, 2013.

In June 2015, the third International Conference on Financing for Development was held in Addis Ababa, Ethiopia. Paragraph 34 of the Addis Ababa Action Agenda (AAAA) acknowledges the need for scaling up the financing to strengthen capacities of municipalities and other local authorities:

‘34. We further acknowledge that expenditures and investments in sustainable development are being devolved to the subnational level, which often lacks adequate technical and technological capacity, financing and support. We therefore commit to scaling up international cooperation to strengthen capacities of municipalities and other local authorities. We will support cities and local authorities of developing countries, particularly in least developed countries and small island developing States, in implementing resilient and environmentally sound infrastructure, including energy, transport, water and sanitation, and sustainable and resilient buildings using local materials.’

We will strive to support local governments in their efforts to mobilise revenues as appropriate. We will enhance inclusive and sustainable urbanisation and strengthen economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning, within the context of national sustainable development strategies.

We will work to strengthen debt management, and where appropriate to establish or strengthen municipal bond markets, to help subnational authorities to finance necessary investments. We will also promote lending from financial institutions and development banks, along with risk mitigation mechanisms, such as the Multilateral Investment Guarantee Agency, while managing currency risk.

In these efforts, we will encourage the participation of local communities in decisions affecting their communities, such as in improving drinking water and sanitation management. By 2020, we will increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters. We will develop and implement holistic disaster risk management at all levels in line with the Sendai Framework. In this regard, we will support national and local capacity for prevention, adaptation and mitigation of external shocks and risk management.’

It is significant that the AAAA has been incorporated as the means of implementation for the 2030 Agenda. These extracts all contain important concepts related to the way forward for cities in planning and implementing actions to achieve the SDGs, several of which will be elaborated on further in this paper, and should help inform the identification of key issues and the subsequent discussions around the type of city leadership and management needed to achieve the SDGs.

5. The Sustainable Development Goals 2015-2030

Two goals - 11 and 16 - are most immediately relevant to cities, as are the challenges of monitoring progress at the local level against these and all the sustainable development goals.

The need for a separate goal on urbanisation stems from the UN Secretary-General's High Level Panel's view as noted above that 'cities are where the battle for sustainable development will be won or lost'.

Towns and cities are now home to the majority of humanity, and sustainable development cannot be achieved without significantly transforming the way urban spaces are built and managed. The urban goal will help mobilise and empower local and regional authorities to integrate the various dimensions of sustainable development and the spatial design of cities, strengthen the links between urban and rural areas and optimise available opportunities.

It is noteworthy that the localisation of the goals is not explicit, but implied in the 2030 Agenda. The closest the document comes to alluding to the crucial role of the public service and local government in delivering the global goals is SDG 16 with the mention of building "effective, accountable, and inclusive institutions at all levels".

However, the success depends on more than effective implementation modalities. At all levels of Government a functioning interface of administrative action and political leadership as

well as a motivated and innovative civil service is essential in attaining development results.

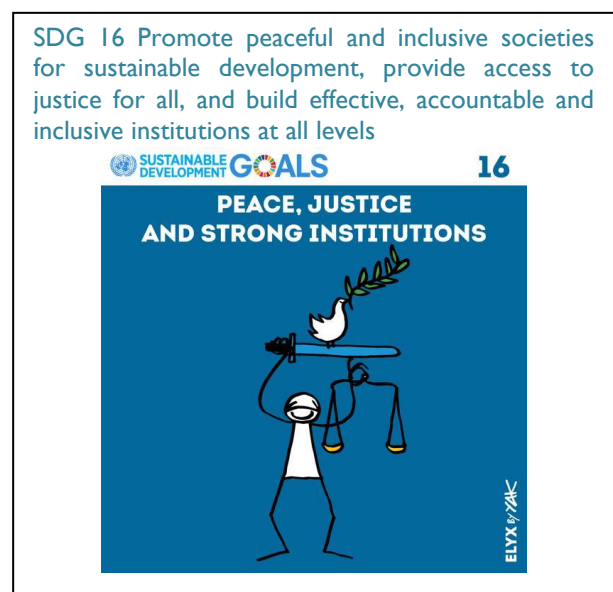
It should also be emphasised that work on finalising the Indicators and targets will not be complete until March 2016. Likewise, work on the follow-up and review mechanisms of the 2030 Agenda, which also envisages review at sub-national level, remains to be completed.

Sustainable Development Goal 11

SDG 11 encapsulates the critical dimensions of the urban challenge – housing and basic services, slum upgrading, transport and mobility, participation, safeguarding of cultural and natural heritage, disaster prevention, environmental impact of cities and urban/rural linkages, amongst others. Although it may be argued that the Goal does not take a holistic approach to urban development – issues such as decentralisation, local democracy, accountability, subsidiarity are not covered – but these are implied in practical application.

The four elements of SDG 11 are:

Inclusive – an inclusive city embraces in its processes of development all of its citizens and activities. Inclusiveness works against social and economic exclusion. By including the otherwise marginalised in the productive activities and opportunities the city has to offer, an inclusive city offers better access to pathways for social and economic advancement.



Resilience - refers to capacities of individuals, communities, institutions, businesses and systems to survive, adapt and grow no matter what kinds of chronic pressures and acute shocks they may experience (100 Resilient Cities). Chronic pressures are those that weaken the social and economic fabric of a city including high unemployment, housing shortages, deficiencies in infrastructures such as water supply, sanitation and transport, crime and violence and the like. Acute shocks are natural disasters such as earthquakes, floods, disease, terrorism and other natural and human made disasters.

Safe - urbanisation has been accompanied at various levels by increased crime, violence and lawlessness, with more recent examples of extremist actions. Crime and violence impact on the everyday life of city residents, especially when fear hinders access to services. The impact of crime and insecurity restricts urban social and economic development, and often jeopardises opportunities and pro-poor policies.

Sustainable – a sustainable city ensures that its development meets the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission, 1987).

A city's sustainable future would be characterised by eradication of extreme poverty, stimulated economic development, strength in diversity, accessible and quality public services, social inclusion, gender equality, extensive civic participation, limited urban sprawl, reduced degradation of ecosystems and greenhouse gas emissions, and promotion of renewal energy.

It may be noted that UN-Habitat is currently developing the concept of a 'New Urban Agenda' for Habitat III in Quito, October 2016. This is expected to build on the urban dimension of the SDGs, especially SDG 11, it being estimated in a recent study that at least 60% of SDG targets lend themselves to application at Urban/ City level.

Targets currently proposed for SDG 11 that are clearly within the mandates of cities are:

- By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
- By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
- By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels

SDG 16 on effective, accountable and inclusive institutions at all levels

SDG 16 provides local governments with the opportunity to set an example by eliminating corruption in their operations as well as ensuring responsive, inclusive, participatory and representative decision making processes, public access to information and non-discriminatory policy making.

Specific targets most relevant to cities include:

- Substantially reduce corruption and bribery in all their forms
- Develop effective, accountable and transparent institutions at all levels
- Ensure responsive, inclusive, participatory and representative decision-making at all level
- By 2030, provide legal identity for all, including birth registration
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
- Promote and enforce non-discriminatory laws and policies for sustainable development.

Strong institutions, inclusive governance, and transparent practices will contribute to peaceful societies and are essential to sustainable development.

The remaining SDGs

Whilst SDGs 11 and 16 are those most relevant to the local government sector and the main focus of the workshop, other important responsibilities and mandates of cities are addressed within the rest of the SDGs as highlighted below. The SDGs will increase the space for local government in the new global agenda and national development landscape. Cities will therefore need to be actively involved in driving this new agenda. However successful implementation will require visionary strategies, planning and thought leadership on how the city may succeed in this endeavour.

In planning for the actions aimed at achieving the SDGs and their implementation, a range of influencing factors, challenges and opportunities may need to be considered. Similarly important is the realisation that in our increasingly complex world, plans need to be flexible and change-ready. Strategic foresight, adaptive planning, and resilience have become new *leitmotives* for urban leaders.

Following are some relevant aspects; however the list is far from complete given the scope of the issues involved. These issues are interrelated service delivery functions of local government and collectively contribute to the complexity of urban governance, visionary and strong leadership will be required to successfully navigate towards a sustainable future.



Box I: The remaining Sustainable Development Goals and the role of local government:

SDG 1. End poverty in all its forms everywhere – local governments deliver basic local services and are well placed to identify and respond to poverty in their communities.

SDG 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture – local governments can support food security, agricultural production and supply chains by providing quality transport infrastructure and market facilities together with effective resource management.

SDG 3. Ensure healthy lives and promote well-being for all at all ages – local government is responsible for provision of clean water and sanitation and together with good urban planning, environmental protection measures, transport infrastructure and contributes significantly to public health.

SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all – local governments can ensure vulnerable and marginalised individuals and communities have access to education by identifying and addressing barriers via social outreach.

SDG 5. Achieve gender equality and empower all women and girls – local government can set an example and support gender equality through inclusive service delivery and non-discriminatory employment practices, together with ensuring women’s participation in institutional decision making processes, particularly to meet the Commonwealth gender target of 30% of women in public life.

SDG 6. Ensure availability and sustainable management of water and sanitation for all – local governments where responsible can ensure access to clean water and sanitation through inclusive and quality service delivery, natural resource management and urban planning.

SDG 7. Ensure access to affordable, reliable, sustainable and modern energy for all – local governments can invest in energy efficient buildings and facilities.

SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all – local governments can implement local economic development strategies that maximise their area’s comparative advantages and employment generation opportunities.

SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation – cities develop infrastructure that serve their urban centres and surrounding cities, towns and rural areas. By the nature of their functions, local governments can be hubs of innovation.

SDG 10. Reduce inequality within and among countries – local governments have a role to tackle poverty and exclusion within and between cities in neighbouring areas/regions through equitable service delivery and affirmative action on deprived areas.

SDG 12. Ensure sustainable consumption and production patterns – local governments can promote local supply and consumption chains and reduce waste generation through promoting prevention, recycling and reuse.

SDG 13. Take urgent action to combat climate change and its impacts – local governments can integrate climate change adaptation and mitigation strategies into urban planning to reduce carbon emissions of cities and increase resilience to environmental shocks.

