



Commonwealth Local Government Conference
**Energising local economies:
partnerships for prosperous communities**
15-18 March 2011, City Hall, Cardiff, UK



Conference report



Conference partners

Commonwealth Local Government Forum (CLGF)
Cardiff Council
Local Government Association of England and Wales
Welsh Government
Welsh Local Government Association

Conference chairs

Mayor Zenaida Moya,
Chairperson, CLGF
Cllr Rodney Berman, Leader,
Cardiff Council

Conference secretaries

Carl Wright, Secretary-General,
CLGF
Kathryn Richards, Head of
Marketing, Tourism and Events,
Cardiff Council

Master of ceremonies (Opening ceremony)

Angharad Mair



The impact of the global financial crisis has not been uniform across the Commonwealth and countries are using different strategies to overcome financial difficulties: however there is a growing trend to include local economic development and fostering local growth and jobs as part of these strategies. So the focus of this year's Commonwealth Local Government Conference - *Energising local economies: partnerships for prosperous communities* - was therefore very timely. From Antigua to Australia, Belize to Botswana, Sri Lanka to South Africa, local economic development (LED) not only can help reduce poverty and deliver the MDGs, but creates a climate for partnerships and inward investment that is vital to us all in the new global era.

The conference identified four key actions for local government to play its full role in local economic development: having a clear national framework, an enabling environment, local strategy development, and partnerships working with the private sector and others. I hope that our member governments and local governments will take up these actions and implement them locally to strengthen their own economies and economic opportunities for their citizens and report back to us with their successes and challenges.

We were fortunate to have some top keynote speakers including the Commonwealth Chairperson-in Office Hon Kamla Persad-Bissessar, the Commonwealth Secretary-General Kamallesh Sharma, UNDP Administrator Rt Hon Helen Clark and First Minister of Wales, Rt Hon Carwyn Jones.

This time a range of associated activities were held to coincide with the conference, many of which were linked to the 2011 Commonwealth Day celebrations, including the involvement of the local community, schools and business in Cardiff, helping to raise awareness of the Commonwealth. We held the first ever Commonwealth Local Government Young Professionals' Forum and a Commonwealth Women in Local Leadership networking breakfast. Both of these ground-breaking events were hugely successful. All of these events have inputted into the final outputs of the conference which will be presented to Commonwealth Heads of Government in Perth, Australia for endorsement later this year.

I would like to thank delegates from around the Commonwealth and further afield who took part in the 2011 Commonwealth Local Government Conference and made it such a success. I hope that this report will help you reflect on the discussions and outcomes to inform your own policy making and service delivery.



Mayor Zenaida Moya, Chairperson, CLGF



CLGF would like to thank Professor Reddy and Malcolm Wallis for providing the background discussion paper for the conference and he and his colleagues in the CLGF Research Advisory Group for again holding a research colloquium prior to the conference where this and other papers around the theme were presented, and Cardiff University for hosting this event. Their input, along with the many excellent keynote speakers, helped us to have stimulating presentations and discussions over the three days.

It has been a great pleasure to have the interest and support of so many partner organisations as well as our members. I would like to thank Cardiff Council - in particular Council Leader Cllr Rodney Berman, the Welsh Local Government Association, the Welsh Government, our platinum partners Tata Consultancy Services and Dell/Microsoft, and all our partners and supporters who contributed to the event and helped make it such a success.



Carl Wright, Secretary-General, CLGF



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Message from the Prime Minister of the UK



THE PRIME MINISTER



10 DOWNING STREET
LONDON SW1A 2AA

On behalf of the British Government I warmly welcome all delegates to the 2011 Commonwealth Local Government Conference.

The British Government is committed to strengthening the Commonwealth as a focus for democracy, development, and trade, and to helping this unique organisation reach its full potential.

The theme of your Conference, 'Energising Local Economies: Partnerships for Prosperous Communities', is highly relevant at this time of global economic downturn. The Commonwealth, with its connections, economic success and commitment to free trade and democracy has the potential to contribute significantly to the prosperity of all its members. Local democracy, as promoted by the Commonwealth Local Government Forum, is a key component of the core Commonwealth values, responding to the needs of local communities, and working with a range of partners to deliver quality public services, often with limited resources.

I know that the Commonwealth Local Government Forum works closely with its British local and central government partners, and we recognise the good work that you are doing in sharing good practice across the Commonwealth, including regional capacity-building programmes, for example in the Pacific. I encourage all member states to take forward the 'Aberdeen Principles on Local Democracy and Good Governance' in their respective countries, especially in those which are in the process of democratic transition.

We look forward to developing and strengthening the UK partnership with the Commonwealth Local Government Forum in the future, taking forward our common endeavours to create a Commonwealth which is, in the words of the Head of the Commonwealth, Her Majesty the Queen, 'the face of the future'.



March 2011

Tuesday 15 March

Opening ceremony

- Master of ceremonies: **Ms Angharad Mair**

Cardiff cultural performance

Introduction

- **Carl Wright**, CLGF Secretary-General

Welcome remarks

- **Mayor Zenaida Moya**, Mayor, Belize City Council and CLGF Chairperson
- **Cllr Rodney Berman**, Leader, Cardiff Council
- **Cllr John Davies**, Leader, Welsh Local Government Association
- **Baroness Eaton DBE**, Chairman, Local Government Association of England and Wales

Keynote speakers:

A Commonwealth perspective

- **HE Kamallesh Sharma**, Commonwealth Secretary-General

Pro-poor economic development strategies

- **Hon Hazel Jenkins**, Premier, Province of Northern Cape, South Africa

LED – a Welsh perspective

- **Rt Hon Carwyn Jones**, First Minister of Wales

Special keynote address

Empowering local government for prosperous communities

- **Hon Kamla Persad-Bissessar**, Prime Minister of Trinidad and Tobago and Chairperson in Office of the Commonwealth

Opening reception and opening of conference exhibition with performers from Trinidad and Tobago



Ms Angharad Mair



HE Kamallesh Sharma



Rt Hon Carwyn Jones



Hon Kamla Persad-Bissessar

Official opening ceremony

Master of ceremonies **Angharad Mair** welcomed delegates to the Commonwealth Local Government Conference, for the first time held in Wales, in its capital city Cardiff. She said that Cardiff Council was delighted to host the event in partnership with the Commonwealth Local Government Forum, Welsh Government, Welsh Local Government Association and the Local Government Association. She also thanked all the conference supporters including platinum partners Tata Consultancy Services and Dell/Microsoft.

Describing how Wales has a strong tradition of music and singing, she introduced the two school choirs, who gave a performance of traditional songs to welcome delegates to Cardiff, and introduced the main speakers to the platform.

In his introductory remarks CLGF Secretary-General, **Carl Wright**, said that local government is the cornerstone of any nation state and provides the building blocks for a truly democratic system. Addressing the conference theme he described how, in today's global world, economies and people's livelihoods and jobs are interdependent. Local economic development has thus an international dimension that requires learning from each other and common solutions based on good practice. Mr Wright said that he hoped that the conference would facilitate this learning and help to identify some common solutions for people to take back to their own countries and local governments.

Welcome remarks

Opening the conference, CLGF Chairperson **Mayor Zenaida Moya** emphasised CLGF's recent achievements since delegates last met at the 2009 conference, emphasising CLGF's knowledge-sharing work, its advocacy in support of local government in the Commonwealth, and capacity-building with members. She noted that Commonwealth Heads of Government had endorsed the outcomes of the 2009 conference in Freeport, and that the *Aberdeen principles on local democracy and good governance* have now been incorporated into the Commonwealth's core political values, which has allowed CLGF to boost its advocacy role in local democracy.

Mayor Moya said that the theme of the 2011 conference – Energising local economies – is relevant to each and every one of the countries of the Commonwealth and beyond.

"As the directly elected mayor of Belize City – the largest city and commercial capital of my country – I am acutely aware of the need for my city to attract jobs, investment and tourism," she said.

"I am sure that this conference will result in new initiatives to support CLGF's members. "Promoting local economic development is ever more important in a time of economic downturn and public sector contraction in many countries."

Cllr Rodney Berman, Leader of Cardiff Council, welcomed delegate to Cardiff. He said that the theme of local economic development was very opportune, as Cardiff has had to grapple with the decline in heavy industries and refocus on new activities to bring life back to the city centre, and the infrastructure to support this. He invited delegates to see this regeneration first hand while in Cardiff, including the study visits to various projects including Cardiff bay and the city centre.

He said that Cardiff had only achieved this through vision, commitment and partnership, a message that Cardiff will share with delegates during the conference, as well as looking at current common challenges that affect every city such as globalisation and the free movement of ideas, people and products, the recession, and climate change. He said that he looked forward to sharing experiences and learning about some of the innovative ways to find sustainable solutions to boost local economies.

Cllr John Davies, Leader, Welsh Local Government Association, said that local economic development is a theme that is regularly discussed in Wales, which has seen a huge transition from heavy industry to lighter industry – from coal mining and the iron and steel industry to manufacturing and the service sector. He described how every council in Wales is working to support its local economy, with a range of partners from the public private and voluntary sectors.

Baroness Eaton DBE, Chairman of the Local Government Association of England and Wales, told delegates that local government should lead the way by demonstrating that local solutions are the best solutions. In England and Wales councils are learning from their Commonwealth peers such as Canada's local government response to the economic crisis in the 1990s, and South Africa's innovative peer review process for local councils.

A Commonwealth perspective

HE Kamallesh Sharma, Commonwealth Secretary-General, paid tribute to the work of CLGF as one of the most valued members of the Commonwealth family. He highlighted the cooperation between the Commonwealth Secretariat and CLGF in urbanisation, education and gender, and in monitoring elections and commitments to decentralisation and local government.

He said that the Commonwealth prizes local democracy. "Our lives are lived locally, our governments are experienced locally. For most people, local government is their first and perhaps only contact with the authorities in their country," he said. After highlighting some of the key services which are often local government's responsibility – roads, transport, water, sanitation, health, education, jobs - he pointed out that local government also has a role in terms of conflict abatement and resolution, promoting respect and understanding between different faiths, ethnicities and communities and disaster management. Mr Sharma pointed to the *Aberdeen Principles on local democracy* which have been incorporated into the Commonwealth's principles as the guiding light.

Addressing the conference theme he said that the fund of wisdom and experience of the Commonwealth is at our fingertips. "Development – economic and human – is the Commonwealth's work. It is the twin sister of democracy, the two go hand in hand," he said.

