



# bulletin

COMMONWEALTH LOCAL GOVERNMENT FORUM

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■ Promoting democratic local government ■ Sharing good practice

SPECIAL CONFERENCE EDITION

## Strong local leadership to transform societies

**Strong local leadership benefits communities and can help transform societies, according to the Auckland Accord, the outcome of the fourth Commonwealth Local Government Conference held in Auckland from 26-29 March 2007.**

The Accord was the result of discussions by some 600 delegates from more than 40 countries who attended the Commonwealth Local Government Conference 2007, whose theme was Delivering Development through Local Leadership.

*The Auckland Accord: Delivering development through local leadership*, sets out the issues, highlighting seven key areas:

- making local governance more effective
- delivering a strategic vision
- service delivery in support of local development, and
- local government responding to national and global issues
- indigenous peoples and traditional leadership
- capacity building
- local government partnerships.

It builds on the CLGF *Aberdeen Agenda: Commonwealth principles on good practice for local democracy and good governance*.

Looking at the roles of central and local government the Accord says that local strategic planning should be closely coordinated with regional and national governments, and it emphasises the importance of partnerships and local government providing leadership to galvanise these partners. The Accord highlights the wider role of local government nationally and internationally - in dealing with global issues such as climate change, the impact of HIV/AIDs, investment and tourism, disaster management and emergency preparedness. It says that many local governments are already at the cutting edge of this, providing strong local



CLGF Chairperson Hon Mayor Robert Montague

leadership on these issues.

CLGF Chair Hon Mayor Robert Montague said:

"Building on our previous work, we are developing practical ideas and tools to help local governments provide effective local leadership to improve their systems, services and the quality of life for local people.

"The sharing of experience, good practice and the partnerships we formed at the conference will help us in our day-to-day work to have an impact in our own councils. Councils can no longer work on their own. International partnerships are vital to help them serve their communities and develop a more strategic approach."

■ *The full text of the statement is available on the conference website [www.clgc2007.org](http://www.clgc2007.org).*

## Winning bid boost for Bahamas

The Bahamas has won the bid to host the 2009 Commonwealth Local Government Conference, becoming the first country in the Americas/Caribbean region to host the conference. The decision was made at the meeting of the CLGF Board in Auckland, New Zealand prior to the 2007 Commonwealth Local Government Conference and announced to delegates during the conference.

The conference will take place in Freeport, Grand Bahama one of the biggest seats of local government.

At a press launch in the Bahamas in early April, City of Freeport Deputy Chief Councillor April Crowther-Gow said:

"In the city of Freeport, we have demonstrated as practitioners, within ten years of existence, that we are maturing and evolving.

"Our participation and membership of CLGF has allowed us as local government practitioners to exchange ideas and learn about good practices and governance at the local level."

Hon V Alfred Gray, former Minister of Local Government in the Bahamas and CLGF Secretary-General Carl Wright were also at the press conference.

A Steering Group will be set up to oversee arrangements for the conference when Mr Wright visits the Bahamas again in July to meet with newly elected Minister of Lands and Local Government, Hon Sidney S Collie.



## Assessing the Aberdeen principles in practice

**Uganda is to be the focus for a CLGF pilot project to assess how the Aberdeen Agenda principles work in practice in local government systems.**

CLGF, in partnership with the Westminster Foundation for Democracy, will carry out a study which will include a national workshop on local democracy

for all relevant stakeholders.

The study follows a visit to Uganda by CLGF Senior Policy Adviser Lucy Slack and Research and Policy Adviser Randal Smith, who met with local partners including the Ministry of Local Government, the Uganda Local Government Association, the Uganda Management

Institute and Makerere Institute to draw up terms of reference for the study.

It is intended that this pilot study will become a model for adapting to other Commonwealth countries and will be completed before the next CLGF Board meeting in Kampala in October and CHOGM in November.

## New CLGF Board elected

Hon Mayor Robert Montague has been re-elected as CLGF Chairperson, following the CLGF General Meeting of members in Auckland on 29 March 2007.

Local Government New Zealand President Basil Morrison and Minister of Local Government from Mauritius, Hon Dr James Burty David, have been elected as vice-chairs.

A full list of the new members of the CLGF Board for 2007-2009 is given on the back page.