SDG 14 and 15. On conservation and sustainable use of oceans and forests - these SDGs are particularly relevant to local governments in small island states and rural areas.

The role of cities in contributing to the national agenda

In addressing a meeting of the Pacific Regional Capital Cities Forum held in Port Moresby, Papua New Guinea, in 2009 the Governor of the National Capital District Commission¹ Hon Powes Parkop remarked with customary sincerity 'if Port Moresby can't work, Papua New Guinea can't work'. As conceptual constructs, local government and national development are ostensibly conflicting. Local government suggests localism while national development implies a more extensive developmental reach. However in practical terms local government and national development are fully interconnected. Local government is in fact a process of national development. Research generally points to the reality that the level of urbanisation in a country and that country's level of economic development are positively related (Narayan, 2014).

Cities are where the greater percentage of the population lives and are of significant strategic importance in the context of global economic integration and national development. They are focal centres of economic growth; often seats of government and administration at national, state/ provincial or regional level; national windows and gateways; centres of tertiary education; and, meeting points of state and indigenous activity and diversity.

Cities are well placed to take advantage of economies of scale and be the service and support centres for surrounding rural hinterlands and smaller cities and towns. Large cities have the capacity to make things happen; they have been referred to as the 'thinking end' of local government, innovators and knowledge managers that others often follow and they have the capacity to assist others. From a social perspective, city level government is a training ground for democracy at grassroots level through its role in promoting participation, mobilisation and accountability, amongst others. It is also a mechanism for promotion of national consciousness and integration, key ingredients of nation building and national unity.

Localising SDG 16 targets by translating national plans and roadmaps into actions is therefore paramount to the achievement of inclusive and peaceful societies at the level of cities, municipalities and local communities.

Local democracy, good governance and effective public service

Democracy and development are mutually reinforcing (Kampala Declaration, 2013). Decentralised and well-functioning local democratic and governance processes, including elections, are essential for local government to play its role in sustainable development as a distinct sphere of government (Gaborone Declaration, 2015). Good urban governance is the software that enables the urban hardware to function (UN Habitat). Good government sets and acts on policies that reflect the will of the citizens.

Local governments have the proximity to translate the principles of local democracy and good urban governance² in order to effectively manage, govern and develop a city to ensure equitable and participatory urban citizenship. Engagement with citizens is essential to ensure that the principles of urban citizenship are maintained and that responsive governance is effected. The engagement of citizens in co-design of policies and services holds potential for motivating administrators to perform as it appeals to the intrinsic motivation and passion that many public servants hold.

Good governance creates the enabling environment that involves adequate legal frameworks, efficient political, managerial and administrative processes as well as mechanisms to enable local government to respond to citizens' needs. Good urban governance affirms that no man, woman or child be denied access to city services (UN Habitat).

Public service effectiveness is largely influenced by the administrative capacity of urban governments to deliver public goods. It does however also depend on a functioning interface between political and administrative leaders.

¹ The local government authority for Port Moresby, the capital city of Papua New Guinea.

² As presented in the Commonwealth Principles on Good Practice for Local Democracy and Good Governance (Aberdeen Principles) and incorporated in the Commonwealth Charter and other instruments such as the African Charter of Values and Principles of Decentralisation, Local Government and Local Democracy.

Local government associations are critical partners in decentralisation processes; they can promote local democracy and good governance and will be key institutions in the achievement of the SDGs, providing organised advocacy on city issues. In situations of fragility and conflict, local governments have the potential to build state-society relationships and contribute to peace-building and community cohesion. Adopting positions that all citizens have the right to equal access to services irrespective of ethnicity, socio-economic status, religion, geographic location or political persuasion, gives local government the potential to help to achieve these aims and contribute to sustainability.

Adaptive governance

Adaptive governance analyses different aspects of multilevel governance and how these aspects help build resilience for the challenges that are global changes pose.

Governance theories are evolving particularly around global environmental change. There is a clear need for new, flexible, integrated, holistic forms of governance that can deal with complexity, particularly when abrupt or surprising changes occur. The key issue is how governance structures and institutions deal with crises and inevitable surprises, which reveals the resilience and adaptability of these structures.

Adaptive governance characteristically proceeds from the bottom up, where technical and local knowledge is integrated into policies which are appraised continuously for adaptation, but not direct application, elsewhere. As the policies are tested in action, the result is technical, social and institutional learning (Lynch, 2009).

Adaptive governance is a way of successfully tackling problems where there is no optimal solution; in fact there may be no definitive solution at all. A key characteristic of adaptive governance is collaborative, flexible and learning-based issue management across different scales. This is captured in the Harvard University's Problem Driven Iterative Adaptation (PDIA) approach to state capacity building which relies on the following four principles: (see <http://bsc.cid.harvard.edu/about>).

Box: 2 Adaptive governance for urban water management: evidence from Local Water Boards in Accra Ghana

Water governance debates have increasingly recognised the importance of adaptive governance for short- and long-term sustainability, especially with respect to increasing climate unpredictability and growing urbanisation. There are often implicit and explicit connections made between the participatory character of water governance institutions and their adaptive capacity. Following analysis of efforts to encourage participation in urban water governance through Local Water Boards in Accra, Ghana, it was found that participation was critical to move toward more efficient and equitable management of this limited resource and its long-term sustainability. We see clear evidence in the previous discussion of the ways that participation may offer partial responses to issues of resources sharing, limiting wastage, or unaccounted for water, or perhaps ways that LWBs can facilitate smooth interactions between the utility and the community or help to monitor and respond to leakages or other infrastructural failures.

Case study drawn from *Participation, politics, and panaceas: exploring the possibilities and limits of participatory urban water governance in Accra, Ghana* by Cynthia Morinville and Leila M. Harris, Institute for Resources, Environment and Sustainability, University of British Columbia
www.ecologyandsociety.org/vol19/iss3/art36/ES-2014-6623.pdf

- **Local solutions for local problems** - transitioning from pre-determined promoting solutions to allowing the local nomination and articulation of concrete problems to be solved.
- **Pushing problem-driven positive deviance** - creating environments within and across organisations that encourage experimentation and positive deviance.
- **Try, learn, iterate, adapt** - promoting active experiential (and experimental) learning with evidence-driven feedback built into regular management that allow for real-time adaptation.
- **Scale through diffusion** - engaging champions across sectors and organisations who ensure reforms are viable, legitimate and relevant.

Intergovernmental relations

Strong partnerships between spheres of government will be needed to successfully achieve the SDGs. Successful collaborations will be based on areas of commonality beyond politics and be characterised by trust and cooperation between local, regional, state/provincial and national governments, regular interaction, joint implementation of projects, access to and sharing information and removal of institutional barriers through a shared vision of goals, and harmonisation of rules and processes.

Local government associations will be important conduits in this process, applying their advantage as the organised voice of cities in linking with other spheres of government at the strategic level and supporting cities in their actions. Associations can potentially play an important role as advocates for the inclusion of secondary cities in the process.

Local economic development

Local economic development (LED) is a process which brings together different partners in the city to work together and harness local resources for sustainable economic growth (Cardiff Consensus, 2011). Local government has a vital role to play in creating the space, place and local conditions within which economic activities and job creation, which lead to improvements in the quality of life of all its citizens, can thrive (Bannister and Sutcliffe 2015).

Additionally, in recognition of the interconnectedness of economic development at the national and local levels, LED can be facilitated by having in place a clear national LED framework that provide clarity as to the roles and responsibilities of stakeholders, sets LED in the macro-economic context and ensures decentralisation of appropriate powers, functions and resources. The informal or parallel economy is particularly important to developing cities where urban migration rates are highest. Opportunities for the poor and marginalised, in particular women, to participate meaningfully in the local economy through provision of physical space and facilities, together with opportunities to be involved in governance processes can contribute to poverty alleviation, inclusion and sustainable development.

Box 3: The role of the city council in Local Economic Development in Belize City

Belize City has a population of 57,200. The Belize City Council, led by the Mayor, together with local stakeholders, have developed an LED strategy and work plan, appointed key staff to drive the work forward, and put together a project stakeholder committee to oversee the work on LED. One of the early projects to be taken forward as part of the strategy is the development of the BTL Park on the waterfront. The project is helping the Council to maximise benefits back to the community from its use as a venue for community activities, as a tourist location and as a space to host events. The project was built upon strong Public-Private Partnerships between BTL and the Belize City Council.

In addition to the civic pride generated and community and tourist access to an improved space, early evaluations show that the Council has already seen the creation of 19 new businesses and 51 new jobs from the initiative. Unexpected results in the form of youth tours, aerobics/yoga classes, and a new meeting point for a local charity group for senior citizens are proving that LED initiatives can be both diverse and cross cutting in their reach. An extra BZ\$300,000 a year is being spent in the city on local procurement and tax revenues to the council have increased. Much of the success of the project is felt to reflect the commitment and leadership of the Mayor who has championed the project throughout, and the fact that LED has been institutionalised in the work of the council. Local vendors have formed a local association and have been brought on board and are regularly consulted. Staff have also been oriented to understand LED.

<http://cariled.org/led-in-action/belize/>

The rapid growth in cities represents significant opportunities for increased economic growth. A city that is well placed to grasp these opportunities would be one that

- understands the local economy and their role in LED
- develops strategies and provides public infrastructure that create an enabling environment for economic development
- has strong local strategic leadership with long-term vision
- takes advantage of economies of scale
- works in partnership with business and their community
- integrates local economic development into its spatial planning and service delivery operations
- appreciates that good economic policies can also be good environmental policies
- promotes greater understanding of and creates space for the informal sector
- has procurement policies that help build local businesses
- uses place shaping to create an attractive business and living environment
- applies technology to ensure comprehensive data availability to improve efficiency and support LED
- creates economic opportunities through strategic and innovative efforts to grow existing drivers and new sectors, such as those availed by climate change (e.g. renewable energy).

Urban planning and infrastructure

The challenges around achieving sustainable cities will likely call for more imaginative spatial and social planning approaches. Working with communities, contemporary cities put citizens and natural systems at the centre of planning, and ensure that the systems leave no-one behind. Long-term spatial planning should be the key focus, incorporating integrated planning and city visioning as key components of the overall process. Data, mapping and information to 'know your city' will be more critical in the coming years to inform sound planning, policy making and public investment. Significant opportunities exist with advances in technology to support preparation of and access to information systems.