Pro-poor economic development strategies

Explaining that her Province of Northern Cape is the largest province in terms of land area in South Africa, but has the smallest population, Premier **Hon Hazel Jenkins** said that the ability of all levels of government to effectively deliver services is critical, and these constraints are important in considering local economic development. She said that the province had developed an LED strategy to eradicate unemployment and poverty by building the economic competitiveness of the province at all levels. She emphasised that poverty alleviation has to be an integral part of any local economic development strategy and implementation must be integrated with

sustainable local economic development. Skills development and capacity building are crucial human resource interventions for an improved local labour market. She outlined the measure the province has taken to support LED and the objectives of the Northern Cape Provincial Growth and Development Strategy, and a number of LED initiatives that are under way. She explained that in South Africa it is now compulsory for all municipalities to focus on LED by drawing up annual and five-year Integrated Development Plans which must contain an LED strategy.

Outlining the issues and challenges for the province, she said that there needed to be a greater understanding of roles between the province, the district and the municipality as well as the roles of key stakeholders and outlined some of the ways in which these are being addressed.

"I wish to encourage members to advocate for the involvement of local government in LED as it is the sphere of government that has a direct bearing on peoples' lives. Municipalities need to be capacitated with the necessary resources to effectively discharge their LED function," she concluded.

Increasing prosperity – a shared challenge

Rt Hon Carwyn Jones, First Minister of Wales, said it was an honour and a privilege for Wales to host the sixth Commonwealth Local Government Conference. He stressed the importance of local government as it allows people to participate in their affairs and has the potential to unite communities.

"Although we are from all corners of the Commonwealth, as politicians and public sector leaders we share the same challenges," he said. "Increasing the prosperity of our communities is perhaps the most important one."

The First Minister said that through participants of the conference understanding different approaches, sharing knowledge and best practice, the conference will help to make a difference to people's lives.



CLGF Chairperson Mayor Zenaida Moya and Hon Kamla Persad-Bissessar meet Olga Kelly at the BritishCouncil stand after they officially opened the exhibition



Empowering local government for prosperous communities

*Extracts from the speech of **Hon Kamla Persad-Bissessar**, Prime Minister of Trinidad and Tobago and Chairperson in Office of the Commonwealth*

"It is my great honour to be part of this local government conference organised by the Commonwealth Local Government Forum, hosted by Cardiff City Council and supported by the Welsh Assembly Government.

"I also take notice of and commend the work of the CLGF in terms of its support for local government in the Caribbean Region and its support for strengthening national and regional institutions such as CALGA and the Caribbean Forum of Local Government Ministers.

"I also welcome the forthcoming Caribbean Local Economic Development Project.

"As Prime Minister, I understand the importance of local government, having had firsthand experience. I began my political career in local government as an Alderman in the Siparia County Council. When we speak of local government, inevitably we speak of local democracy, of participation in local governance, of self-determination in the development affairs of a particular region.

"It is my considered view that local government is not only one of the best examples of democracy in action, but also it has the potential to unite communities around a shared vision and mission. In this way, and through the opportunity it provides for consensus-building communications, elevated to a national level, local government serves as a model for peace among people.

"It is for this reason in particular that local authorities must be given the material and human resources to effect community agreed programmes of work.

"Across the globe, there is a crying need to move from the rhetoric of empowerment to the active strategies to effect empowered local authorities.

"Energising local economies and creating partnerships for prosperous communities requires therefore a fundamental shift in the philosophy for governance, particularly at the central level.

"I have always recognised partnering as important for community prosperity and an energised economy and as such I have dubbed my government a People's Partnership Government.

"The belief that people have the right to be masters of their destinies and to organise the affairs of their communities so as to experience the best quality of life is at the heart of our philosophy for local government. We believe that one of the best ways to energise the creativity and commitment of a community is by inviting their participation in the way they are governed.

"We believe that the task of local government is to provide leadership of locality to energise the people and other civic organisations so as to provide benefits for all. When you examine carefully the functions of local government – whether in the developed or underdeveloped Commonwealth – the conclusion is inevitable as to the importance of the contribution of local government to both the standard of life and the standard of living.

"The prosperity of a community is not only measured by economics and material wealth, but also by the spirit of the community, its resourcefulness, its camaraderie, its ability to recognise, celebrate and care for its members, and its sense of ownership.

“energising local economies and creating partnerships for prosperous communities requires therefore a fundamental shift in the philosophy for governance, particularly at the central level”

“In my own country I want to achieve this by the following measures:

- we want to give constitutional protection to local government
- increasing the financial resources available to local government authorities, and allowing some level of borrowing for special projects
- providing state-financed offices for local government representatives
- amending the laws to limit the terms of councillors to three terms
- giving constituents the power to recall local representatives
- examining functions which are now managed by central government and elevating these to local government
- creation of full-time local government representatives
- training local representatives in managements and leadership skills, as well as skills related to the organisation of people and communities
- formulating national budgets with greater inputs from local communities
- the election of three special representatives in each local authority, one male and female youth representative and a representative for women and children.

“These are changes that will bring about a more empowered local government which will also be more responsive to current issues and create wider participation of young people in public governance.

“Central governments must not be wary of the power of local authorities. Systems of government could be controlled by a different political party. This sometimes creates serious governance difficulties. This is a real issue which CLGF might wish to address during these deliberations.

“I welcome the close working relationship between CLGF and the Commonwealth Secretariat. I note the strong commitment that the Commonwealth places on human rights and democracy and acknowledge the affirmation of CLGF’s *Aberdeen Agenda: Commonwealth principles on good practice for local democracy and good governance* by Commonwealth Heads of Government at their last meeting in Trinidad and Tobago in 2009.

“I take this opportunity to wish you all success and through these deliberations may we create more prosperous communities across the Commonwealth.”

Wednesday 16 March

Plenary 1: CLGF achievements 2009-2011

Chair: **Mayor Zenaida Moya**, Mayor, Belize City Council and CLGF Chairperson

Report on CLGF achievements 2009-2011

- **Carl Wright**, Secretary General, CLGF

Plenary 2: The role of local government in energising local economies and delivering the MDGs

Chair: **Mayor Zenaida Moya**, Mayor, Belize City Council and CLGF Chairperson

Keynote speaker:

- **Rt Hon Helen Clark**, Administrator, UNDP

Presentation of conference background paper Energising local economies: local economic development around the Commonwealth

- **Prof Purshottama S Reddy**, University of KwaZuluNatal, South Africa

followed by presentations and panel discussion by:

- **Africa: Hon Lebonamang T Mokalake**, Minister of Local Government, Botswana
- **Asia-Pacific: Mayor Lawrence Yule**, President, Local Government New Zealand
- **Americas: Hon Byran Woodside**, Minister for Lands and Local Government, the Bahamas
- **Europe: Dr Lazaros Savvides**, Permanent Secretary, Ministry of the Interior, Cyprus

Questions and discussion

Plenary 3: Pro-poor local economic development strategies

Chair: **Hon Adolf Mwesige**, Minister of Local Government, Uganda and CLGF Vice Chairperson

Keynote speaker:

Hon James Musoni, Minister of local Government, Rwanda



Rt Hon Helen Clark



Hon James Musoni

Panel discussion:

Moderated by **Dr Philip Amis**, University of Birmingham, UK

- **Dr Tofail Ahmed**, Advisor, UNDP, Bangladesh
- **Hon Felix Godsent Akhabue**, President, Association of Local Governments of Nigeria
- **Hon Kouraiti Beniato**, Minister of Internal and Social Affairs, Kiribati
- **Hon Capt (Rtd) George Huruma Mkuchika MP**, Minister of State, Regional Administration and Local Government, Tanzania
- **Stephen Hammond MP**, Parliamentary Private Secretary, Communities and Local Government, UK

Plenary 4: Inclusive development - engaging with youth and young professionals

Chair: **Basil Morrison**, CLGF Immediate Past Chairperson

Keynote speaker:

- **Barbara Hachipuko-Banda**, Director of the Mbabala Women Farmers' Cooperative Union, Zambia

Working groups

Regional meetings

CLGF members nominations to 2011-13 CLGF Board and consider relevant regional programmes and issues (CLGF members only)

Africa (East, Southern and West)
Americas
Asia-Pacific
Europe
Associate members

Conference gala dinner, Assembly Hall, City Hall, Cardiff hosted by Cardiff Council



Plenary 1: CLGF achievements 2009-2011

Speaking from the chair, **CLGF Chairperson Zenaida Moya** opened the proceedings and welcomed delegates to the conference.

Carl Wright, Secretary General, CLGF presented a report on CLGF's work over the last two years.

He highlighted some of the successes in CLGF's advocacy work in promoting democratic values and good local governance including:

- success at the 2009 Commonwealth Heads of Government Meeting (CHOGM) which welcomed the Freeport declaration and incorporated the Aberdeen Agenda into the core values of the Commonwealth;
- input into the Eminent Persons Group review of the Commonwealth, and working with the Commonwealth Secretariat to develop a more strategic partnership;
- input into the UN Global Summit resulting in greater recognition for local government's key role in achieving the Millennium Development Goals.

He pointed to a number of concrete actions to support local democracy in Pakistan, Malawi, the Maldives, Seychelles and Zimbabwe and the Pacific where a voter awareness programme in Tonga had resulted in a ten per cent increase in voter turnout.

Mr Wright described CLGF's key capacity-building programmes and their achievements over the last two years. He noted that the UK-funded Good Practice Scheme had resulted in a range of technical cooperation between councils in the UK and India, Jamaica, Pakistan, Ghana and Sierra Leone as well as partnerships between South Africa and India, and a similar AusAid funded programme in Papua New Guinea has now received funding for a further programme. He outlined the substantial regional programme in the Pacific which culminated in a symposium of all the partners and stakeholders in Port Vila to set the next phase of work, the project with Honiara City Council helping a fragile state to rebuild its institutions with funding support from the New Zealand government.

He also highlighted the closer cooperation developing between CLGF and the UNDP and UNCDF, for instance in Southern Africa which had resulted in a regional strategy and an in-depth study of decentralisation in the region, and the collaboration with the Federation of Canadian Municipalities and the Canadian International Development Agency (CIDA) to develop a programme of support for decentralisation and local government capacity-building in the Caribbean region. He reported that the negotiations with the EU-ACP programme had come to fruition leading to a five-year capacity building project for local government associations in ACP countries in partnership with the Netherlands local government association VNG.