## news in brief

### Guidelines on decentralisation

UN-Habitat's Governing Council has agreed guidelines on decentralisation and strengthening local authorities. The resolution has taken 10 years to develop and agree, and has involved extensive consultations with member states and local authorities. The guidelines were agreed at a meeting of the Governing Council in Nairobi in April and in many ways build on the principles contained in CLGF's *Aberdeen Agenda*.

"It gives us a means to engage member states to support efforts in strengthening the front line role of local authorities," UN-Habitat Executive Director Dr Anna Tibajuka told the Governing Council.

CLGF Board members John Otekat MP, former chair and Hon Kumari Selja, Minister of Housing and Urban Poverty Alleviation in India, attended the Governing Council on behalf of CLGF. Minister Selja was elected as chairperson of the Commonwealth Consultative group on Human Settlements which also met in Nairobi.

### Cooperation in local democracy

Cooperation in local democracy beyond Europe's borders was one of the main themes for the 14th plenary session of the Congress of Local and Regional Authorities of the Council of Europe in Strasbourg from 30 May - 1 June 2007.

Congress President Halvdan Skard outlined the priorities for the Congress, including its widening contribution to monitoring the European Charter of Local Self-Government in member states, and the new Congress charter which allows the Congress to have an increasing political role.

CLGF has consultative status with the Council of Europe and is an observer at the Congress. CLGF Board member Dr Ian Micallef, who is a member of the Council of Europe Chamber of local authorities for Malta, and CLGF Secretary-General Carl Wright attended the congress and met with senior representatives including the Council of Europe Secretary-General Terry Davis to discuss future cooperation.

Reports from the congress are available on its website [www.coe.int/congress-session](http://www.coe.int/congress-session).

### Women's Affairs Ministers focus on finance

The Commonwealth's international summit on gender equality is to focus on funding - after a decade of decreasing financial support to non-governmental organisations working in this area. The 8th Commonwealth Women's Affairs Ministers Meeting (8WAMM) will be held in Kampala, Uganda, from 11 to 14 June 2007. The conference will bring together representatives from 51 Commonwealth member countries, partner agencies and the private sector to debate women's rights and gender equality, under the theme of 'Financing Gender Equality for Development and Democracy'. Ann Keeling, Director of the Social Transformation Programmes Division at the Commonwealth Secretariat, said: "Our message is that there can be no sustainable development if women and girls are left behind - it is time we put our money where our mouth is and invest in gender equality."

# Auckland accords



Welcome party and Robert accepting challenge



Ngati Whatua, the Maori people of Auckland, New Zealand, welcomed more than 600 delegates from 40 countries to the fourth Commonwealth Local Government Conference.

600 delegates were seated in the auditorium for a traditional Maori welcome, called a *powhiri*, where a New Zealand welcome group, including the Ngati Whatua, greeted a delegation led by CLGF Chair Hon Mayor Robert Montague to the conference.

Among the welcome party was Mr Takutai Wikiriwhi and Mr Danny Tumahai, esteemed Maori elders from Ngati Whatua, New Zealand Prime Minister Helen Clark, Commonwealth Secretary-General Don

McKinnon, Minister of local Government Hon Mark Burton, Local Government New Zealand President Basil Morrison and Mayor of Auckland City Dick Hubbard.

Among the party being welcomed was Hon Edward Lowassa, Prime Minister of Tanzania; Dr Tonio Borg, Deputy Prime Minister of Malta; and Hon Samuel Abal, Minister for Intergovernmental Relations, Papua New Guinea.

Welcoming delegates to the conference, CLGF Chair Hon Mayor Robert Montague said that this was the biggest ever Commonwealth Local Government Conference and it was very encouraging to see so many delegates present to debate such an important theme.



"Councils are not only about roads, rates and rubbish. They are a fundamental part of our system of democratic governance. Part of their role is to provide strategic leadership. That role is increasingly recognised as essential, in promoting the well-being of citizens in acting locally on the challenges we share at a nationwide and global level.

"Local councils can lead by example on sustainability. Through their efforts, they can involve and encourage people to make more sustainable choices... Complacency will not do. Our collective future is dependent on long-term sustainable strategies for our economies, societies, environment and cultures. Those strategies have to be driven by strong leadership and sound policies at all levels of government"

**Rt Hon Helen Clark, Prime Minister of New Zealand**

## Local government punching above its weight

### Secretary-General's introduction



The Commonwealth Local Government Conference 2007 was our most successful yet.