Infrastructure planning should factor in sustainable development principles and reflect the community's needs and realities at present while considering alternative futures and their impact on decisions-making today. A balanced and mixed approach should be adopted on transport and mobility for instance, with comprehensive and forward-looking master planning that identifies that all transport modes eg roads, public transport, bicycles and pedestrians all have their place.

Mobilising private finance for infrastructure will become increasingly important. In Asia-Pacific, one estimate suggests that between 2010-2020 there is a total financing requirement for infrastructure of \$8.2trillion (Sachs and Schmidt-Traub 2014 in ADB 2015). Public sector funding alone is not going to be adequate to meet these urgent needs. Innovative financing mechanisms, including in partnership with the private sector will be essential. In Asia-Pacific in 2012-2014, gross annual domestic savings of \$6,213bn far exceeded government revenue of \$2,928bn (ADB 2015).

Box 4. Managing informality: the Street Vendors Act 2014, India

Managing the informal sector is one of the major challenges facing urban and local governments in the Global South. In 2014 the Government of India enacted the 2014 Street Vendors (Protection of Livelihoods and Regulation of Street Vending) Act. The Act represents a major attempt to provide a progressive legal solution to the "problem" of street vendors (and to some extent sections of the informal sector). The key lesson of the Indian experience is that whilst a rights based approach goes quite a long way, it needs political coalitions to support and reinforce it. Furthermore it needs a change in official cultural and attitudes to the informal sector. Clearly the legal provisions are an important step in this direction but they are not the end game. Nevertheless in trying to seriously design policies for the informal sector, legal changes are a very helpful entry point. In particular they are important as India has shown – despite the limitations that there are moves to accept the informal sector as legitimate actors and/or citizens who have rights and entitlements.

Taken from *Symbolic politics, legalism and implementation: the case of Street Vendors in India*, Dr Philip Amis
www.clgf.org.uk/userfiles/1/file/Resources/Research_colloquium_2015/Amis-Symbolic_politics_legalism_and_implementation_the_case_of_Street_Vendors_in_India.pdf

Box 5. Supporting a community-driven sanitation policy in India

In 2001, the Government of India launched a national community sanitation programme called *Nirmal Bharat Abhiyan* in slums across the country. Due to high slum density, community toilets were proposed as a sustainable and cost-effective option as compared to individual or family latrines. The programme emphasised community involvement in the design, construction and maintenance of facilities rather than leaving it to municipal authorities. While the national, state and city governments provided financial support to construct toilets, the Cities Alliance's help was sought to develop a range of activities to demonstrate new ways of working with the poor. In 2009, based on the task force's recommendations, the national government announced a National Urban Sanitation Policy (NUSP) – India's first comprehensive urban sanitation policy that promises universal access with a special focus on people living in underserved areas. The Policy provides a framework for all Indian States to approach urban sanitation in an integrated manner. It is now mandatory for the central government to support states and cities in developing their own sanitation strategies and plans.

The sanitation policy project in India did a lot more than provide toilets to the urban poor in India; it created new type of arrangements to deliver pro-poor subsidies. The policy-making process holds some useful lessons. An active learning agenda was promoted to expose cities in policy development. A platform was created for cross-learning through workshops, consultations, and exposure through study tours. Such exposures and exchanges – with hands-on training – are important vehicles to create demand, especially for dealing with sanitation. Creating public awareness and evidence based studies and analysis for advocacy are also crucial for seeking public support and participation in preparation of strategies and plans. The demonstration pilots also show signals of community engagement but rigorous follow ups sustain the momentum. The city exchanges emerged as a powerful instrument to influence policies and approach to delivery of universal sanitation for poor communities. The success of the NUSP, demonstrates that national level prioritisation of policies is the key to help states and cities take appropriate action. Each year, the MoUD releases its ranking of cities which creates a baseline to measure progress in city sanitation. The best performers are rewarded, which potentially serves to encourage cities to perform better. Such formal incentive structures tend to encourage cities and states to develop and implement strategies and action plans. Cities Alliance www.citiesalliance.org/node/3416

Managing informality

A significant number of the individuals that comprise the growing rates of urban migration, particularly in developing countries, find their way to informal settlements and the informal economy. In addition, cities throughout the world have to cope with substantial commuter, or day, populations. Few of these people make a direct contribution to the costs of running the city but they are entitled to access city services, and they contribute to the socio-economic make-up of the city.

With these large migration flows the challenge of 'knowing your city' is particularly acute, and understanding the needs of all citizens is critically important. Relevant, accurate and current information, statistics, etc, is often hard to come by, particularly when large parts of the population are living in informal settlements, working in the informal economy or commuting to the city to trade and use the city's services by day then leaving in the evening. This is quickly changing, given the availability of new data sources, but still poses diverse challenges to Government in accessing and making sense of the data.

The proportion of the population living in slums in developing world cities is declining, but real numbers still remain high. Bold policy reforms together with equitable planning and economic policies to prevent future slum growth need to be on the agenda of city leadership. Informality brings many challenges that city leaders need to address, but again, opportunities are present. Challenges include rapid growth of unplanned human settlements and provision of basic services to these areas on an equitable and accessible basis, particularly for women and female headed households; managing informal trading and street vending; public transport infrastructure; and social problems such as crime; amongst others. However these large numbers of people also present a mass of potential producers and consumers together with creativity and ingenuity that can potentially be harnessed to enhance the economic development of the city in new and different ways. The modern city that provides space for informality can be well rewarded. The right balance of providing and restricting space for the informal economy needs to be context-dependent and requires a human development lens while designing public policy.

City resilience – natural hazards, climate change and human-made disasters

A sustainable city can be seen as a growing, liveable city that is inclusive, vibrant, well-serviced and contains talented and passionate people. A resilient city is one that stays that way.

The World Cities Summit Mayors Forum held in June this year noted that the scope of what it means for a city to be resilient is broadening all the time. Challenges including climate change, population shifts, natural disasters, pandemics, strained infrastructure and the evolving global economy impact on every city's success. The Mayors agreed that cities will need to be innovative and committed in their response by, for instance, developing initiatives that conserve energy, reduce waste and emissions, increase resilience of the built environment, prepare for growing populations, address disaster risks, promote climate change adaptation and make climate-critical decisions.

Cities are closest to the issues and opportunities for sustainability, for instance pollution is mostly created, and is felt most, by people in cities. City leaders and citizens have a responsibility to act in dealing with the challenges, both natural and man-made, and motivate changes in behaviours. Social resilience is important in this respect; maintaining social cohesion through respecting individual differences and stimulating citizen participation. Increasingly, digital communication is essential to facilitate this greater collaboration with people. (World Cities Summit Report). Shocks and stresses can also bring opportunities for cities to evolve, and in some cases, transform.

Specifically, more needs to be done globally on disaster risk reduction through building more resilient infrastructure, rapid response capacity and early warning systems. Local government has a role to play in this; if development is not risk informed it won't be sustainable (Clark, 2015).

Resource mobilisation

As noted in the extract from the third International Conference on Financing for Development above, the issue of financing sustainable development is critical. It is acknowledged universally that local government resources, (technical and financial), are usually inadequate.

Box 6. Sustainable energy and climate change: Cape Town

Cape Town has a GDP of R200 billion and contains a high percentage of the country's energy research and support institutions. The city has a carbon footprint of 7.8 tonnes per person. With a Gini coefficient of 0.67, there is a large disparity of income with 21% of the population are unemployed. Many people are affected by poverty and vulnerable to the effects of climate change. The local metropolitan municipality, the City of Cape Town, oversees the governing and administration of the city. In 2003 Cape Town completed the first State of Energy report in the country; its E&CC Strategy was approved by the city council in 2006. In 2008 "Energy for a Sustainable City" was included as one of eight strategic focus areas in the City Integrated Development Plan. The City's sustainable energy goals led to the establishment in 2008 of a political driver for this area - the Energy and Climate Change Committee. Further institutional changes occurred in 2009 with the establishment of an Executive Management Team Subcommittee on Energy and Climate Change and three cross-cutting work streams that address energy security/carbon mitigation, resilience and awareness respectively.

The Energy and Climate Action Plan (ECAP) was approved by Council in 2010 - it has 11 objectives with over 40 programmes and 120 projects, many of which were underway already. The Plan focuses on energy security, a lower carbon future, economic development, resilience, adaptation, resource efficiency and poverty alleviation. Many of the projects are incorporated into the City's Strategic Departmental Business Implementation Plan monitoring system and feature in the City's risk register. The Plan is a living plan which is under constant review – a prioritisation process has just taken place with the newly elected councillors.

Taken from the *Carbon Disclosure Project – City of Cape Town 2013 report* http://c40-production-images.s3.amazonaws.com/other_uploads/images/87_CDP_Cities_2013_Cape_Town_small.original.pdf

The bulk of evidence shows that decentralisation of functions has not always been accompanied with commensurate decentralisation of financial power. Inadequate fiscal decentralisation continues to be one of the most common barriers to local government autonomy and effective service delivery (Chakrabarti and Guha, 2015).

It is essential that adequate resources and powers to access own-source revenue are devolved to the local level; domestic resource mobilisation will be critical to achieving the SDGs (Gaborone Declaration, 2015). Although commitments have been made to scaling up international cooperation and support to local governments to mobilise revenues, cities still have a responsibility to raise as much own-source funding as feasible, economic and fair.

Relying on grant finance from often cash-strapped central governments is unlikely to be an optimal model for the future (Clark, 2015). Local accountability and empowerment is also stronger where cities raise their own revenue.