CLGF's work in exchanging good practice has a number of strands, Mr Wright reported:

- a successful conference in 2009, and regional meetings in Mauritius, Botswana, Port Vila, and Malta;
- launch of the Inclusive Cities Network to promote pro-poor

inclusive development with nine pilot cities, now being expanded

- the *Commonwealth Local Government Handbook* which is a valuable corporate resource, and other publications such as the Commonwealth e-journal of local governance and wider research papers on municipal finance, local economic development and the role of women in local leadership.

Mr Wright pointed to a number of improvements in CLGF's service to members, including the *CLGF e-news*, new format *CLGF Bulletin*, greater use of ICT, and the assignment of member liaison officers to all members. He also reported on the successful implementation of the recommendations from the review of CLGF following the decision of the Board meeting in the Bahamas in 2009 to carry out a strategic review of CLGF, which has resulted in a more transparent financial strategy, better organisational and management structures, a more participatory business plan process, and the establishment of a new Executive Committee to support the CLGF Board and give advice to the Secretariat and which will now have portfolio holders.

Plenary 2: The role of local government in energising local economies and delivering the MDGs

Achieving development goals

UNDP Administrator, **Rt Hon Helen Clark**, said that the role of local government does, and must, go beyond traditional service delivery, and seek to provide the kind of strategic leadership needed to energise local economies and communities.

"As the level of government closest to the community, local government bears direct witness to the persistent and extreme poverty and chronic hunger which still beset so many countries; to the damage caused by natural disasters and environmental degradation; to the impact of the global recession and of high food and fuel prices on local people; and to the effects of discrimination and social exclusion. In tackling such problems, local governments must be seen as critical components of integrated systems of governance," she said.

Outlining some of the joint initiatives UNDP has already undertaken with CLGF, Ms Clark said that she was keen to see UNDP and the UN Capital Development Fund (UNCDF) work more closely with CLGF to support local government to develop its full capacity.

She explained that UNDP sees human development as being about expanding people's choices and freedoms, and democratic governance helps to do this, therefore strengthening democratic governance and institutions is an important part of their work, and a key part of this is support for local governance and decentralisation. She said that, critical to the conference theme, local governments can use their convening powers to bring together public, private and non-governmental stakeholders to identify and share values and priorities.

She also suggested that, while economic growth is important for development it should be inclusive and equitable: many people have not been able to benefit from their countries' progress – particularly women, ethnic and religious minorities, indigenous people, rural poor

and others. She said that local economic development offers more opportunities for inclusive development and organisations such as UNDP should help strengthen the capacity of local authorities to do this.

Summing up she said: "Local approaches have a big role to play in achieving development goals. UNDP and UNCDF are committed to helping local governments fulfil their potential as agents of change and development, including through energising local economies. In our endeavours, we look forward to ongoing collaboration with the Commonwealth Local Government Forum and its constituent organisations. Our shared vision is to maximise the potential of local government to contribute to the economic and social well-being of its peoples."

LED in the Commonwealth

Presenting the conference background paper *Energising local economies: local economic development around the Commonwealth* Prof Purshottama S Reddy, University of KwaZuluNatal, South Africa described how the concept of LED has developed. He said there is no blueprint for LED as no two areas are the same, but there are certain key aspects that are common: local authorities have a leading role, working with other partners and stakeholders including the private sector, civil society and national government. Outlining experiences around the Commonwealth he said that in the Caribbean the strategy is that of the third economic way, in Africa LED has been assimilated into community and social development but tends to be short-term rather than sustainable economic growth, while in Asia decentralised governance has helped to promote LED and private sector partnerships have promoted economic growth.

However, he pointed out that there is often a gap between expectations and resources and for policy transfer to be successful the economic, social and political context and local realities must be taken into account.

He recommended that:

- legislative frameworks are reviewed to ensure that LED is a local government function
- LED should be adequately funded
- national government should provide the framework to support LED
- LED must be part of the forward thinking in response to the global financial crisis, not a casualty.

He also called for entrepreneurial styles of leadership, for local authorities to provide an enabling environment for business to flourish, and the active and consistent participation of the private sector and civil society.

Chairperson Zenaida Moya introduced the panel, who gave updates on local economic development in each of the regions of the Commonwealth.

Speaking on behalf of the Africa region, **Hon Lebonaamang T Mokalake**, Minister of Local Government, Botswana, said that, as the sphere of government closest to the people, local government is the glue between central government and local communities. He described some of the responsibilities of local government in providing the right environment for business and entrepreneurs to

Message of support for Christchurch

Local government in Christchurch, New Zealand faces a huge challenge to rebuild the city and services following the recent earthquake there, the worst natural disaster in living memory according to Mayor Lawrence Yule. Mayor Yule thanked other Commonwealth countries for all their messages of support following the disaster.

operate and capitalise on the use of local resources. He explained how in Botswana there have been a series of strategies to revitalise the economy and reduce poverty including Vision 2016 Prosperity for All, and that local government can contribute immensely to this and to the achievement of the MDGs.

On behalf of the Asia-Pacific region, **Mayor Lawrence Yule**, President, Local Government New Zealand, described some of the recent experience and priorities on LED in New Zealand. He said that the financial crisis had prompted an economic refocus for the national government, where initially local government was left out of the discussions. Local government invests some NZ\$ 142 million a year on local business development, much of which is carried out through regional development agencies, and the biggest challenge for New Zealand is its distance from most of its markets. He said that local governments have to work alongside central government to deliver the priority areas, and key to this is developing a partnership with central government so that local government is included in policy debate. He also noted that is important for elected members to understand economic development to make informed investment decisions, and to have some consistency in the delivery of LED.

Speaking on behalf of **Hon Robert Montague**, Jamaica, **Hon Byran Woodside**, Minister of State for Lands and Local Government, the Bahamas, outlined the strategic importance of local government in LED. He said that local government is now facing some of its severest challenges as a result of the global recession which has serious consequences for some small states such as Jamaica. He said that in the past there has not always been sufficient recognition of local government's central role in LED but this is now changing. Local government has a key role from its relationship with the community, giving it a unique position to harness the collective energies of citizens and stakeholders. He said that a national policy framework is important, but this must be developed through consultation. Minister Woodside described the situation in the Bahamas where tourism is an important part of the national economy, and central government has been supporting employment and infrastructure to help grow tourism.

Speaking on behalf of Europe, **Dr Lazaros Savvides**, Permanent Secretary, Ministry of the Interior, Cyprus, noted the growing importance of multi-level governance, particularly for economic development which has a very significant local dimension. He said that LED is a pillar of sustainable development where local authorities are gradually assuming a role and must be encouraged and supported to do more of this. Describing the local government changes in Cyprus following a ten-year programme of reform, he said that councils had been given more responsibilities around this, especially the district councils which are responsible for planning and infrastructure.

Dr Savvides also highlighted the importance of sharing good practice. "We can learn from each other," he said. "As a group with common interests and concerns we can join forces to broadly disseminate good practices and improve synergies."

Plenary 3: Pro-poor local economic development strategies

Local government LED priorities in Rwanda

Hon James Musoni, Minister of local Government, Rwanda, said that the conference theme of energising local economies was appropriate in view of core mandates and the present challenges. He said that LED "refers to those development strategies and actions that are area/location based, locally planned, locally owned and managed, aimed primarily at reducing poverty through increasing employment and economic growth. LED thrives in an environment where it is strategically planned, local driven, and where there are meaningful partnerships." He emphasised that successful LED requires effective partnerships of public, private, and civil society sectors.

Describing the rebuilding of Rwanda, he explained how this resulted in the Rwanda Vision 2020 that reflects the aspirations of the people to transform the country into a middle-income nation, where people are healthier, better educated and more prosperous. He said that the first pillar of this is good governance and an effective state, and decentralisation is a part of this. During decentralisation, LED became a focus for intervention.

He said, with the GDP growth over the last ten years, Rwanda is on track to achieve most of the MDGs and noted the many achievements of local government, including organised settlement and affordable housing, access to health insurance, basic education, and other local services delivery. Local programmes have been designed to tackle poverty and increase growth, through the Vision 2020 Umurenge Programme, an integrated local development programme which is a part of the national programme, which has provided direct support, paid for public works, and allowed greater access to financial services. Community planning - with local communities identifying their priorities - has been an essential part of this.

He said that reforms to investment processes have led to Rwanda being recognised as one of the top reformers by the World Bank; these have included local savings and credit cooperatives, and micro-projects to support women and widows. However, he noted that though there has been good progress there are still some challenges such as weak local government capacity, insufficient infrastructure, lack of research and development, and weak skills base.

Pro-poor local economic development strategies

Dr Tofail Ahmed, Advisor, UNDP, Bangladesh, said that the message from the conference was that if the local economy is strong then local government is likely to be strong. Quoting Ghandi he said 'think globally, act locally' is particularly apt for local government. He said that Bangladesh has a long tradition of local government and outlined some of the initiatives and ideas such as the safety-net programme for the poor delivered through local government, micro-credit initiatives and Prof Yunus' social business concept. He urged countries to ensure that local government had its own budget so that its contribution to the economy can be assessed, and there should be

more focus on local government globally. In terms of LED, he said that local government has a key role in planning and facilitating, but this must evolve. He also noted the lack of research in this area and called for more clear studies across the Commonwealth.

Speaking on behalf of the UK government, **Stephen Hammond MP**, Parliamentary Private Secretary, Department for Communities and Local Government (DCLG), said that pro-poor and pro-growth are linked. He said that there should be a balance between central and local government on economic growth and between the public and private sectors.

He said that one of the key priorities for the UK government is for growth to prosper, and that the DCLG has a major role in taking this forward, and this is being done through the principle of localism - empowering local councils and communities to make the decisions best for their areas - and encouraging councils and business to work together through local enterprise partnerships, involving the private sector and local academic institutions to support local economic growth. He said that economic growth - growing jobs, opportunities and hopes, goes hand-in-hand with being pro-poor.

Hon Felix Godsent Akhabue, President, Association of Local Governments of Nigeria, noted that local government's role in delivering local economic development and the Millennium Development goals (MDG) - including those on poverty - is gaining increasing recognition. He said that in Nigeria local governments are trying to contribute to economic development and achieving the MDGs through their delivery of key services and through their partnerships with the community, civil society and business.

He gave examples of how local government is proactively supporting LED through loan facilities, training, coordinating LED projects, and coordinating poverty reduction programmes. However, he said there are a number of challenges, including weak partnership with central government, no opportunities for direct raising of finance locally, and having to seek provincial approvals for projects and other initiatives. He called on Commonwealth governments to ensure that the Aberdeen principles are implemented so that local government is run democratically and to improve their revenue base.