With 600 delegates from more than 40 countries attending, it provided an excellent opportunity for local government stakeholders from across the world to discuss issues of common interest and share good practice. Also, for the first time we ran a research colloquium the day before the conference, so that our associate members and partners could meet to identify key directions in local government research.

The senior-level of both speakers and delegates at the conference, demonstrates the high regard that this event now has in the local government calendar.

We chose the conference theme — Delivering development through local leadership — as it is practical and relevant to our members and other local government stakeholders. The outcomes of the conference build on the *Aberdeen Agenda*, and discussions focused on practical ways in which local government can operationalise the principles in the *Aberdeen Agenda* through effective and democratic local leadership.

The outcomes of our discussions are helping us to put local leadership at the centre of local government development, helping local government in the Commonwealth to punch above its weight. The conference statement — the Auckland

Accord - which the CLGF General Meeting of members has endorsed, has provided us with an important set of new ideas and principles to guide our work programme.

Our task now is to take forward the recommendations to the Commonwealth Heads of Government Meeting (CHOGM) in Kampala in November 2007 and to help our members take forward these ideas. Thanks to the support of Prime Minister Clark and other heads of government, I hope that CHOGM will endorse our recommendations and back us to develop a programme to take forward the Auckland Accord to promote local leadership.

Carl Wright, Secretary-General

# grand welcome

## Local government central to MDGs says Sachs

**Local government is essential in providing the important things of life - such as basic water and sanitation, jobs, healthcare, schools, roads - and the empowerment of local people to get this done is absolutely central to meeting the Millennium Development Goals (MDGs), said guest Speaker Professor Jeffrey Sachs.**

"Local government is, by definition, where people live and accounts for a huge amount of what they stake in life: in the quality of life, in physical survival, in children being in school, in basic needs of water, sanitation, environmental safety, in the ability to create jobs. This takes place at the local level and so the role of local government in the Millennium Development Goals is paramount, I would say, and the empowerment of local government to get this job done is also absolutely at the core of the Millennium Development Goals," he said.

Speaking by live video link from New York on Thursday 29 March, Jeffrey Sachs said that a big problem is the gap between resources for local government and what needs to be done in poorer

countries. In many countries local government has no where near the budget it needs to do all these things and one of the big challenges is to close the gap between what local government needs to do and what it has the funds to do. He said that in many developing countries it is impossible for local government to raise money through taxes and this is one area where development money can help support communities.

"Local government knows what to do but it cannot know how to do it unless we give practical help for local government to carry out practical public duties like social services, core infrastructures and business development," he said.

During a lively question and answer session, Professor Sachs said that



Prof Sachs spoke to delegates by live video link partner cities, though the Millennium Cities project, were a great opportunity and he would be very happy to work with existing CLGF partnerships, especially in Africa.

Professor Sachs said that towns and cities who are interested in the millennium villages project can contact him at [sachs@columbia.edu](mailto:sachs@columbia.edu).

## Timaru tips on waste management



Deputy Mayor Michael Oliver from Timaru District Council (right) welcomes Raphael Magyezi, Secretary General of the Local Government Association in Uganda (centre) and Robin Ali, secretary treasurer of the Fiji Local Government Association (left) to Timaru in New Zealand.

The visitors spent a couple of days visiting key industries and businesses in the district prior to the Commonwealth Local Government Conference 2007 to find out about local

innovative waste management systems. They visited the Fonterra plant at Clandeboye and the Council's Redruth Eco-Centre where they saw 3-2-1-zero, the country's leading waste management system at work.

Deputy Mayor Oliver paid tribute to their work in local government at Commonwealth level. He said it was amazing to find out the extent of similarity in issues in local government the world over.

“Local government matters, very much. For most people, it’s their first and perhaps only contact with the authorities in their country. It matters more, even, than national or regional governments.

In short, local government — particularly in developing countries — is about nothing less than transforming societies.

Local government still has to be adequately funded by central government. There is no point in devolving responsibilities to local government unless there are funds to match. — funds which are timely, predictable and based on agreed formulas.”

Rt Hon Don McKinnon,  
Commonwealth Secretary-General

“Local government can take part in either initiating or in reaching the product, the solution. Nevertheless there is some need for some consensus in the way forward for social transformation, otherwise local government will deliver lack of solutions instead of delivering solutions. There is no doubt about the uneven development in the world amongst societies: there exist two types of societies on the planet — modern societies on the one hand and the pre-industrial ones on the other hand; both are fixed subsidies on the local governments in the respective countries.