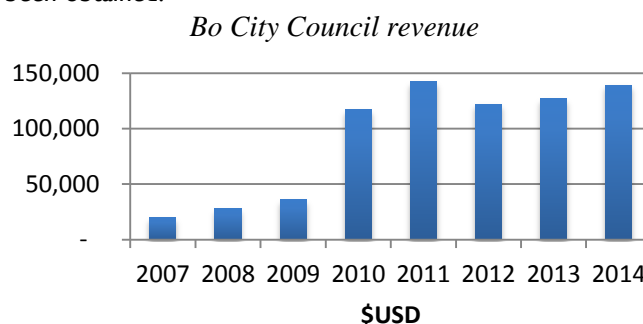
Substantial creative efforts have however been made in developing and implementing mechanisms to enhance local revenues, from which lessons can be learned. These include revenue sharing, aggregated borrowing, access to the domestic bond market, public/private partnerships for infrastructure, direct access to international development finance, access to the UNCDF Municipal Investment Financing

Programme (targeted on LDC cities which usually have a weak tax base), and access to new sources of climate funding, amongst others. It is also important that cities ensure that all currently available revenue raising mechanisms are applied comprehensively and inclusively. Property tax is generally the more favoured option as it can be linked to services and if administered properly is progressive and fair.

In this regard it is important that administrative systems in levying and collection of property taxes are efficient and compliant, particularly ensuring all properties are captured in the net, are valued fairly, assessed and levied, and all debts collected; another component of 'knowing your city'. Cities that can attest to having explored and implemented on an efficient, inclusive, fair and reasonable basis all available means of own-source revenue raising will be able to make a more complete case when advocating for further devolved taxation power and external financial support for targeted service delivery aimed at sustainable development.

Box 8. Bo City Council – property tax mobilisation

Prompted by the initial success in Makeni, the Sierra Leone Ministry of Finance, Local Government Finance Department requested an extension of the service to Bo City Council, the second largest city in Sierra Leone with a population of 250,000. Here the introduction of the Revenue Mobilization Program (REMOP) was effective, with the added strength of a popular mayor - Wusu Sannoh who supported the program. The first full year of the REMOP in 2010 yielded strong results and the program is still supported today, although precise figures have not been obtained.



Unlike Makeni, the significant gains in Bo City Council have been sustained over time (see also Jibao and Prichard 2013). The political leadership of Bo displayed the necessary commitment to enforce compliance of the new tax system, and to overcome entrenched political interests, both among council staff members and residents of Bo. The author identified high levels of support from the mayor and other local leaders as key factors contributing to this success. Importantly, Bo City Council has been commended for the way in which it has strengthened its tax system while emphasising voluntary compliance over coercion (Prichard et al 2011). The efforts to encourage “consensual” taxation are reflected in two strategies – first, ensuring that tax enforcement followed clear and transparent rules; and second, extensive efforts to inform residents about how the revenue was being used by the council. Particular efforts have been made to link tax revenues to the new municipal bus service, for example. The new revenues have helped budget for new buses, waste collection and street lighting, among other services. Interviewees also suggest that grants from the World Bank have been easier to obtain with evidence of additional local revenues to help maintain projects.

Taken from 'Practical aspects of mobilising property tax: experience in Sierra Leone and Malawi' by Paul Fish
<http://epress.lib.uts.edu.au/journals/index.php/cjlg/article/view/4591/4920>

Box 7 Municipal bonds: Johannesburg bond benefits from credit enhancement

The one billion SA Rand bond (US\$153 million equivalent) matures in 2016 (12 years). It amortises over the last three years (principal is repaid in three instalments). The IFC and DBSA assisted in structuring the transaction and they provided a partial credit guarantee for up to 40 percent of the principal outstanding, which was shared equally with DBSA. It can be used to repay up to the full amount of principal and interest falling due and payable to bondholders on any given payment date (or any modified dates if the repayment schedule is accelerated by the city), subject to guarantee limits. The enhanced bonds were rated AA-.zaf by FitchRatings.

The issue was oversubscribed 2.3 times, reflecting a strong endorsement by the market of the issue and the credit-enhanced structure. The national scale rating achieved was three rating levels above the City of Johannesburg's stand-alone rating.

Source: The Municipal Fund: Global Financing for Local Needs, International Finance Corporation
www.clgf.org.uk/userfiles/1/File/Municipalcreditrating.pdf and www.joburg.org.za

There is further a role for Overseas Development Assistance (ODA) and development partners providing support for cities and local government, including through their national, regional and global local government associations. CLGF, United Cities and Local Governments and other local government partners have recently agreed strategic framework agreements with the European Commission to facilitate such support. Direct support to cities and local government is also finding increased acceptance among development partners such as the members of the Decentralisation and Local Governance Network (DeLOG).

Leadership and institutional arrangements: An effective city leadership interface – made up of mayors, councillors and chief executives – is critical for successful governance and driving the sustainable development agenda as well as contributing to institutional credibility. Strong political leadership supported by a professional, efficient and effective administration is essential for the institutional capacity needed to shape local actions to localise the SDGs. Elected officials and managers will surely need different and expanded skills to manage cities of the future given the challenges faced and opportunities available.

Mayors and councillors of contemporary, sustainable cities must have the ability to guide, drive and influence, develop meaningful partnerships, be able to sell their messages, be transparent, bring people on board and most importantly 'know the game, how it is played and where it is going'. Strong political and policy leadership can create an inspiring blueprint for a city's future. Effective leaders proactively engage a wide range of stakeholders across civic life in developing their vision and key initiatives; they demonstrate passion, persistence and positivity.

Over time, such leadership engenders trust and confidence in the institutions of local governance and affirms the dignity and worth of services delivered by the city.

Chief executives/city managers are no longer subject matter experts, since a wealth of knowledge is available and easily accessible; they have become more facilitators than directors. They need to be professional managers, bringing together the leadership, vision and focus on results needed to create better cities as well as committed to high ethical standards (GCPSE 2015). In assisting the city council to develop policy, managers should bring a community-wide perspective, encourage inclusion and building of consensus among diverse groups, and strive to connect the past and future while focussing on the present. Successful managers should be politically aware but politically neutral while on the job; to become involved in local politics can undermine public confidence.

The political/administrative leadership interface: Although the traditional demarcation of 'the politicians make the policy and the bureaucrats implement it' remains relevant, the complexities of managing modern cities have resulted in structures and roles becoming more blurred, with relationships no longer routine and actions no longer carried out by formula (Keene, Nalbandian, O'Neill, Portillo, Svava, 2008).

Research suggests that the political-bureaucratic relations that support successful reform often involves not only a core group of political and bureaucratic leaders who work closely together and share development-centred values and aims but also bureaucrats who have unusually high levels of influence in designing policy and strong political leadership promoting the reform (Dasandi, 2014).

In the modern, well-functioning city, elected officials work in partnership with professional CEOs/managers, together with the community and the organisation, to develop sound approaches to sustainable development by bringing together resources to make the right things happen and produce results that matter. However each of these partners is dynamic and has their own identity, and these are rarely in perfect alignment. This diversity is however healthy in that different perspectives are brought to the table and that practices do not happen in isolation; often healthy disagreement produces enhanced commitment to the final outcome.

Professional city managers should always be accountable to the political leadership and the segregation of roles and boundaries should as far as possible be clarified and agreed. But where relationships are based on principles of mutual respect, trust, professionalism and partnership and when the inevitable ambiguities occur, a 'built in' resolution mechanism will be in place. Adversarial relationships and power politics can negatively impact on modern city government, as these degrade the dignity and worth of the institution. However it is acknowledged that such dynamics are part of the political landscape, and need to be managed as part of the interface. Context specific accountabilities around the politician-bureaucracy relationship should be considered by all cities based on these principles.

It is also important that City Councils retain the power over employment of officials, either directly or through delegation to the City Manager/CEO (with the Council appointing the manager). Situations where staff are appointed or deployed by a higher level of government or agency can dilute local autonomy, create problems with accountability and affect productivity in cases of non-performance. City chief executives and senior managers should be engaged on fixed term, performance based contracts with regular formal performance reviews and objective feedback.

Decision making processes also need to be clearly defined and understood by leaders. Complete information should be presented to enable Councillors to interpret policy and make informed decisions in a transparent, responsive, inclusive and accountable manner.

Problem-solving, not the 'blame game': perhaps the biggest challenge is to change the political culture from a negative mind-set of finger-pointing accusations to a constructive focus on identifying solutions. This requires 'co-creation' and risk management across not just local government but also genuinely representative citizen groups.

City regions: Large city councils are not islands, they are also important service nodes for neighbouring secondary cities and rural hinterlands and in turn the surrounding rural areas are a source of supply chains for the needs of the city; one cannot operate in isolation from the other. The urban/rural dichotomy therefore is an important component in the planning and decision making of cities. City-regions or -systems can become powerful political constructs that play an increasing role in addressing shared growth and development challenges. There is a high degree of innovation and variety in the design of the institutions that serve city-regions, some have become great successes; others have failed to improve services, but their significance in addressing shared problems will likely increase in future.

New relations between national and local level: the increasing role of large urban systems in national policy – due to their political and economic weight as well as their ability to interact internationally – fundamentally change the relationships with other levels of Government.

Innovation: City leaders should always be on the lookout for innovative means of improving the lives of their citizens. The concept of 'street level bureaucracy' in India is a good example. Street level bureaucrats are the City officials who carry out and enforce laws or public policies and can themselves become the centre of innovation initiatives.

The role of these frontline officials in shaping policy outcomes stems from their applying discretion where there is a gap between policy guidelines and popular expectations. Through their interaction with citizens and using discretion they can develop a type of policy that is more responsive to people's needs. Whilst there is a need for these interaction to be within a transparent and accountable framework that guards against petty corruption, these officials are in fact agents for facilitating a dialogue

between the city government and citizen and their inputs based on their interactions to the people can inform city policy dialogue (Chakrabarti and Guha, 2015).

Institutional capacity strengthening

Cities will need to have adequate capacity to undertake the range of new responsibilities that cities and their leaders, officials and stakeholders will face in the next fifteen years. Capacity strengthening needs will no doubt vary between cities but are likely to include:

- dimensions of leadership (such as collaborative & communication capacity)
- information technology (such as open data, big data and social media)
- legal functions such as contracts for PPPs
- integrating design thinking in service design and policy making
- preparing project proposals for new funding streams that will become available, such as SDG implementation funds (per the AAAA), Climate Change Fund, etc.
- strategic foresight, planning and visioning, long-term planning, and managing change while coping with high rates of growth;
- climate change impact, response and adaptability
- managing new revenue streams
- the workforce of the future and their motivation (“New Public Passion” – GCPSE 2015b)), competencies, attitudes and behaviours within the public service;
- creating an ecosystem that is conducive to innovation
- urban resilience planning and actions

Cities may look to strengthen or explore strategic collaborations with universities and other institutions of higher learning and research to support the necessary training and capacity building. Greater opportunities will likely emerge for more structured information sharing, peer to peer learning and exchange of practices facilitated by development partners and international and national groupings of local governments.