The Pacific Plan, national development plans, the Aberdeen principle and the MDGs all form a framework for local government to achieve a more comfortable and affordable life for their citizens said **Hon Kouraiti Beniato**, Minister of Internal Affairs and Social Development, Kiribati. He explained that the countries of the Pacific had particular challenges in terms of their geography - with frequently occurring natural disasters such as typhoons and earthquakes; climate change had further impacted weather patterns, and there are particular challenges in terms of scarcity of natural resources and access to international markets.

He also emphasised the importance for good central-local relations and having adequate finances for local government to meet its responsibilities and the needs of the citizens. He said that local government has a fundamental role in LED as it is best placed to market the locality and foster partnerships, including embracing the informal sectors. He noted the capacity building work on improving the skills and knowledge of traditional leaders that CLGF has been

undertaking as part of the Pacific Regional Capacity Building Project that is helping to strengthen local government to be able to deliver such services to the community.

Hon George Mkuchika MP, Minister of State, Regional Administration and Local Government, Tanzania, described some of the initiatives in Tanzania to strengthen the economy for the benefit of the public. He described how the government has led strategies for effective financial services including strengthening policy, creating a better environment for micro credit availability, reforming land registration and arrangements for the development of medium and long-term finance.

He explained how the government's National Economic Empowerment Policy (NEEP) has provided a framework for economic development and is increasing the level of participation of citizens in economic activities, and how the National Strategy for Growth and Reduction of Poverty is boosting agriculture and private-sector led growth. The NEEP has enabled better access to credit, soft loans, and direct loans, including local government community development funds for young people and women economic groups. Local governments are further supporting community-led skills and other development through specific funds in villages and poor communities and providing employment opportunities from working on public works programmes to increase their income, skills and opportunities.

Plenary 4: Inclusive development - engaging with youth and young professionals

Speaking on behalf of the Commonwealth Local Government Young Professionals' Forum which has met just before the conference, **Barbara Hachipuko-Banda**, Director of the Mbabala Women Farmers' Cooperative Union, Zambia said that young people want to engage with local government and the private sector in development. She outlined the main recommendations from the young professionals:

- advocacy: letting young people know about the power and influence of local government and the role it plays in their lives;
- youth enterprise development – skills, financing and technical support to empower young people to run their own businesses;
- empowering young people through involving them in strategy development;
- partnerships with local government, the private sector, the Commonwealth and others to create impact;
- changing the curriculum to include enterprise to prepare young people for their futures.

Ms Banda thanked CLGF and its partners for the opportunity to contribute and said that she hoped that the connections and recommendation would result in something concrete when delegates were back in their own countries.



Working groups Wednesday 16 March

1. Establishing a national policy framework for LED

Chair: **Cllr Richard Kemp**, Vice-Chairman, LGA, UK
Patrick Mutabwire, Department of Local Government, Uganda and
Aladeen Shawa, LED Adviser, UNCDF, described a UNCDF project being piloted in Uganda which aims to achieve a whole of government response to LED. The programme has been reviewing the national framework and policies and supporting local governments to provide them with the capacity and authority to undertake LED. Participants agreed that a national strategy was important, that all levels must work together and that there should be systems and processes for LED including the capacity and resources for local governments to undertake this role.

2. Integrated and strategic planning for LED

Chair: **Prof P S Reddy**, University of KwaZulu Natal, South Africa
Keith Miller, Department of Local Government, Jamaica, described the recent changes to planning policy in Jamaica to further empower local government to be responsible for longer term strategic planning and the impact that this is having in terms of local economic development.

Presenting a case study from South Africa, **Mayur Maganlal**, Executive Director, SALGA, focussed on the importance of strategic planning to local government in taking forward their mandate for promoting LED – how the IDP process has been developed to take account of LED, and the challenges of balancing the needs of all stakeholders in the planning process.

Patrick M Samu, Chairman, Kenema District Council, Sierra Leone presented a case study where the governance infrastructure is very limited and the basic economy is very small and the difficulties of prioritising LED.

Participants in the workshop agreed that coordination between stakeholders was essential and that there needs to be a political will at all levels for LED to succeed. No local authorities are the same or have the same circumstances so there is no one model for success, but local governments need to find ways of funding their LED programmes. Thorough consultation with all stakeholders is essential for LED to succeed.

3. Inclusive cities: the role of LED in ensuring inclusive development in Commonwealth cities

Chair: **Cllr Marvin Hunt**, National Board of Directors, Federation of Canadian Municipalities

Leslie Alu, Chief Executive, NCDC, Papua New Guinea, part of the CLGF inclusive cities network, described the network and how useful it had been to share information about issues with other cities and see the way that other cities are tackling similar problems;

Carolina Jimenez, Open Cities, British Council described the British Council programme which has researched how open cities are and how openness positively impacts on economic growth.

Participants agreed that education, data collection, migration, criminality and the economic downturn were all major issues for

cities. Local government has a key role in facilitating economic development and Commonwealth local governments should continue to aim for inclusiveness to benefit their citizens. The exchange of information and knowledge-sharing, especially around inclusivity, allows cities to improve service delivery. All cities could benefit from an independent assessment of their openness which is assisted by assessment models such as Open Cities.

4. Local action for LED: addressing the impacts of HIV/AIDS

Chair: **Stephen Sykes**, Orange City Council, Australia
Alderwoman Elaine Trepper, Mayor of Windhoek, Namibia,;
Dr John Mugisa, Country Director, AMICAALL, Uganda and
Kenneth Mwansa, Country Director, Zambia shared their experiences from different perspectives on initiating and implementing programmes to address the impact of HIV/AIDS on local government and local economies. HIV/AIDS adds to the difficulties of local communities and economies already struggling with development challenges. They described a number of initiatives that had changed people's attitudes and enabled people living with HIV/AIDS to become more socially and economically active, including income generation for orphans and vulnerable children through entrepreneurship skills development and capital inputs; local partnerships between business and people living with HIV to create viable businesses in Zambia; microprojects and cooperative associations.

Participants conclude that in many developing countries addressing the impact of HIV/AIDS is essential in local economic development.

5. The role of ICT in LED

Presenters **Joe Dignan**, World Wide Public Sector, Microsoft and
Ben Chapman, Government and Defence Marketing Manager, Dell described how ICT can be an enabling tool to help local governments facilitate and support effective local economic development, looking at some of the latest innovations that are being developed to help town halls around the world.

6. Supporting women to be active in the local economy

Chair: **Cllr April Crowther-Gow**, President, Caribbean Association of Local Government Authorities.

Speaking from the chair, Cllr Crowther-Gow said that women are bringing a new vibrancy to local economic development.

Alison Brown, Cardiff University explained how women are grasping the opportunities of globalisation to establish new trades.

Sarada Muraleedharan, Kudumbashree Project, India described how the programme involves some three million women working collaboratively to strengthen rural work and empower women to make decisions over their own working lives. The project provides support such as access to credit or land, marketing, organisation and skills development and helps women set up micro-enterprises. She emphasised the importance of disadvantaged communities having access to economic opportunities. Participants drew attention to informal workers and their impact, and the need for literacy in rural communities along with training in business skills.

Thursday 17 March

Plenary 5: Delivering high quality services with limited resources: public sector innovations at a time of global recession

Chair: **Cllr Rodney Berman**, Leader, Cardiff Council

Keynote speaker:

- **Tanmoy Chakrabarty**, Vice President and Head, Government Industry Solutions Group, Tata Consultancy Services

Panel discussion moderated by **Peter Kellner**, Chairman, Royal Commonwealth Society

- **Cllr Marvin Hunt**, Director, National Board of Directors, Federation of Canadian Municipalities
- **Hon Dr Chris Said LLD**, Parliamentary Secretary for Consumers, Fair Competition, Local Councils and Public Dialogue, Office of the Prime Minister, Malta
- **Yunus Carrim**, Deputy Minister of Co-operative Governance and Traditional Affairs, South Africa
- **Hon Edwin Poots MLA**, Minister of the Environment, Northern Ireland, UK

Questions and discussion

Launch of Commonwealth Local Government Handbook 2011-12

Working groups

Opportunities for developing pan-Commonwealth community partnerships, a workshop run by BUILD UK (Building Understanding through International Links for Development)

Study visits and

Innovations in public service management and local government efficiency savings.

Reception at the Wales Millennium Centre, Cardiff bay with local musical performers.

UN HABITAT
FOR A BETTER URBAN FUTURE

Extract from message of support from **Dr Joan Clos**, Executive Director, UN-Habitat

"UN-Habitat is the United Nations focal point for cities and local governments.

"We commend and support initiatives like this conference which highlight the critical role of local governments in overall economic development.. I especially congratulate the organisers of the conference for choosing 'Energising Local Economies' as the theme. The theme becomes even more relevant in the context of recent events. The global and financial crisis has refocused all our minds on the economy.

"We applaud organisations and associations such as the Commonwealth Local Government Forum which work to bring together local governments and experts, and to provide the space for local governments to learn from each other's best practices and innovations.

"UN-Habitat congratulates CLGF for being so visibly active and relevant at local, national and international levels, and for seeking to bring attention to the important issues that influence not just local economies, but the state of our world today.

I can assure you that , even though I could not be here with you at this conference, in UN-Habitat you have an all-weather friend and partner."



Extract from message of support from **Juan Somavia**, Director-General, International Labour Organisation (ILO)

"Local governments in countries at all levels of development play a critical role in determining the way in which people experience their society. Your work touches people's lives directly, influencing the quality of life in many ways through jobs, services and the state of the environment.

"The economic crisis aggravated what was already a serious global deficit of decent work. Beyond the official unemployment figure of 205 million in 2010, some 1.53 billion workers were in vulnerable employment in 2009, with 630 million living with their families on US\$1.25 a day. The situation of young people is particularly acute and many have become discouraged, not even seeking work any more.

"Expanding opportunities for decent work is more crucial than ever – the need is all the more acute in times of crisis. In the United Nations system, the G20 and elsewhere, the role of decent and productive jobs as an effective sustainable route out of poverty has been recognized.

"The realization of decent work goals calls for action at international, national, regional and local levels. Local governments play an important role in promoting decent work for all.

"Based on an analysis of the strengths, weaknesses, opportunities and challenges of a particular context, ILO action has focused on maximizing employment creation potential in local contexts using integrated approaches. We are pleased to put our experience at your disposal and to join forces in promoting decent work for all. I wish your Forum every success."