All the countries in the world that have transitioned have done so because of trade and not because of aid. Having said that, decentralising power is better than centralising.”

President Yoweri Kaguta Museveni,  
President of Uganda

“We have come here to learn from each other. We are here to exchange experiences, and share lessons learned, skills, knowledge and ideas. We are united by a common conviction that democratic governance, local development and sustainable service delivery are within reach. The expertise, technology, and resources are available and abundant.”

Rt Hon Edward Lowassa,  
Prime Minister of Tanzania

“The importance and relevance of citizen participation at the local level has been growing... Apart from further bridging the distance between the citizen and politicians, e-democracy enables greater transparency and accountability, making the decision-takers more visible to those who are affected by those decisions. ICT will enable local councils to interact more effectively with residents ensuring that their real needs and priorities are identified and promoted.”

Dr Tonio Borg, Deputy Prime Minister of Malta

“This is a historic first for us — the first time the CLGF has held its conference in Asia Pacific region and the first time we have hosted an international conference of local government practitioners drawn from all over the globe.

“This conference is more than an opportunity for us to show you what we’re doing in this country - it’s about shared learnings and different systems of local government. We are all facing different challenges in our own countries and this is the perfect forum to share ideas, learn from each other and engage on an international level.”

Basil Morrison, President,  
Local Government New Zealand

The full conference report, speeches and the background paper, *Delivering Development through Local Leadership*, can be found on the conference website [www.clgc2007.org](http://www.clgc2007.org).

## Tanzanian PM Launches latest Handbook



The *Commonwealth Local Government Handbook* provides an essential reference to local government political and organisational structures, legal basis for local government, service delivery competence, finance and e-governance

The 2007 edition was launched by Tanzanian Prime Minister Hon Edward Lowassa during the Commonwealth Local Government Conference 2007 in Auckland, New Zealand.

Mr Lowassa said that the handbook affords valuable knowledge of the diversity of our local authorities.

"This Handbook is a valuable tool to local government practitioners and others interested in efforts to empower our people," he said.

■ The *Commonwealth Local Government Handbook 2007* is published by Publications UK for CLGF. Available from Commonwealth Publications [http://publications.thecommonwealth.org/publications/html/DynaLink/cat\\_id/145/subcat\\_id/145/category\\_details.asp](http://publications.thecommonwealth.org/publications/html/DynaLink/cat_id/145/subcat_id/145/category_details.asp) or directly from CLGF Publications, 16a Northumberland Avenue, London WC2N 5AP, price £60 including admin, postage and packing.

## Firmer financial foundations for Pacific

Small Island States in the Pacific Region have been hearing about the latest techniques and tools to help raise the standards of local government service delivery.

Small Island States in the Pacific Region have been hearing about the latest techniques and tools to help raise the standards of local government service delivery.

As part of an on-going partnership between CLGF and UN-Habitat, local governments gathered for a two-week training programme from 4-15 June. In the first week, local government financial managers in the Fijian islands learned about new ways of strengthening their financial foundations. The second week-long workshop for representatives from Fiji Islands, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Vanuatu, Cook Islands, Tuvalu, and Tonga, instructed trainers on local government financial systems.

Financial management in Fijian local authorities is affected similar



issues to their counterparts internationally: they suffer from inadequate revenue streams which are primarily based upon historical legacies that do not meet modern day demands, and what resources they do have are often managed in an ad hoc manner. Therefore, a more strategic and transparent approach is needed. A useful starting point is to strengthen the systems of budget execution and expenditure management, including such areas such as accounting, cash

management, control and underlying procedural and institutional arrangements.

Opening the workshops, Local Government Secretary, Mr Cama Tuiloma said there was urgent need for training and reform on financial management across the Pacific region, especially considering the high rate of urbanisation.

"This programme is a unique opportunity for Fiji and the region. From this training we expect to raise the standards of service delivery in local governments so that they may enable economic, social, and cultural development in our towns and cities".

The training programme is based upon UN-Habitat's Financial Management for Local Government Series, which was recently published by Earthscan.