Implementation and monitoring

The best agendas in the world are just words on paper unless they can be implemented – having a vision is a key to success, but to quote a corporate adage ‘a vision without execution is a

hallucination’. The world now has more knowledge and technologies at its disposal than ever before. Certainly city government capacity needs to be built to be able to effectively address the existing and forthcoming challenges, but there is an abundance of accessible resource material, research and support mechanisms available together with opportunities to learn from others’ experiences.

Evidence suggests that technology will change with blinding speed over the next ten years, bringing with it remarkable opportunities in data accessibility, better connectivity and information flows. Transparency and accountability will be improved as will mechanisms for interaction with and empowerment of citizens. Potential exists for service delivery enhancement through new age business intelligence technologies, IT devices and better linkages with citizens.

The United Nations is preparing a toolkit for localising the implementation of the Sustainable Development Goals and the Global Taskforce will remain engaged in advocacy on targets and indicators which will help track cities’ contributions to sustainable development. Cities will have a key mandate to set, implement and monitor SDG targets.

Challenges will likely exist in the areas of measuring service delivery, monitoring progress against the SDGs and how achievements of cities should be measured locally and fed into the national monitoring processes. It is likely that targets will need to be broken down into subsets of specific service areas for which cities have responsibility and are also in line with national development frameworks and local development strategies. Local governments could also adopt universal targets as aspirations and/or set their own interim targets in their strategies (Lucci, 2015). Coordination between different levels of government will be imperative and funding issues will no doubt arise. Collection of reliable city specific data will also be particularly important – ‘knowing your city’ will need to be a major focus, but equally sub-national data should, where possible, build on what is already available at city level.

Cities will also need to take into account the dichotomy of local democracy versus national achievement against the SDGs. Clearly cities must

respond to the community needs on the ground but still not lose sight of their place as drivers of development that can contribute to national and global sustainability. This will require considerable strategic balancing and visionary planning.

Box 9: Using technology to manage large infrastructure projects - Auckland

Auckland, New Zealand, has big plans for the city's transportation infrastructure. Auckland continues to grow at a dramatic pace. By 2020, the 1.4 million population is expected to expand to 2.2 million; these people are going to need ways to get around. That's why Auckland Transport, the agency responsible for the city's public transportation system, has launched more than 200 capital projects. These projects, which range from bridges to new bike lanes to massive rail tunnels, will help the city fulfill its goal to improve services for current and future Aucklanders while keeping costs down. Infrastructure projects have been approached from a holistic, strategic perspective, which is where Microsoft SharePoint Server and partner LeapThought came in. A custom digital solution called Fulcrum was adopted that could manage the 200-plus construction projects from end-to-end. Developed by LeapThought, the 2015 Microsoft CityNext Partner of the Year, Fulcrum uses the capabilities of SharePoint Server to provide cross-departmental tools that help manage properties impacted by projects such as City Rail Link.

Designed to transform the layout of Auckland's rail network, City Rail Link is a NZ\$2.4 billion (US\$ 1.65 billion), 10-year megaproject that will ensure the city can meet the demand of the next generation of commuters. It includes digging a new rail tunnel under the city center to transform the existing dead-end line into a high-capacity loop that passes through the metropolitan area. The City Rail Link tunnel will double the number of trains that run into Auckland's main transport hub, Britomart. The sizeable tunnel beneath the city center goes through a patchwork of properties, and there is a well-established bureaucratic process to acquire the land needed for the project. Our team is using Fulcrum to keep track of every step in the complicated property acquisition process. The digital solution allows sharing and reviewing of all construction, design, and legal documents related to the project. Because Fulcrum uses the capabilities of SharePoint Server, every stage of a project can be tracked with complete audit capabilities, and stakeholders can store and share large two- and three-dimensional designs in a central location that can be accessed online.

Employees are the heart of Auckland Transport, so it was important that Fulcrum was easy for them to learn. The user interface is familiar because it's built on many of the systems that were already in place. Using a SharePoint Server-based solution also allowed the company to take advantage of existing technology and platform investments, which helps keep costs down. Although Fulcrum was implemented initially for City Rail Link, the solution can grow and evolve with the agency's needs. The cost savings and operational efficiencies gained by using Fulcrum on big projects can also extend to smaller capital projects as well. Estimated savings are \$3 million in the first 10 years alone, and the more projects that go into the system, the more savings will be realised.

Taken from 'Award winning solution keeps Auckland ahead of the growth curve' by, Roger Jones, Chief Information Officer, Auckland Transport www.microsoft.com/en-us/citynext/blogs/award-winning-solution-keeps-auckland-ahead-of-the-growth-curve/default.aspx

6. Issues

There are strong direct and indirect linkages between urbanisation and growth. Although cities are different, the realities around rapid urbanisation bring significant challenges to city management in terms of complexity, social justice and the dynamics of development. City leaders have generally had insufficient time to adjust to the speed of urban migration and growth, resulting in adverse consequences such as high density informal settlements lacking basic services and infrastructure.

To effectively address these challenges of urbanisation, city leaders, both elected and appointed officials, need to understand its intricacies and impact, but also identify and optimise the available opportunities and develop innovative policy responses. This will require strong, effective and visionary city leadership.

The SDGs were adopted by world leaders on 25 September 2015, providing a globally endorsed, ambitious plan of action for eradicating poverty and healing and securing the planet. These goals, particularly SDGs 11 and 16 which can be easily localised, provide local government with a genuine opportunity to contribute meaningfully to sustainable development.

However cities will need to respond with adaptability, innovation and creativity in addressing the range of influencing factors including, but not limited to, urban governance, resources, economic development, intergovernmental relations, infrastructure and informality. Clearly capacity of cities will need to be built and implementation strategies developed.

Achievement of SDG 11 will require cities to actively address the key dimensions of sustainable development – the economy, the society and the environment. City leaders collectively will need to adapt an innovative way of thinking to achieve a resilience dividend for their cities. Cities must be inclusive, ensuring all sectors of society have access to the development processes and proactive efforts made to ensure safety of all citizens.

Visionary city leadership and planning, accountable and inclusive institutions and sensible risk taking will be critical to these processes

Box 10. Gaborone Declaration – Local Government Vision 2030: creating sustainable cities and local governments action points

- There is an urgent need for holistic national urban policies to provide for effective planning which recognise the importance of reducing urban sprawl, strengthening urban-rural linkages, the need to provide for and protect urban and peri-urban agriculture and counteract mass migration.
- It is critical for sound planning to know the city and the community, promote consultation, and ensure that data collection and analysis supports planning compliance and effective monitoring of improved service delivery.
- There is a need for new and locally based urban and rural planning approaches, which include mixed use policy, green space and urban agriculture, to adequately plan for the many dimensions of urbanisation.
- Cities and local governments are at the forefront of dealing with the causes and impacts of climate change. Cities should focus on building resilience, planning for low carbon economies and effective disaster management and responsiveness.
- Cities need to build capacity to deal with the threat of extremism and urban terrorist attacks.
www.clgf.org.uk/userfiles/1/file/Resources/Statements/CLGC2015_gaborone_declaration.pdf

Issues for discussion in the workshop

- What does Agenda 2030 mean for cities and how can they actively contribute towards the achievement of the SDGs?
- How can city governments create an environment that encourages innovation and flexibility to support economic growth, quality service delivery, good governance, enabling regulatory environment and sustainability?
- How can LED be best used as a process to drive cities as engines of sustainable growth – are there existing good practices to share?
- What practical mechanisms for generation of own-source revenue are available in addition to those currently applied by cities? What good practice examples exist in the cities?
- What mechanisms can be used to bring citizens along and create meaningful collaboration with business in cities?
- How can opportunities for sustainable development be grasped from informality?
- What are the key components of the type of leadership required to effectively meet the challenges of rapid urbanisation and implementation of the SDGs?
- What are the roles and responsibilities of the mayor and councillors (elected leaders) level and the city CEO/manager respectively?
- How can elected leaders and city administrators best work together? What constraints currently exist and how can these best be addressed?
- What does a visionary leader look like?
- What are cities currently doing towards achieving the objectives of SDG 11 and 16?
- What changes will be required in terms of conceptual thinking, policies, resources and implementation capacity for cities to play a complete role in delivery of services that will achieve inclusive, safe, resilient and sustainable cities?
- Are there risks to responsiveness to local needs involved in the local delivery of globally set targets?
- How can city leaders improve access to cost effective and useful information to inform planning, implementation and measurement of service delivery?
- Identification of transformative projects and innovative resource mobilisation to support the achievement of the SDGs.

7. Opening session of the workshop

The workshop was opened by **Carl Wright**, Secretary General of the Commonwealth Local Government Forum (CLGF) introducing the context and setting the scene of the meeting.

This was the first CLGF meeting to be held in Singapore in its 20 year history, and in partnership with the Global Centre for Public Service Excellence and the Centre for Liveable Cities. All participants were invited to give a brief introduction.

Introducing the SDGs and the central role of cities
Mayor Lawrence Yule, Chairperson of CLGF, President of Local Government New Zealand and Mayor of Hastings gave an overview of the SDGs and the implications for the future of urban public service. Local government has an interest in localising all the SDGs, not just SDG 11 or 16 which are highlighted for discussion at this meeting, but also for example SDG8 on growing economic development as cities are the engine of economic growth, and SDG 13 on climate change where cities are taking lead on reducing emissions. From local and city government perspectives, the SDGs are bottom up. This must employ current city mechanisms and tools, local data and statistics to realise city strategies and aligning them to the ambitious 2030 agenda.