Tanmoy Chakrabarty



Study visit regeneration of Cardiff Bay

Plenary 5: Delivering high quality services with limited resources: public sector innovations at a time of global recession

Delivering high quality services with limited resources: ITC innovations

Tanmoy Chakrabarty, Vice President and Head, Government Industry Solutions Group, Tata Consultancy Services, said the Commonwealth is a unifying platform for the 54 member countries and the two billion citizens. He noted that these countries are rich in different types of resources including mining, agriculture, fisheries, bio-diversity, business, and human resources. However, they face a number of challenges including growing populations and the stresses that puts on services, providing young people with skills and jobs, and encouraging business to develop and flourish.

He looked at how business is having to change its way of working to respond to different needs and different jobs and how innovation is key for both the private and public sectors. Looking at different models of public-private partnerships (PPPs), he said that they enabled faster positive cash flows and return on investment. PPPs with IT partners allowed the private sector to add value in terms of project design, operation, maintenance and funding as well as implementation.

Looking at the way governments use ITC for their interaction with citizens, he said that this is evolving. Whereas earlier public sector websites were based on information giving, now most have moved to a one-stop shop approach providing real access to services increasingly using mobile technologies. He gave examples of how Kolkata Municipal Corporation in India has transformed access to its services through a single portal, and how the Greater Mumbai Municipal Corporation, the largest civic organisation in India, has increased Property Tax Revenue by 10%, and other revenue collection by 30%, and made its operations more transparent through a portal bringing services to the doorstep of citizens. Looking to the future, he said the next leap forward for public service ITC will encompass personalised space for citizens with intelligent services and alerts and seamless services anytime, anywhere throughout the citizen's life. He said that it "could help India to move from masses to individuals".

Innovation in the public sector

The panel session which went on to further discuss innovations in the public sector was moderated by **Peter Kellner**, Chairman, Royal Commonwealth Society who introduced the four panellists.

Cllr Marvin Hunt, Director, National Board of Directors, Federation of Canadian Municipalities said that these are challenging times for local government everywhere, and local government in Canada has responded. He said that many municipalities have developed integrated sustainable community plans including long-term visions and strategic frameworks to ensure that planning and decision-making line up with the desired outcomes. Municipalities play a vital role in promoting LED, he said, and working with business and their stakeholders are producing results. Resources are always a barrier, but the decision to turn over a portion of the federal gas tax to municipalities, and a rebate on the federal Goods and Services Tax has made a significant difference.

Dr Chris Said LLD, Parliamentary Secretary for Consumers, Fair

Competition, Local Councils and Public Dialogue, Office of the Prime Minister, Malta said that public sector innovations are pivotal at a time of global recession, and the way the public sector operates and decisions are made must be constantly reviewed. He said that good service delivery has a key role in energising local economies, and people look to their local government to demand action. Local government has an enabling role in job creation and employment as well as service delivery and should be planning for growth and development and that innovations in LED are also needed to support growth, employment and generate wealth in the community which in turn can be reinvested into infrastructure and services improvements. He said that to compete in the new global environment local governments had to be more innovative, and engage all stakeholders in this. They should also make the most of alternative energy.

Yunus Carrim, Deputy Minister of Co-operative Governance and Traditional Affairs, South Africa explained South Africa's approaches to service delivery including partnerships with the private sector, and challenges of providing effective services with increasing demands and expectations.

Hon Edwin Poots MLA, Minister of the Environment, Northern Ireland, UK, described the situation in Northern Ireland where the economic situation has improved but councils still have limited budgets and are trying to work more efficiently to deliver higher quality services.

Launch of Commonwealth Local Government Handbook 2011-12



Carl Wright, Mayor Zenaida Moya and Cllr Berman with representatives of Publication UK Sam Hussain and Jim Kook, officially launch the 2011/12 Commonwealth Local Government Handbook.

Community partnerships in the Commonwealth



A workshop on Opportunities for developing pan-Commonwealth community partnerships, was run by BUILD UK (Building Understanding through International Links for Development) for delegates to learn how pan-Commonwealth local authority community partnerships can enhance and change people's lives.

Working groups Thursday 17 March

7. Urbanisation, urban regeneration and LED

Chair: **Dr Philip Amis**, University of Birmingham, UK
I K Patel, Deputy Commissioner, Ahmedabad, India, and **Prof Dinesh Mehta**, CEPT University said that the key to Ahmedabad's success is investment in infrastructure and people, constantly upgrading skills to be at the cutting edge of technology, resulting in the city being one of the richest in India per capital income. Different models of PPP were discussed and the importance of community participation, especially in slum upgrading and relocation.

8. Partnership working to strengthen LED

Chair: **Aladeen Shawa**, LED Adviser, UNCDF
Pankaj Gupta, Tata Consultancy Services (TCS), **Gabriel Nagy**, Inter-American Development Bank and **Ifor Ffowcs-Williams**, E4 Cluster Navigation, New Zealand, described different types of partnerships promoting and supporting LED through enterprise, investment and procurement. Mr Gupta said that TCS has contributed significantly to transformation of Urban Local bodies within India through development of better management, billing and other systems through the citizen hub approach for greater efficiency and citizen focus. Mr Williams reported on how clusters were helping to strengthen LED in New Zealand and a number of other countries.

9. Strengthening local government procurement policies to support LED

Steve Robinson, Cardiff Council, and **Dr Kath Ringwald** and **Scott Parfitt**, Glamorgan Business School, UK described how Cardiff is trying to do things differently to increase efficiency and effectiveness and benefit local businesses, within EU and other legislation and constraints. **Winile Mntungwa**, eThekweni Metro, South Africa described how the council has developed a policy framework which promotes preferential treatment to previously disadvantaged groups. The group agreed that legislation can inhibit or facilitates LED procurement initiatives and there needs to be ways of enabling small and medium enterprises to compete.

10. Strategies for supporting business development

Chair: **Hon Dr Brian Chitwo**, Minister of Local Government and Housing, Zambia
Tom Hurst, Sunderland City Council, UK, described how the council had changed its approach to promote new business and help successful businesses to grow. **Dr Mathilda van Niekerk**, Senior Manager(LED), Mbombela Municipality, South Africa, said that business was already benefitting from some of the council initiatives such as cleaner cities. **Lu Heideman**, LED Adviser, PS Project, Southern Africa described how foreign income was supporting small business and how stalls had been created to provide support for informal traders. Delegates agreed that local authorities needed to build relationships with the private sector, and facilitate accessing finance, they should consult with traders and develop informal trading strategies. They should also support young people, help skills development, and encourage the growth of existing businesses.

11. The role of tourism, sport and major events in supporting LED

Chair: **Cllr Rosina Hoabes**, President, Association of Local Authorities of Namibia
Kathryn Richards, Head of Marketing, Tourism and Events, Cardiff Council, UK described how Cardiff is using sports and events as a strategy for economic growth, and how key large events such as rugby bring value into the city. She emphasised the need for buy-in from residents and businesses and that the benefits must be spread across the community, **Dr Lazaros Savvides**, Permanent Secretary, Ministry of the Interior, Cyprus said that tourism is very important to Cyprus, comprising 11 per cent of GDP. He said that it was important to identify and restore assets, but also to adapt to changing conditions such as the impact of climate change. Investing in infrastructure in a sustainable way, and partnerships with the private sector, and investing in skills development were key recommendations agreed by participants.

12. Infrastructure development and employment creation

Chair: **Dr Munawwar Alam**, Adviser (Sub-national Administration and Government), Commonwealth Secretariat
Three different approaches of infrastructure development and job creation were presented: **Cllr Bob Abbot**, Australian Local Government Association, described the role of local government in providing infrastructure, (particularly road building and maintenance, in Australia and strategies that local government uses to promote employment creation. **John Leigh**, City Clerk, Honiara City Council, Solomon Islands discussed small scale infrastructure development with limited resources, strategies the council has used and the impact it has had on economic development as Honiara has been rebuilt and the council re-established after recent civil unrest in the Solomon Islands. **Mayur Maganlal**, South African Local Government Association, described South Africa's national, provincial and local strategies for job creation. Participants agreed that development should be sustainable both in terms of environment and job creation.

Innovations in public service management and local government efficiency savings.

A special session was led by the Local Government Association of England and Wales (LGA).

Cllr Richard Kemp, Vice-Chairperson, LGA outlined the current fiscal climate in the UK and the challenges that local authorities are facing to find creative ways of doing things better while reducing spending; **Eugene Bowen**, CEO, Local Government New Zealand, explained how some councils in New Zealand are taking a shared services approach and how the use of municipal bonds is helping finance some projects; **Xolile George**, CEO, South African Local Government Association, described some of the arms length companies and partners that have been set up in South Africa to enable local councils to deliver services through these companies rather than directly; and **Tim Kehoe**, Director of International Relations, Federation of Canadian Municipalities, spoke about how local authorities in Canada had responded to the challenge when facing a similar fiscal crisis some years ago.

Study visits

■ Regeneration of Cardiff Bay

Cardiff Bay has been transformed in the last 20 years, and development still ongoing. Delegates went on a short walking tour of the bay to see the new buildings – the *Sennedd* (Welsh National Assembly) and Wales Millennium Centre, with their bold architecture and use of local materials including Welsh slate contrasting beautifully with the restored Grade I red brick Pierhead building, and sculptured and visitor friendly open spaces overlooking the bay. A DVD presentation showed participants the 'before' and 'after' views.

Participants visited the Bay by boat, seeing the wildlife preservation area, business and residential developments, and the barrage separating the fresh-water bay from the sea. Consultation with the local community at all stages has ensured quality accessible open space for local communities and visitors alike along the barrage walkways, though much of the new residential properties are apartments which may not be so suitable for family accommodation. A significant feature is that the new main road serving the bay tunnels under the local community of Bute town – a bridge would have split the community; the extra £5million to build the tunnel has enabled that community to remain intact. "Seeing is believing, and in the short space of 2.5 hours we were indeed fortunate to learn so much and appreciate the role that local government has played in driving forward the regeneration vision with the public and private sectors, and local residents". *Alison Brown. Cardiff University*

■ Local regeneration and neighbourhood transformation

Delegates heard the story of how Cardiff has developed a unique model of neighbourhood management for their public services. Visiting one of Cardiff's neighbourhood teams, delegates discussed innovation practice and the team outlined the Cardiff Transforming Neighbourhoods Model of multi-agency neighbourhood management and described a selection of project leads including Goodies in Hoodies.

■ Cardiff 2020: future regeneration

What will Cardiff look like in 2020? The city's development over the past twenty years has been defined by major regeneration projects including Cardiff Bay, the Millennium Stadium and Centre and most recently the St David's shopping centre. On this walking visit delegates looked at the built environment to demonstrate Cardiff's current economic strengths and weaknesses, and how the city sets its development priorities for the decade ahead. Delegates visited physical spaces that will form the future regeneration projects, and look at how these projects will be delivered in the new economic climate.

■ Cardiff city centre: - historical and modern

A walking visit of the city centre gave delegates an understanding of how Cardiff's historical buildings harmonise with the recent regeneration of the commercial heart of the city. Delegates learned about the civic centre and Cardiff Castle, exploring how these historical assets are used to the benefit of the modern city: they saw how the new £700m St David's shopping centre and the award-winning new Central Library blend with the historical buildings and had saw a preview the city's newest museum – The Cardiff Story.

■ Sport and the city

Delegates visited a number of sporting venues, including the Wales Millennium Stadium, to learn how Cardiff has undergone a major transformation in terms of its sporting infrastructure and has used

“ I was impressed with the way the development park had provided the opportunity for higher skilled employment and that there was a focus on giving preference to local business operators to provide services and goods. I was particularly impressed with the regeneration not only in finding fresh jobs but also the code that the buildings have to meet in being eco and energy friendly. What also impressed me was the local government and private partnership side ”



Bill Findlater, Chief Executive, Nelson Regional Economic Development Agency

sport as a means to drive the regeneration of the city over the past 20 years. Delegates heard how Cardiff has further developed, using major events and sports stadia to drive its social agenda by leveraging in resources to deliver health and wellbeing in the city.

■ Baglan Energy Park

Baglan Energy Park, covering 180 acres, is part of a private/public sector initiative to regenerate the town of Port Talbot, providing space and opportunity for new industrial and commercial developments.

David Lewis, Cabinet Minister, Gareth Nutt, Head of Service and Andrew Collins, Strategic Development Manager of Neath Port Talbot County Borough Council's Regeneration Department outlined the story of the Energy Park, from its inception, following the departure and downsizing of traditional heavy industries, to its delivery, and fruition as a regionally strategic employment and regeneration site, within the context of the Council's overall regeneration strategy. Delegates visited the Energy Park taking in the GE Power Plant, Solar Centre and Hydrogen Research Centre demonstrating the energy efficiency, green credentials and sustainability concepts at the heart of the Park's development.

"It was worthwhile and three things struck me. The first was the vision and the Council's strategy in looking ahead and being progressive which is good for the people. The second is the consistency in keeping ahead with development. The third is the involvement of the people – something that many countries don't do. They had been with the Council for a long time which means the organisation could see the value in investing in them. This is rare."

Kelvin Heathcote Mangisa, Chief Executive, Lilongwe City Council

■ The Works: regeneration of a former steelworks

Blaenau Gwent County Borough Council and the Welsh Assembly Government are working together to create a new vision for the future of Ebbw Vale called The Works. Delegates visited the 200 acre former steelworks site where regeneration is creating a vibrant and distinctive development that will produce long term benefits, creating an exciting place to live, learn, work and play. Delegates heard an overview of The Works project and how it supports local employment, skills, training and businesses within a strict sustainability framework through a mix of uses including a Learning Campus, Local General Hospital, Leisure Centre and Sports Pitches, a Theatre, high quality offices and around 500 homes. Mixed-use areas will be predominantly residential with local amenities such as a corner shop and smaller business units.

Friday 18 March

Commonwealth women in local leadership networking event hosted by CLGF Chair **Mayor Zenaida Moya**

Plenary 6: Partnerships to promote LED

Chair: **Hon Adolf Mwesige**, Minister of Local Government, Uganda and CLGF Vice Chairperson

Keynote speaker:

- **Jan Muhlfelt**, Chairman, Microsoft Europe

Panel discussion moderated by **Dr Bishnu Ragoonath**, University of the West Indies, Trinidad and Tobago

- **Hon Jerry Ekandjo**, Minister of Regional and Local Government, Housing and Rural Development, Namibia and Chair, SADC Ministers of Local Government Forum
- **Dato' Wira Chor Chee Heung**, Minister of Housing and Local Government, Malaysia
- **Mayor Orlando Nagessar**, Chairman, Trinidad and Tobago Association of Local Government Authorities
- **David Morrison**, Executive Secretary, UNCDF
- **Mark Robinson**, Chief Professional Officer, Governance, Conflict and Social Development, Department for International Development, UK

Questions and discussion

Plenary 7: Presentation of conference outputs

Chair: **Mayor Zenaida Moya**, Mayor, Belize City Council and CLGF Chairperson

Presentation of recommendations

- **Carl Wright**, Secretary General, CLGF

Announcement of host of 2013 Commonwealth Local Government Conference

Plenary 8: Closing plenary

Chair: **Mayor Zenaida Moya**, Mayor, Belize City Council and CLGF Chairperson

Guest speakers:

- **Lord Dafydd Elis-Thomas**, Presiding Officer, National Assembly of Wales
- **Mrs Mmasekgoa Masire-Mwamba**, Commonwealth Deputy-Secretary General
- **Lord Howell of Guildford**, PC Minister of State, Commonwealth Affairs, UK

Vote of thanks and closing remarks

- **Clr Rodney Berman**, Leader, Cardiff Council
- **Carl Wright**, Secretary General, CLGF

CLGF General Meeting, Assembly Hall, City Hall, Cardiff

Chair: **Mayor Zenaida Moya**, Mayor, Belize City Council and CLGF Chairperson

Closing reception at the National Museum of Wales by kind permission of the President and Council of Amgueddfa Cymru – National Museum of Wales.



Jan Muhlfelt



Lord Dafydd Elis-Thomas



Mmasekgoa Masire-Mwamba



Lord Howell of Guildford



Cllr April Crowther-Gow and Mayor Zenaida Moya lead the discussions at the networking event

CLGF Chairperson Mayor Zenaida Moya hosted the first ever Commonwealth women in local leadership networking event on Thursday 17 March. Those attending discussed how more women can be encouraged and supported into standing for election to local councils and leadership roles and agreed that they would like to see more capacity-building programmes for women in local government, and strategies for attracting women into local government when it is highly male-dominated.

Plenary 6: Partnerships to promote LED

Technology partnerships bring a leap into the future

Technology does not change what we do, but how we do it, said **Jan Muehlfeit**, Chairman, Microsoft Europe. He described how technology can help countries, citing how mobile phones have helped African farmers cut out the middle men, and how technology can help bring a leap into the future especially for developing countries and enable global competition for jobs and services.

Describing how cloud technology works and the benefits it can bring, he said that, for local government, cloud technology should be considered as a way forward – saving money on buildings and energy, and paying only for those IT services that are used, thereby reducing overheads and costs for councils. He said that cloud computing will also make a big difference to education and healthcare, as well as energy and the environment. He said that organisations have to think smarter and be more innovative. As local government is closest to citizens, it is best placed to deliver e-government access to services and make government better without spending more.

“While there are many challenges in the world today, technology can help address these challenges; cloud computing will be a big phenomenon and I am very optimistic for the future,” Mr Muehlfeit concluded.

Local government at the centre of LED partnerships

Dr Bishnu Ragoonath, University of the West Indies, Trinidad and Tobago introduced the panellists and invited them to give their experience of partnership working to promote LED.

Hon Jerry Ekandjo, Minister of Regional and Local Government, Housing and Rural Development, Namibia, described his country's Vision 2030 which says that “partnership is recognised as a prerequisite for the achievement of dynamic, efficient and sustainable development in the country. This involves partnership between government, communities and civil society; partnership between different branches of government, with the private sector, non-governmental organisations, community-based organisations, and the international community; partnership between urban and rural societies and, ultimately, between all members of the Namibian society.” He said that central government has been empowering and supporting local government on LED, and public-private partnerships are common.

Malaysia's Minister of Housing and Local Government, **Hon Chor Chee Heung**, explained that Malaysia has federal, state and local governments with the state setting the framework to boost economic

competitiveness. The government has set a target Vision 2020 target to increase income per capita, and improve infrastructure and other initiatives by 2020. This needs growth of 6 per cent a year to succeed. Malaysia's National Council for Economic Development had created three programmes for growth and set targets to reduce crime, fight corruption, improve the integrity of government, improve housing provision, develop rural infrastructure and sustainable urban planning and improve transportation. Targets have also been set for local governments to improve their services with business and work with stakeholders.

Although Trinidad and Tobago has an economy based on oil, as a small nation it has many economic challenges said **Mayor Orlando Nagessar**, Chairman, Trinidad and Tobago Association of Local Government Authorities. He said that local authorities are developing strategies and approaches to LED and poverty reduction that best suit their localities; involving communities to make them participants in the economic life of the community is very important. He said that in the current financial climate it is critical to look at solutions that are little or no cost. As a result, every local authority has developed a local economic plan in consultation with stakeholders and which are dependent on local partnerships. These include strategies to attract investors, especially for the tourist industry and business development.

David Morrison, Executive Secretary, UNCDF explained the role of UNCDF in helping local governments access funding to increase capacity to achieve their mandates. He said that local government is at the centre of local economic development and pointed to the background paper as a useful framework in terms of the multiple roles that local government has in supporting local economic development. UNCDF has tried to support local governments in these various roles, including diagnostic tools, and help in coordinating stakeholders and financing arrangements.

Mark Robinson, Chief Professional Officer, Governance, Conflict and Social Development, Department for International Development, UK, said that wealth creation and partnership is a key priority for DFID along with local governance. Focusing on the urban context, he described some of the current programmes that support local economic growth such as the Kolkata urban services programme, and those that help local government access finance such as the West Bengal Municipal Development Fund. In India, Kenya and the Philippines, a community-led infrastructure financing facility has helped provide small-medium scale grants to support revolving loan funds to finance slum redevelopment projects. He said two key challenges are engaging with the informal sector and helping successful pilot projects to operate at a greater scale.

In the discussion following, delegates highlighted the importance of precision in partnership agreements and transparency for multi-stakeholder partnerships.

Plenary 7: Presentation of conference outputs

Carl Wright, Secretary General, CLGF presented the draft statement *Cardiff consensus for local economic development* on the conference theme and discussions, highlighting the actions for local government to play a full role in LED, strategies for promoting LED, partnerships, recommendations for action by different spheres of government, and for CLGF to take forward. The statement was endorsed for presentation to the CLGF General Meeting which subsequently adopted it as CLGF policy.



Uganda to host 2013 Commonwealth Local Government Conference

Cllr Rodney Berman, Leader of Cardiff Council hands over to Hon Adolf Mwesigye, Minister of Local Government, Uganda as it was announced that Kampala, Uganda was selected to host the 2013 Commonwealth Local Government Conference.