The SDGs and the public service agenda

Welcome remarks

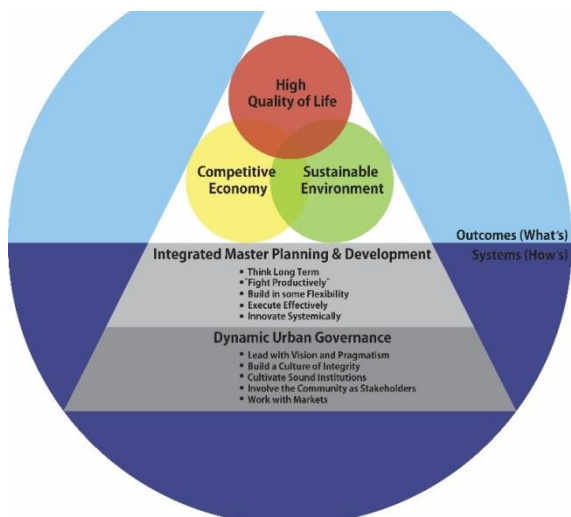
Dr Limin Hee, Director (Research) Centre for Liveable Cities (CLC) welcomed everyone to Singapore and gave a detailed presentation on the achievements of Singapore over the last 50 years and the challenges ahead. In the 1950s and 60s Singapore was plagued by slums, poverty, other development challenges. Today, its population continues to increase and is becoming increasingly diverse due to

employment of foreign workers. The CLC framework includes three components: a competitive economy, a sustainable environment and balanced high quality of life. Focusing on a **competitive economy**, this needs to be resilient to global/external factors, evolve with global shifts and local needs. There must be a competitive workforce developed through education programmes etc; inclusive growth including safety nets for vulnerable sections of society, and reducing unemployment rates. On a **sustainable environment** – adequate land water and energy to meet long term needs; clean and good quality environment. The initial strategy is to use green environment/cover to attract foreign investment: the idea of city in a garden (pervasive green). On a **high quality of life** – a high quality public housing is key to providing high quality of life; together with an affordable and reliable transportation system. There is a drive from the government to increase the daily private/ public transport ration from 60:40 to 70:30. The outcome components are made possible with the two systemic factors: **integrated master planning and development** and **dynamic urban governance**.

Max Everest-Phillips, Director, UNDP Global Centre for Public Service Excellence (GCPSE) welcomed everyone and gave an introduction to the GCPSE's work.

Given that the SDGs are aimed to be achieved by 2030, what are the practical challenges that need to be overcome for that outcome? According to Tip O'Neill "all politics is local" and this is reflected in SDGs, particularly in the focus of SDGs, compared to the MDGs. The SDGs are more local and therefore more political, so it is crucial to understand the political dynamics. How equipped are cities to live up to the expectations that are now riding on them? This workshop can unpack some generalisations about local governance. SDGs have little to say on delivery. It is an enormously ambitious agenda. The role of public service is somehow almost assumed away. Yet, there is evidence that a demoralised and demotivated public service at the national level in many countries, both developed and developing, represents something of a crisis. How different is the picture at the city level, compared to bleak national level? How can we improve city level political-administrative leadership that is clearly required for this big agenda? How will city governance manage ever-growing complexity?

Centre for Liveable Cities Framework



8. Urban perspectives I – Aligning the SDG agenda with the goals and ambitions of cities: challenges and opportunities

Mayor Angela Brown-Burke of Kingston and St Andrew, Jamaica opened the first panel session.

People will look at the SDGs through their own priority lenses and over the next two days, we will be focusing on goals 11 and 16. At the heart of SDGs is the need to balance the three main focuses: social, political and economic. The base on which all these rest is *effective urban governance*. What does it look like when we try to adapt this to our local context? In 2012, Kingston and St Andrew Corporation agreed on a “clean, safe and thriving city”. 2015 is now a good point at which to review where this has got to and chart next five years and beyond. It is also a great opportunity to go beyond what the council has a direct responsibility for and the SDGs can be excellent point of connection and communication.

Mayor Brown-Burke said that there are significant **challenges**, including: the tensions that arise from the question of who does what vis-à-vis local and national government; remembering that local people are partners in terms of participatory governance; and taking account of the council’s own competence and access to local information. In Kingston, they have been holding discussions about what needs to happen, such as televising committee meetings to allow individuals to understand the issues that councilors are grappling with day to day. It is sometimes hard to get media to be a partner of development unless something sensational happens.

Before 2012, the Kingston and St Andrew Corporation operated without a plan, and without strategic goals. It now has a local economic development competition, done in partnership with other agencies that allows the council to make use of shared knowledge. Additionally, earlier this year local government was entrenched in the national constitution. Without the backing of being entrenched in constitution it’s difficult to be bold, to take difficult decisions. Localisation of SDGs must be firmly within the national priorities. Political will becomes a scarce commodity. We need to be asking what is in the larger interest of Kingston and St Andrew, and Jamaica? One of the key things local government has to do is create working partnerships and resources are going to be needed to get things done.

There are good **opportunities** for local government, including: ensuring that data that is collected at the national level is done in a way that is useful at the sub-national level. This process can enhance the role of the local authority, not just as a service provider, but as a point of coordination since so many things happen in the limits of the city. It is important that whilst championing yourself in local governance, to also identify other champions and how to collaborate to get things done.

This includes sharing data and monitoring progress and changing the role of city governance. It is important to see the SDGs in terms of the local reality.

Mayor Kazapua of Windhoek, Namibia outlined how the Mayor is the custodian of a municipality and responsible for implementation of the SDGs. He envisaged a number of key challenges including unemployment, scarcity of water in the city, and rapid urbanisation, leading to the lack of capacity as a city to provide services to the many people seeking opportunities in urban cities. He also emphasised the importance of adequate resources provided to the city level by the national government. Both renewable energy and food security are key challenges. The municipality often ends up having to provide investment in, for example, long-term water supply, sanitation, renewable energy sources, research and development, and sustainable human settlements. It also needs to deal with productivity levels, environmental management and, cooperation at national and international levels for knowledge sharing.

Mayor Dr Lazaros Savvides of Strovolos, Cyprus outlined how in Strovolos they must conform to European Union guidelines including that all meetings of municipal council must be open to the public unless there is specific reason otherwise, which is determined by vote of the council. All decisions of a municipal council are published on the municipality’s website in Greek and in English and sometimes other languages.

Procurement and purchasing is regulated by legislation informed by EU standards and all decisions are accounted to the office of the auditor-general, who is responsible for an annual audit. The councils are fully accountable to relevant parliamentary committees and all decisions of municipal councils can be scrutinised by the courts in case of any complaint. This is the same for the Mayor. Citizens can complain to ombudsmen, an independent, external party. The councils organise public meetings with the citizens before the implementation of any major decision and there is an e-government system in place so every citizen can follow and track the progress of their complaints. All actions by the municipality are such that they would include or incorporate all of the SDGs. The councils cooperate with the University of Cyprus, and other institutions in a number of aspects including culture, psychological support, music, etc.

The panel invited comments on the presentations from **Mr Adrian Peters**, Chief Strategic Officer, eThekweni municipality. He highlighted the need for cities to engage with the central political leadership and parties to entrench and embed the important issues that they face in implementing national priorities.

Mr Peters continued by questioning whether the goals and ambitions of cities are really aligned with the ambitions of political parties and political interests. Whilst promoting public service excellence and acknowledging that the role of public administration will certainly be important for achieving city visions and the 2030 Agenda, the reality of political deployment needs to be taken seriously, with senior administrative roles often changing when elected officials change. Is the answer to increase public oversight? In Durban there is an independent external body that is used to make sure that the planning is inclusive. In an environment when the city is going through a growth path that is particularly difficult; city leaders need to consider how we mobilise society and how to educate the public whilst ensuring the city authorities come across in a credible way to the public.

It is important to move from municipal planning to city planning. A city planning approach is one that is holistic and embraces a broader community of stakeholders, where everybody has a role to play: CSO, NGO, business. On the issue of data, this links back to performance management, and performance management links back to the SDGs. In an environment where short-term thinking (political) crowds out long-term thinking, we need to learn to link these. One key challenge is the recycling of water within city master plans, though the challenge of communities' acceptance of the recycling concept should not be underestimated. With rapid urbanisation and intra-city inequality, there are increased risks of xenophobia and when resources are stretched then issues of 'you and I' can become dominant.

The session then opened to the floor for inputs, based around the questions: *'what are the two key SDGs from your city's perspectives?'*, and *'What can provide benefits to your own corporate planning?'*

Strovolos: Local government is closer to the people. Initially there was no assistance from central government, but the latter realises that it needs to work with local government and now provides some limited grants to assist.

Freetown: SDG 3 (health) and 4 (inclusive education), are key for local government in Sierra Leone. Both are supposed to be functions of central government, but, for example, the response to Ebola by central government was contradictory to vectors of outbreak (localised to one district). This shows the differences between the city response and the national response. What is required are strategies to build health systems within local districts. The issue of Ebola has taught Sierra Leoneans that functions need to be devolved to local government.

Maputo: Some of the SDGs are included in the city's new programme and as this gets renewed, it will incorporate more.

Malé: There is now a lot of migration into Malé from the other islands. Housing is a big issue; rents are high. There are also a lot of political issues. High tides affect the city where there is no place is higher than 3m above sea level. It is important to have a very good development plan for the Malé city area.

Peshawar: Constitutional protection for local government is important. In Peshawar, there is a need to address all SDGs, but priorities will be around SDG 6, water and sanitation. Polio sometimes tests positive in the area, as a result of Afghan refugees crossing into Peshawar. There are other problems related to WASH and further problems in sanitation and electricity.

Birmingham: In UK particular importance is attached to the perception of the citizens. Current government policy is restricting funding to local government and cutting back workforce from 21,000 to 7,000 staff over five years.

Kingston: Issues of responsibility that fall under the remit of local government. One problem is getting the information - the data on what matters and what is happening - and being able to have the kind of discussion that builds on the city's agenda.

Strovolos: What is the real aim of any local government? It is to have a better city to live in. We have difficulty bringing the citizens along to share this vision. Adequate finances are vital, we do not want to depend on government grants. We want to be as independent as possible. Central government should give us enough power on a number of issues that are of concern to the citizens. eg freedom to invite international corporations to invest in the city.