Plenary 8: Closing plenary

Democracy – a driving force for economic partnership

Lord Dafydd Elis-Thomas, Presiding Officer, National Assembly of Wales opened the closing plenary. He looked back at the discussions of the conference on local government in stimulating the economy. "This is a global issue for all of us, in urban and rural economies alike," he said. "It links with the quality of public services at all ages of the life-cycle and how they are sustained and delivered, especially when they are under pressure from a crisis not of our making, brought about by the latest dysfunction of financial markets." However, he noted that the traditions of municipal and city government include a pride in civic life, despite such crises.

He emphasised that elected representatives bring a 'unique selling point' to partnership - the democratic representative voice and process, and democracy is the driving force for economic partnership and quality public services. He said that communication and participation in electronic and face to face forms between representatives and active citizens is an essential part of democracy. He said that an 'educated and participating democracy' go hand-in-hand and demonstrate the key relationship between economic regeneration and cultural matters.

Putting policies into action

In her closing address, Commonwealth Deputy-Secretary General **Mrs Mmasekgoa Masire-Mwamba** said that CLGF complemented the Commonwealth Secretariat with its emphasis on public service, citizens and local communities and helped deliver the Commonwealth objectives on democracy and development.

She said that all spheres of government must play their part in making communities more prosperous and meeting the MDGs – from local government to regional and national government, and the Commonwealth and United Nations. She noted that more and more countries are beginning to devolve responsibility to local governments which offers both opportunities and challenges, in balancing resources, ensuring consultation and coordination, and working with other spheres of government and the private sector.

Following up on the outcomes of the conference, she said that the challenge now is to move forward to implementation and demonstrated outcomes, with a clear delivery and implementation plan. She called on CLGF members to ensure inclusive development in their policies and actions, including reaching out to more women and young people to encourage their participation and contribution, and a greater participation of citizens in decision-making.

Facing the future

Lord Howell of Guildford PC, Minister of State, Commonwealth Affairs, UK congratulated CLGF on a theme that mirrored the UK's vision for the Commonwealth.

He spoke of the importance of the Commonwealth and noted the increasing recognition within the Commonwealth of the importance of good and democratic local governance. He pointed to the support that the UK government has given to CLGF in the past and said that he hoped these programmes "can be built on and developed not only for the good of those countries involved, but for the benefit of every country in the Commonwealth in raising standards and promoting good governance across the network".

He said that the current review of the Commonwealth provided a real opportunity for the Commonwealth to reach its full potential - so it can react, engage and lead on the world stage.

"We would like to see a revitalised Commonwealth focussing on its brand strengths of democracy and development, a strengthened CMAG protecting our values, but also offering encouragement to those facing challenges to democratic development.

"The Commonwealth network with its shared principles of democracy, good governance, similar legal systems and a shared language is ideally placed to provide solid foundations for doing business and a platform for trade, investment, development and in turn prosperity for all its members," he said.

Closing remarks

CLGF Secretary-General **Carl Wright** gave a vote of thanks and appreciation to all those who had helped organise and support the conference, including Cardiff Council, the Welsh Government, the Local Government Association of England and Wales and the Welsh Local Government Association, and the many other partners and sponsors involved in the main conference and the associated events including the Commonwealth Local Government Young Professionals Forum and the Research Colloquium as well as those who had hosted social events.

Cllr Rodney Berman, Leader, Cardiff Council said that the occasion had shown how local government can help drive forward regeneration, investment and job creation in local communities, and the event had given colleagues from across the Commonwealth "a unique opportunity to share and learn – and discover new ideas, approaches and practices".

He noted that a number of common themes had emerged from discussions: local government is important for local economic development as the local level is where we can make a difference; approaches to LED need to address poverty and deprivation and empower disadvantaged and marginalised communities; and job creation – particularly for young people.

He said that securing resources is also a common difficulty and partnership working is essential as local government cannot do it all by itself.

He said that it is essential for the discussions to make a real impact on the lives of those who we represent. "The real success of the conference can only be measured by the results of the actions that follow from it, leading to a positive impact on our local communities.

Cllr Berman also thanked all the organisations and staff who had helped to organise and run the conference and related events.

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CLGF would also like to thank the following organisations for their support:

- Canon UK Ltd
- Cardiff and Co
- Commonwealth Secretariat
- Local Government Association of England and Wales
- Welsh Local Government Association
- The Chung Partnership Advertising

We are also grateful to those development agencies in a number of countries who have supported delegates to attend.

Exhibitors

- British Council
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- Cardiff University
- Commonwealth Local Government Forum
- Government of Trinidad and Tobago
- Tata Consultancy Services
- UK Local Government Alliance
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Cardiff consensus for local economic development

Introduction

Five hundred representatives of ministries of local government, local government associations, local governments, NGOs, academic/research organisations, development partners and the private sector from 51 countries met in Cardiff, Wales, 15-18 March 2011 for the sixth Commonwealth Local Government Conference: *Energising local economies: partnerships for prosperous communities.*

We participants at the conference:

- **Reaffirmed** our commitment to the principles set out in the *Aberdeen Agenda: Commonwealth principles on good practice for local democracy and good governance*;
- **Recognised** the importance of effective decentralisation, in line with the Aberdeen principles, as a critical foundation for effective local economic development and achievement of the MDGs;
- **Emphasised** the important role of local government in effective local economic development;
- **Welcomed** the fruitful discussions and recommendations of the CLGF Research Colloquium;
- **Noted** the significant youth population in countries across the Commonwealth and the issues of un/under-employment which they often face;
- **Further welcomed** the recommendations of the successful Commonwealth Young Professionals Forum;
- **Acknowledged** the importance of ensuring that women have access to local economic opportunities across the Commonwealth, and the need to provide platforms for further networking to ensure that women are fully involved in economic and political decision making, in recognition of the 2011 Commonwealth Day theme of Women as Agents of Change;
- **Recognised** the key role of local government in preparing and coordinating local development strategies that promote economic opportunities, and contribute to the achievement of the MDGs.

Mindful of the common challenges facing the sector, and aware of the need to ensure that local economic development strategies are locally owned and reflect local needs and circumstances, we call on national, state and local government, the private sector, civil society and development partners to support and strengthen local government's role in local economic development [LED] to help reduce poverty, and promote economic prosperity across the Commonwealth:



Local economic development

Local economic development is a process which brings together different partners in a local area to work together and harness local resources for sustainable economic growth. There is no single model for LED, approaches should reflect local needs and circumstances.

LED creates an enabling environment for business and other stakeholders to work to promote equitable and balanced local economic growth. Pro-poor and inclusive LED enables local government to address poverty, unemployment and social deprivation, including through strategies for promoting youth employment, empowering disadvantaged and marginalized communities, support for skills development, and promotion of gender equity and equality.

Rapidly growing cities are major centres of growth; rapid urbanisation challenges existing models of governance and leads to the appreciation that the informal sector brings potential benefits and opportunities, notably in terms of generating innovative solutions, as well as the often perceived problems.

Key actions are required to enable local government to play its full role in LED:

Providing a clear national framework for local economic development

Effective fiscal, political and legal decentralisation, including appropriate constitutional and legal recognition and access to an equitable share of national resources, is essential to maximise local government's effectiveness in local economic development. Empowered local governments, with meaningful autonomy and delegated powers to deliver LED, can actively promote and sustain inclusive, locally-owned economic development, which addresses the challenges of poverty, un/under-employment, political instability and deprivation, particularly relevant at a time of global economic crisis.

National governments should develop national policy frameworks that provide clarity as to the roles and responsibilities of stakeholders involved in LED, and sets LED in the macro-economic context.

Rural and urban poor lack land rights which reduces their incentive to invest in long term development. National governments should consider modification of land-use systems, promotion of re-zoning, and changes to land tenure to enable greater opportunities to access resources and to promote and encourage LED opportunities.

Creating an enabling environment for LED

Local government has a key role in shaping local economies, both in terms of direct investment but also as a catalyst for development. Local government has a clear leadership role in coordinating stakeholders and promoting partnerships for LED.

Local government faces a number of constraints which affect its ability to play a full role in LED, including the lack of a clearly defined mandate or responsibility for LED, weak policy and legislative frameworks, limited resources, confusion as to the roles of different stakeholders in LED, and lack of capacity.

Local government can create the environment for business to flourish by promoting direct investment, providing core services, convening the private sector, and reducing red-tape. These may include:

- Integrated local development planning, which includes a strategic plan for LED
- Provision of local business advisory services
- Delivery of effective regulatory services

- Enabling local government to access national programmes for economic development
- Providing and maintaining infrastructure
- Provision of financial/other incentives such as micro-credit schemes and social enterprise, and facilitating and enabling other providers to enter the market with responsive services.
- Development of procurement policies to support local business.

The underfunding of local government to deliver its statutory services often results in inability to deliver effective LED. Effective decentralisation and guaranteed, or new and innovative, funding sources are essential for local government to effectively support LED.

Local government also needs to develop the capacity to access existing funding sources or to use innovative financing models to support LED eg Public Private Partnerships [PPPs], Special Purpose Vehicles, joint ventures, municipal bonds, borrowing on the markets where appropriate, and accessing credit. Banks have an important role to play in supporting LED. Development partners should be encouraged to make resources for LED available directly to local government.

Local government needs capacity to plan, coordinate and mobilise resources for LED. Cooperation and partnership between local, regional and national government, other public sector bodies, NGOs and the private sector should be encouraged in support of LED. Local government associations, central government and other providers can play a role in developing capacity.

Local strategies to promote LED

In developing local strategies for LED, local government working in partnership with other stakeholders should:

- Undertake research to understand the local economy and encourage the growth of existing business
- Promote integrated development planning and community consultation, which takes into account uneven development
- Develop infrastructure to provide an enabling environment for local investment and use labour-intensive approaches to maximise employment opportunities
- Maintain and develop the local skills base and promote sustainable job-creation and diversification of the local economy.
- Promote greater understanding of, and create space for the informal sector to contribute to LED
- Provide incentives for LED initiatives in the most deprived communities as part of inclusive development.
- Promote enabling procurement processes and enhance the capacity of small, micro and medium sized enterprises [SMME] to be competitive in the procurement bidding process.
- Increase the use of information communication technology [ICT] to improve efficiency and to support LED.
- Work with local stakeholders and residents to use major events and tourism to raise the profile of a locality and to improve LED opportunities.
- Retain and expand existing business by improved productivity, quality and competitiveness.
- Support SMME development and promote human capital development by maximising local resources and skills, including youth entrepreneurship, skills development for women, and retaining and attracting skilled personnel.
- Use appropriate LED interventions to improve the socio-

economic empowerment and living conditions of people living with HIV and AIDS, and those affected, thus reducing their vulnerability.

■ **LED partnerships with the private sector and other partners**

Partnerships are at the heart of effective LED and local government should promote partnerships with:

- Business, the private sector, local chambers of commerce and trade associations to improve understanding of the local economy, encourage entrepreneurs and facilitate PPPs.
- Labour/trade unions to promote social partnership
- Universities/higher education sector to increase access to knowledge, expertise, technical advice, and consultancy skills
- Traditional authorities, community groups/civil society leaders, to mobilise volunteers, promote local participation, public community partnerships, cooperatives and improve understanding of the needs of different partners such as informal traders, to help strengthen delivery and promote accountability and transparency
- Partnerships/twinning between local governments and with other public sector partners such as fire or health services to leverage economies of scale and to promote shared services
- Central/state government, sectoral ministries, and parastatals/development boards to ensure effective coordination and facilitation of LED
- International development agencies, national, regional and local finance institutions to secure development finance and technical expertise directly to local government.

Next steps

Achieving effective LED requires actions from a range of different stakeholders, including:

- **National, state/provincial government:** National, state/provincial government to establish national LED frameworks, and ensure decentralisation of appropriate powers, functions and resources, including financial resources, empowering local government to play a leading role in LED. Ministries of local government play a key facilitation and coordination role in this process, and in assessing and monitoring the impact of LED.
- **Local government authorities:** Local government authorities to start immediately to plan, develop and implement LED strategies, in partnership with the private sector and other stakeholders at the local level to promote LED. They should develop a strong alliance with the private sector to ensure that LED promotion and actions are well-grounded.

- **Local government associations:** LGAs play a key role in advocating for local government involvement in LED, operationalising national frameworks and assessing impact. They are important partners in sharing good practice, capacity development and identifying and leveraging resources for LED.

- **CLGF:** CLGF to advocate for LED to be a key responsibility for local government across the Commonwealth among CLGF local government and ministry of local government members;

CLGF to advocate for LED within the wider Commonwealth, to generate better understanding and support for local government's role in LED, notably at the 2011CHOGM, Perth, Australia and at meetings of Commonwealth Finance Ministers;

CLGF to share good practice and knowledge around LED, including through the CLGF Inclusive Cities Network, and promote a greater focus on practical LED research, through the CLGF Research Advisory Group;

CLGF to strengthen capacity-building for LED through targeted programmes including in partnership with Commonwealth Secretariat, Commonwealth Business Council, and development partners.

- **Development partners** Development partners to provide resources, support and expertise to improve capacity and enable local governments to deliver effective LED.



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Basil Morrison, immediate past chairperson, CLGF Board
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Sunday O Adikwu, Senior Special Assistant to the Governor Rural Development, Benue State
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Mohammed Usman, Assistant director of protocol, United Cities and Local Governments Africa
Leslie Uzo-Udegbonam, Head of Administration, Ministry of Federal Capital Territory

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Anwar Hussain, Director, Local Councils Association of the Punjab (LCAP)
Yousaf A Khan, Director, Local Councils Association of KPK
Farid U Khan, Taking IT Global
Hajira Khan, Bitish Council Active Citizens, Pakistan
Raheela Maggi, Director, Local Councils Association of Sindh
Syed T Mustafa, Executive District Officer, District (Local) Government Tharparkar

PAPUA NEW GUINEA

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Leslie Alu, Chief Executive, National Capital District Commission
Pinio Kalus, Director - Finance and Administration, National Capital District Commission
Warkia Kaminiel, Executive Director, PNG Urban Local Government Association
John Oka, Manager - Provincial Liaison Office and Tourism
Joybertina Piasinu, Research Officer - Arts and Culture, Office and Tourism
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Egide Rugamba, Director General, Local Government
Ernest Rwamulyo, Rwanda High Commissioner to UK Office and Tourism

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Alhaji Bangura, Chief Administrator, Western Area Rural District
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Andrew Hillier, Sales Manager, Trinidad and Tobago Tourism
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USA

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 Dave Rowlands, City Manager, City of Clayton
 Mark Watson, City Manager, City of Oak Ridge
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 Obvious S Mwaliteta, Council Chairman, Kafue District Council
 Andrew Mwanakulanga, Town Clerk, Luanshya Municipal Council
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 Kenneth Mwansa, Country Director, Alliance of Mayors on HIV/AIDS in Africa
 Elias Mpondela, Chief Executive Officer, National Housing Authority
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 Mayor Trudy Simakando, Mayor, Chilibombwe Municipal Council
 Mayor Teddy Sinkala, Mayor, Kabwe Municipal Council
 Ernest M Sumani, Council Secretary, Ministry of Local Government and Housing

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 Rindai Chipfunde, Commonwealth Foundation and CPSU Professional Fellow
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 Francis P Duri, Secretary-General, Urban Councils Association of Zimbabwe
 Femias F Joshua Chakabuda, President, Urban Councils Association of Zimbabwe
 Stanley Kwenda, Commonwealth Foundation and CPSU Professional Fellow
 George Matovu, Director, Municipal Development Partnership
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 Kadmiel Wekwete, Director, Local Development Practice Area, UNCDF
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 Sam Tekyi-Berto, Finance Manager
 Gareth Wall, intern
 Carl Wright, Secretary-General CLGF

Commonwealth Local Government Young Professionals Forum

The first ever Commonwealth Local Government Young Professionals' Forum (CLGYPF) was held immediately before the main conference from 13-15 March 2011. The Forum was organised by CLGF in partnership with A Leap, British Council, Cardiff Council, the Commonwealth Youth Exchange Council, the Commonwealth Youth Programme, and the Prince's Youth Business International and brought together young professionals working in local government and local enterprise from across the Commonwealth to discuss and develop ideas around how local government can support young enterprise and young people's involvement in local economies.

The programme included world cafe discussion groups and ideas exchange in addition to plenary sessions and workshops. Keynote speakers included

Barbara Hachipuko-Banda, Director of the Mbabala Women Farmers' Cooperative Union, Zambia and **Hon Byran Woodside**, Minister for Lands and Local Government, The Bahamas.

Welcoming participants, CLGF Chairperson **Mayor Zenaida Moya** said: "Good governance cannot be realised in a society where a group is unheard. It cannot work when young people are not empowered to question the status quo. It cannot function where young people are viewed as the problem and not the means to progress and growth; where high unemployment, low rates of business start ups, poor voter turnout, an unskilled workforce, high levels of crime, and social apathy are the symptoms of economic and democratic inequality."

Representatives of the Forum presented their conclusions to the main conference. A report of the CLGYPF is available on the conference website at www.clgc2011.org/ypforum.

CLGF Research Colloquium

The 2011 CLGF Research Colloquium was hosted by Cardiff University in the Glamorgan Building of the University. The theme of the colloquium was *Local Government for Prosperous Communities*.

Delegates were welcomed by Professor **Chris Webster**, Head of the Cardiff School of City and Regional Planning and Cllr Rodney Berman, Leader of Cardiff Council.

The conference background paper was presented to delegates by the author **Prof P S Reddy**, University of KwaZuluNatal. The proceedings were organised around three themes: sustainable governance and democracy, sustainable economic development and environmental sustainability.

Sustainable governance and democracy

Place-based leadership in a global era

Robin Hambleton, Professor of City Leadership, Cities Research Centre, University of the West of England, Bristol

Professionalising local government leadership: a foundational imperative

Olunmi Ajayi

Cabinet governance and political stability

Steven Greasley, University of East Anglia, UK

The local capacity, local community and local governance dimension of local government sustainability in Australian local government

Prof Brian Dollery, School of Business Economics and Public Policy, University of New England, Australia

Results based approaches to sustainable economic development with specific reference to municipal public private partnerships

Landiwe Mahlangu, Chairman, Municipal Demarcation Board, South Africa

Direct deliberative participatory democracy and governance: new instruments in Rwanda and Uganda

George Matovu, MDP-ESA Regional Director

Reconceptualising shared services

Peter McKinlay, Local Government Centre, Auckland University of Technology, New Zealand

What is localism and does it matter?

Steve Martin, Cardiff University

Background papers and speeches

The background paper - *Emerging local economies: partnerships for prosperous communities* - conference speeches and presentations, the report of the Commonwealth Local Government Young Professionals Forum are available on the Commonwealth Local Government Conference 2011 website www.clgc2011.org.

Sustainable economic development

Municipal local economic development and the power of the local multiplier effect: piloting a community enterprise identification method in South Africa and Namibia, **Lu Heideman**

A critical analysis of the requirements of transitioning local government into economic development organisations

Dr Eris D Schoburgh, Mona Research Fellow - Department of Government, University of West Indies, Jamaica and Commonwealth Fellow - IPEG, University of Manchester, UK

Mainstreaming the informal economy and sustainable economic development: local government and micro-enterprises

Alison Brown, Reader, School of City and Regional Planning, Cardiff University

New local government in South Africa: use of property rates as a means for stimulating economic development

Prof Jaap de Visser, Coordinator: Local Democracy, Peace and Human Security Project, Community Law Centre, University of the Western Cape

Environmental sustainability

Local leadership and decentralised environmental governance in rural India, **Bhaskar Chakrabarti**, Indian Institute of Management Calcutta

LG and climate change in South Africa: prospects and challenges

B.C.Chikulo PhD, Professor of Development Studies, North-West University, Mafikeng Campus, Mmabatho, South Africa.

Water and sanitation to the urban poor

David Grossman, Director of International Programs, ICMA

A tentative comparison between open perspectives on planning sustainability in Sardinia (Italy) and Torbay (Devon, UK)

Corrado Zoppi, Dipartimento di Ingegneria del Territorio, University of Cagliari, Italy

Public sector responses to climate change: evaluating the role of Scottish local government in implementing the Climate Change (Scotland) Act 2009

Anthony Jackson, Town and Regional Planning, School of Social and Environmental Sciences, University of Dundee, Scotland, UK

National Rural Employment Guarantee Scheme and creation of environmental assets in rural India

Raghendra Chattopadhyay, Indian Institute of Management Calcutta

Climate change adaptation in Wales: issues of governance and scale

Andrew Flynn

Copies of these presentations can be found on the conference website at www.clgc2011/research-colloquium. Some papers will be published in the next issues of the Commonwealth e-Journal of Local Governance.

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