Windhoek: We need to have smart cities that are well conceived, well collaborated. We should also encourage local authorities in different countries to acknowledge that we are living in a global village. It is time to work together.

Durban: The implementation strategy for the SDGs should be developed at the city level and clearly state the roles and responsibilities of all stakeholders. There will be resource constraints, but the focus should be on what are the competing priorities that might help navigate these. There is a need to galvanise stakeholders. This might be hard where there are low levels of trust between public and private sectors. We need an enduring vision at the local government level which includes all SDGs.

Summary

SDGs relating to key services such as water, education and health will be important for many of the cities present at the meeting, along with the issue of adequate resources – especially the power to raise own revenue, and further decentralisation of functions under legal and constitutional provisions and protection, and managing urbanisation and migration.

9. Centre for Liveable Cities: long term planning

Mr Zhou Yimin Senior Assistant Director of the Centre for Liveable Cities took participants on a **Guided tour of Singapore City Gallery**. The gallery, housed within the Ministry of National Development's Urban Redevelopment Authority showcases to the public the city planning process, including the city Master plan and Concept plan, highlighting issues from protection and enhancement of green space and cultural heritage to infrastructure such as underground use down to basement 38, transport planning, water recycling known as NEWater.



Following the gallery tour, **Mr Zhou** presented an overview of Singapore's urban planning process and the CLC's Liveability Framework, answering questions from the floor with **Dr Limin Hee**.

The presentation included:

- Strategic planning and foresight in long-term city planning and adaptive urban governance
- Urban infrastructure and services
- Integrated master-planning process
- Innovative partnerships in the urban development and management process.

Panoramic view of Singapore – Centre for Liveable Cities

To close the first day of the workshop, **Mr Jack Sim**, Founder of World Toilet Organisation addressed the participants with a short presentation on *Getting things done with limited resources*. In the session, the participants were introduced to the World Toilet Organisation and showed the **Meet Mr Toilet video** as well as the **Base of the Pyramid hub** – which relates to the world's richest and poorest people_ and showed the **introduction video** on how business can help end poverty.



Singapore city at dusk: despite its high density Singapore remains liveable, with high rankings in international studies measuring quality of life
Photo courtesy of Erwin Soo

10. Urban perspectives II – what type of political and administrative leadership is needed for cities to achieve the SDGs?

Max Everest-Phillips, Director, GCPSE introduced the session which looked at the interface between the political and administrative leadership in cities and the dynamics needed to enable cities to implement the SDGs. The session was facilitated by **Arndt Husar**, Deputy Director, GCPSE.

Examples of where the political – administrative leadership interface has worked at city level include developing the vision and strategic plan for the city where budgeting, timelines and political cycles of achieving vision and goals have to be divided into short term, mid-term and long term. In these processes the role of the politicians is political guidance for bureaucrats since they are elected on a manifesto of a particular vision.

There is a tension between the priorities of politicians for short-term, tangible/visible investments and the long-term physical and social infrastructure investment, and administrators will need to make compromises. Where a party has held a majority in city government for a long time, this helps with long-term planning but can limit the more visionary leadership which can emerge with strong opposition and change of city government. When a Mayor or councillor has only a short term of one to two years, there is less opportunity for them to listen to the long term strategies of administration compared to an elected representative with a three to five year term.

The push and pull between councillors and officials can be especially constructive where there is political commitment to achieve a goal, and provide the necessary resources so the administration can ensure implementation. There are particular issues around human resource capacity within the council, and party lines on contracting out services.



One important role of administration is to advise the elected councillors/Mayor on the legality of implementing their proposals - to ensure the council stays within the law. Issues arise when there is a chronic capacity gap in administration to provide the advice and support needed, and to make the case for longer term planning. A planning sub-committee of the council can help ensure the stability of long-term planning and this makes it more difficult for politicians to deviate from long term plans as the committee deals with risk management.

In cities with greater political diversity, it is important to find common ground and alignment across the different political mandates and discussions taking place in the political sphere. This includes the need for skill developing of future politicians coming through the party ranks.



II. Urban perspectives III – implementing SDGs 11 and 16 at the city level – concrete next steps

Facilitated by **Joseph d’Cruz**, Regional Team Leader for Inclusive Growth and Sustainable Development, UNDP Bangkok Regional Hub, this session built on the previous discussions of implementing SDGs, delving deeper into how cities can go about connecting short-term goals with long-term visions, and where and how the SDGs might be relevant for cities in this context.

The SDGs are unique; while the MDGs were specific goals around needs, set up as a compact between donors and recipients, the SDGs provide a universal agenda – a shared commitment to what development means in the next 15 years, applicable to all cities. It is an interesting opportunity to develop, across cities, what the development challenges are and how to deal with them. For the first time, there is a specific goal around the sustainability of cities. Looking at SDG 11, it is the only goal defined spatially (cities). Environment, economics, social and political issues all take place in cities. SDG 11 serves as a focal point and integrator for all other goals.

Improve quality of life through technology and the efficient use of resources

It is important to get the balance right, particularly around smart cities. One key challenge is that cities don’t consider technology enough partly because there is a tendency for technology-based solutions to be hidden behind a wall of jargon and partly because city leaders are rightly sceptical, given that technologists sometimes overpromise. Technology enables cities to tap into resources outside government, and can facilitate social innovation. However, cities must be cautious so as to ensure they are inclusive, including people without smart phone access.

Why it needs to be considered more:

- 1) Technology can help cities connect with their citizens better. Technology can create digital town halls to broadcast discussion. Physical town hall meetings are limited to those who have specific interests, and spare time, but digital means opening up access.

- 2) Barriers to accessing technology such as costs and skills are getting less as computer literacy increases, and some city councils are sharing costs (eg in the Philippines)
- 3) Technology can create significant local economic activity - linking individual entrepreneurs in the city to global markets.

Two useful platforms are: Citynext which is a Microsoft platform provider which does not offer solutions but collates good practice from cities around the world. A key part of platform is cataloguing solutions. Also, Citizenconnect which was developed in UK, but increasingly exported to developing countries context helps connect citizens with public service providers across a wide range of services.

Examples of where technology has been used or is needed in cities include:

- **Smart card systems** to identify citizens service usage, needs, feedback, etc. in Colombo. One challenge is how to use this to get useful data on who is in the city to improve services.
- In Kathmandu, a corporate-sponsored student project **equipped the city buses with GPS** so updates on arrival times are provided along with the sponsored advert which pays for the service.
- In Indonesia, the Makassar mayor implemented a **‘rice for rubbish’** programme which is now also an alternative way for the city government to capture the identity of non resident workers in the city.
- In Barcelona all city data is published, so **citizens can build city apps based on available open-access data**, eg tourism app, bus app. It is a matter of governance and control versus innovation. It does not have to cost a lot, so we encourage experimentation with the idea.
- In Malé, there is a need for a **digital hospital queuing system** as travelling to the main inlands and staying there whilst waiting for an appointment can be prohibitively expensive.

Whilst all cities are doing something related to the SDGs, it is important for city leadership to start to understand what they are doing in the context of the specific goals and timelines. Whether the city is developed or developing, resources are likely to be limiting and so both partnership and economic development are key, and technology can be a key enabler for both.



Cities need an SGD implementation strategy/plan as would enable them to talk about the resource constraints and to galvanise the broader stakeholder community (other spheres of government, NGOs, tertiary education, religious, traditional authority, etc) to play a role to achieve the set targets. This will bring to the forefront competing priorities for different stakeholder groups within cities, which will require a political, participatory approach to resolve and is good for transparency and good governance.

Governance is an adherence to policies of an organisation that form the yardstick for compliance, accountability and transparency (with a stress on transparency).

Inclusivity is the participation of stakeholders, including various parts of a community; it implies a broad composition. eg capital cities that are aided by central government.

Inputs from participants:

- If people are not given information, this could lead to exclusion and limit their inability to participate.
- Junior councils, neighbourhood groups.
- Council meetings open to public.
- Public able to petition local councillors.
- Within particular frameworks, responses need to be provided.
- Transparency and audited financial statements.
- Provision of infrastructure for mobility and public transport plays a role in inclusivity/exclusivity.
- If streets are not sufficiently lit, safety is an issue. Also if motorised, non-motorised traffic is not separated.
- Both central and local government must have room to participate.

12. Peer learning session and closing roundtable discussion: shared threads and common ground on vision, leadership and public service excellence in 2030

To close the workshop, there was a lively discussion of what is needed to take forward the 2030 Agenda and where the gaps are for city governments.

Key concerns highlighted included:

- ensuring that the reporting of SDGs does not become a compliance issue;
- there needs to be space in cities for innovation and creativity; and
- the capacities of both elected representatives and city administrators need to be enhanced to be able to engage more productively not just at the national level but also with the international agencies to influence the agenda and to access opportunities.

It was observed that one problem with the MDGs had been limited bottom-up monitoring. It is hoped that this will not be the case for the SDGs and that it will be possible for citizens to hold governments to account. Local government should see the SDGs as an opportunity, a way to bring local and central government together to work on a common cause. There are a lot of organisations (CLC, CLGF, UNDP, other cities and their networks) doing good work on localising the SDGs and so it is important to work together.

There are clear **political challenges** identified which cities need to be aware of and negotiate. National governments may be initially reluctant, but cities should proactively start discussions with national government in areas of joint responsibility. There is a particular need in national or provincial capital cities where it was viewed that responsibilities between spheres of government are often blurred. Where policy is driven by party politics, there is a need for cities to proactively engage political parties across the board. The unique mandate cities have to coordinate the visioning process for the future of the city and the city-region must not be undervalued, and needs to be part of the national visioning process. The national decentralisation framework will determine to a large extent the form which the implementing the SDGs will take,

but proactive local governments should find receptiveness to their ambition of wanting to make a difference.

Concrete suggestions on ways forward:

A toolkit for implementation and localising the SDGs: To be useful, any toolkit needs to assist cities to monitor progress against all the SDGs. The Commonwealth Sustainable Cities Network (CSCN) should feed into the development of the UN SDG toolkit being prepared to assist countries to look at how to integrate SDGs into plans, as well as policy.

An overview of the toolkit will be circulated to all participants, along with a mapping exercise Microsoft has completed of where they see themselves fitting into the 17 SDGs.

Best practices compendium: The CSCN should produce good practice case studies from members engagement with the 2030 Agenda to enable others in the network to benefit from their experience.

How capacity building can be done

- Local government associations – along with the city members should enhance their capacity to providing locally-specific training;
- Trainers should be or involve local people who understand the local context;
- Peer to peer learning (e.g. assessments and staff exchanges) between members of the CSCN will be helpful; as well as
- Enabling electronic networking across CSCN members (eg listserv).

A number of specific capacity needs were identified and are highlighted below:

- As cities need to negotiate their role in the implementation of the SDGs, specific guidance and learning offers on this are required.
- Local leaders engaging at a global and international level require a specific skillset that needs to be developed and there is a

need to build capacity of mayors and city administrators to work at the global level, including with partners such as the European Commission.

- There are specific capacity needs of cities: eg in both Malé and Peshawar there is a need to enhance the city plan, and to incorporate aspects of master-planning.
- There is a need for developing change management competencies. Development of capacity must be about how to create depth, between both political and administrative structures and how to get the political discourse to acknowledge importance of the SDGs and to inspire change.
- There is a need for media training and broader capacity to enable cities to tell their stories, communicate effectively and engage their citizens.
- There is a significant capacity gap in the area of data. Most cities do not have dedicated specialist staff. There is a need for cities to have the capacity to engage with the national statistics office to ensure quality data is collected and collated in a way that is useful for city planning.
- There is a need for cities to build their capacity to engage with a wider range of stakeholders for SDG implementation, especially since most cities will experience resource constraints.

At the same time the limitations of toolkits and best practices were also well understood. More politically smart and context-aware solutions are needed. GCPSE will reflect on how to apply its insights that development requires public service excellence - impartial and meritocratic, able to build citizens' trust - and state empowerment by implementing incremental reform through continuous learning.

It is unclear how far the risk of a **demoralised and demotivated** public service (in both developing and developed countries) represents a potential crisis facing the implementation of the 2030 Agenda. More attention must be paid to how to promote trust and fosters public service transformation towards achieving the Global Goals through:

1. Public service **leadership**, through an effective political-administrative interface, requires the capacity to make sense of the 17 goals, 169 targets and plethora of indicators, by offering clear vision and commitment.
2. Strategic **foresight** can help build the resilience needed in the increasingly complex and interdependent policy environment and can empower nations to follow their destiny.
3. Public service **motivation** invigorated by New Public Passion (<http://bit.ly/1G6QFil>);
4. Public service **innovation** will support building trust, promoting political stability and economic growth by 'predictable impartiality' in the fair treatment of all citizens.

13. Conclusions, next steps

Max Everest-Phillips concluded that the meeting had particular significance as the first local government event in which the GCPSE has been involved. The opportunity to exchange ideas and learning from each other has been genuinely beneficial. Alongside the detailed exchange on views about local governance and the SDGs, the interplay of the relationship between political-administrative leadership had been particularly enlightening. As GCPSE develops its work in that field, it will get back to the network to seek further clarification and validation of the work being done.

Carl Wright said the purpose of the meeting was to move further down the road of seeing how the SDGs apply in cities as the real work on implementation the SDGs begins. 15 years is a short a time to achieve these very ambitious goals and there will be significant challenges ahead. Although there is now recognition of local government within the SDGs, not least via SDG 11, we cannot rely solely on overseas development assistance (ODA), and the cities

network and global local government community will need to continue to engage and lobby national governments to allocate resources and decentralise finances.

The SDG indicators have yet to be finalised, and the agencies developing these will need inputs from cities as to the appropriateness of the proposed indicators. In the meantime, local government needs to press forward with developing its own strategies and not just wait for national governments.

The new **Commonwealth Sustainable Cities Network** will focus on addressing the disproportionate capacity between secondary cities and megacities and by focusing on the former, will assist in raising the voice of cities of five million or less inhabitants from across the Commonwealth. It is hoped that through the CSCN, CLGF will be able to give support – including technical assistance and capacity building.

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15. Annex A: Percentage of the population across the Commonwealth living in urban areas 2014

Calculated by CLGF from the *World Urbanization Prospects, 2014* UNDESA

Commonwealth region or country	% urban	Commonwealth region or country	% urban
WORLD	53.6	COUNTRY	
Commonwealth	38.1	Singapore	100.0
Commonwealth minus India	45.1	Nauru	100.0
Europe	83.5	Malta	95.3
South East Asia	78.0	Australia	89.3
Americas	77.6	New Zealand	86.3
Pacific	70.9	Bahamas	82.8
Africa	40.8	United Kingdom	82.3
South Asia	33.0	Canada	81.6
Americas minus Canada	30.8	Brunei Darussalam	76.9
South Asia	33.0	Malaysia	74.0
Pacific minus Australia and New Zealand	18.3	Dominica	69.3
		Cyprus	67.0
		South Africa	64.3
		Tuvalu	58.8
		Botswana	57.2
		Cameroon	53.8
		Seychelles	53.6
		Ghana	53.4
		Fiji	53.4
		Saint Vincent and the Grenadines	50.2
		Nigeria	46.9
		Namibia	45.7
		Maldives	44.5
		Kiribati	44.2
		Belize	44.1
		Zambia	40.5
		Mauritius	39.8
		Sierra Leone	39.6
		Pakistan	38.3
		Grenada	35.6
		Bangladesh	33.5
		India	32.4
		Saint Kitts and Nevis	32.0
		Mozambique	31.9
		Barbados	31.6
		United Republic of Tanzania	30.9
		Guyana	28.5
		Rwanda	27.8
		Lesotho	26.8
		Vanuatu	25.8
		Kenya	25.2
		Antigua and Barbuda	24.2
		Tonga	23.6
		Solomon Islands	21.9
		Swaziland	21.3
		Samoa	19.3
		Saint Lucia	18.5
		Sri Lanka	18.3
		Malawi	16.1
		Uganda	15.8
		Papua New Guinea	13.0
		Trinidad and Tobago	8.5

16. Annex B: The Sustainable Development Goals

Agreed by the UN general assembly on 25th September 2015

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.



SINGAPORE STATEMENT ON COMMONWEALTH CITIES IMPLEMENTING THE 2030 AGENDA ON SUSTAINABLE DEVELOPMENT

We, the mayors and local government representatives from cities across the Commonwealth, meeting in under the auspices of the Commonwealth Local Government Forum, CLGF, on the occasion of *Cities 2030-Vision, Leadership and Public Service Excellence*, Singapore, 5-6 October 2015:

Appreciative of the facilities and hospitality, provided by our co-hosts, the UNDP Global Centre for Public Service Excellence and the Centre for Liveable Cities, Singapore;

Saluting World Habitat Day 2015 and conscious of the preparations to develop the New Urban Agenda in anticipation of Habitat III in 2016 in recognition that a majority of the SDG targets and indicators are applicable at urban level;

Acknowledging the adoption by the United Nations of 2030 Agenda for Sustainable Development and its recognition of the role of cities and local governments in the new sustainable development goals, the SDGs, especially SDG 11 to 'make cities and human settlements inclusive, safe, resilient and sustainable, SDG 16 on effective, accountable and inclusive institutions, as well as in respect of the means of implementation, set out in the Addis Ababa Action Agenda, and the provisions for sub-national follow-up and review of the SDG;

Encouraged by the statement of the UN Secretary-General of 24 September 2015 that cities are at the heart of many global challenges and opportunities and that mayors will have a critical role in the implementation of the entire spectrum of the 2030 Agenda;

Endorsing the local government commitment to implement the SDGs contained in the CLGF Gaborone Declaration- Local Government Vision 2030, the Declaration of Cities' Commitment of the 2030 Sustainable Development Agenda and the Statement of the Global Task Force of Local and Regional Governments 'All SDGs are Local';

Convinced that the establishment of the new Commonwealth Sustainable Cities Network, CSCN, by the CLGF, provides a valuable and practical vehicle for our cities and other Commonwealth cities to join together to help set, implement and monitor the SDGs and assist us in developing the necessary capacity for this task;

Commit to:

1. Inform our citizens and communities about the importance of the 2030 Agenda for Sustainable Development and engaging with central and provincial government, development partners, academia, civil society and private sector partners to ensure the application and localisation of relevant SDGs in our own areas of jurisdiction.
2. Focus on core areas of need, including making cities inclusive, safe, resilient and sustainable; creating effective, accountable and inclusive institutions; promoting economic growth and employment; building resilient infrastructure; and addressing climate change, with special attention to the needs of cities in least developed countries and small island developing states.
3. Share knowledge and know-how on successful strategies to implement the 2030 Agenda among the CSCN membership and through direct city-to-city partnerships.
4. Work with CLGF, UNDP-GCPSE, CLC Singapore and other partners to develop the necessary technical skills and capacity to help set, implement and monitor the SDGs, thereby ensuring a bottom-up approach to sustainable development.
5. Cooperate with CLGF and through the CSCN to realise the pledges of the Addis Ababa Action Agenda for scaling-up international cooperation to strengthen the capacities of municipalities and other local authorities, to give support in implementing resilient and environmentally sound infrastructure, to support local governments to mobilise revenues, strengthen debt management and municipal bond markets and help subnational authorities to finance necessary investments and promote lending from financial institutions and development banks, deal with risk mitigation and holistic disaster risk management in line with the 2015 Sendai Framework.
6. Make use of CLGF's unique central and local government membership to promote partnership between mayors and ministers to implement the 2030 Agenda, with a view to ensure that the concerns of cities and their specific developmental and financial needs are adequately recognised in national policy-making, including through appropriate legislation and, where applicable, constitutional recognition, in line with the *Commonwealth Aberdeen Principles on Local Democracy and Good Governance*.
7. Take up membership, where applicable, of CLGF and its CSCN and mandate the Mayors of Kingston and St. Andrew, Jamaica; Strovolos, Cyprus and Windhoek, Namibia to form the steering committee of the CSCN, and cooperate with the CLGF Board and Secretary-General in developing its membership, organisation and work programme in line with the aims and objectives set out above.

Singapore, 6 October 2015

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