## What's on..

### June 2007

- 19-21 **CLGF regional dissemination seminar,**  
Enhancing local democracy: International peer reviews and a diagnostic approach to good governance, Lusaka, Zambia

### July 2007

- 22-24 **CLGF regional symposium on gender,**  
Goa, India

- 26-29 UN Global Forum on Reinventing Government, Vienna, Austria [www.7thglobalforum.org](http://www.7thglobalforum.org)

### September 2007

- 21-30 Commonwealth Parliamentary Association annual conference, New Delhi, India [www.cpahq.org](http://www.cpahq.org)

### October 2007

- 3-4 **CLGF workshop on Aberdeen Agenda,**  
Kampala, Uganda

- 5-6 **CLGF Policy and Resources Sub-committee,**  
Kampala, Uganda

- 15-17 Commonwealth Finance Ministers meeting, Georgetown, Guyana

- 28-31 UCLG World Congress, Jeju, Korea [www.uclg2007jeju.org](http://www.uclg2007jeju.org)

### November 2007

- 18-22 2007 Commonwealth People's Forum: Realising people's potential, Kampala, Uganda [www.commonwealthfoundation.com/governancedemocracy/peoplesforum](http://www.commonwealthfoundation.com/governancedemocracy/peoplesforum)

- 20-22 Commonwealth Business Council forum, Kampala, Uganda [www.cbclgobelink.org](http://www.cbclgobelink.org)

- 23-25 Commonwealth Heads of Government Meeting, Transforming Commonwealth Societies to achieve political, economic and human development, Kampala, Uganda

For further information on CLGF events, please contact [lorna.nicholas@clgf.org.uk](mailto:lorna.nicholas@clgf.org.uk) or visit [www.clgf.org.uk](http://www.clgf.org.uk)

## The CLGF Board

CLGF's new Board for 2007-2009 was elected at the CLGF General Meeting of members in Auckland, New Zealand on 29 March 2007.

### Members:

#### Africa:

Mayor Amos Masondo, Chair, South African Local Government Association  
Mayor Winstanley R Bankole Johnson JP, Freetown City Council, Sierra Leone (*alternate*)

L B Bihondo, Chair, Association of Local Authorities of Tanzania  
Francisco Majaia, Secretary-General, Association of Local Government, Mozambique (*alternate*)

Hon Dr James Burty David, Minister of Local Government, Mauritius (*Vice Chairperson*) +

Hon Musikari Kombo, Minister of Local Government, Kenya (*alternate*)

Hon Emmanuel Edou, Minister of Territorial Administration and Decentralisation, Cameroon

Hon Sylvia Masebo, Minister of Local Government and Housing, Zambia (*alternate*)

#### Americas:

Hon Mayor Robert Montague, Association of Local Government Authorities, Jamaica *Chairperson* +

Charles Gregoire, Deputy Chairman, Dominica Association of Local Authorities (*alternate*)

Mayor Zenaida Moya, President, Belize Mayors Association, Belize

Mayor Murchison Brown, Chair, Trinidad and Tobago Association of Local Government Authorities (*alternate*)

Hon Kellawan Lall, Minister of Local Government & Regional Development, Guyana

Hon Dean Peart, Minister of Local Government and Environment, Jamaica

Hon Michael Browne, Minister of National Mobilisation, Social Development and Local Government, St Vincent and the Grenadines (*alternate*)

#### Asia-Pacific:

Basil Morrison, President, Local Government New Zealand (*Vice Chairperson*) +

Clr Paul Bell, President, Australian Local Government Association (*alternate*)

Hon Mark Burton, Minister of Local Government, New Zealand

Hon Jim Lloyd MP, Minister for Local Government, Territories and Roads, Australia (*alternate*)

Hon Kumari Selja, Minister of Housing and Urban Poverty Alleviation, India  
Dato' Seri Ong Ka Ting, Minister of Housing and Local Government, Malaysia (*alternate*)

#### Europe:

Lord Hanningfield, Local Government Association England and Wales, UK  
Dr Ian Micallef LLD, Local Councils of Malta (*alternate*)

Phil Woolas MP, Minister for Local Government and Community Cohesion, Department of Communities and Local Government, UK  
Dr Lazaros Savvides, Permanent Secretary, Ministry of the Interior, Cyprus (*alternate*)

#### Members at large:

Father Smangalis Mkhathsha, President, United Cities and Local Government of Africa

Hon Ezenwo Nyesom Wike, Executive Chairman, Association of Local Governments of Nigeria (*alternate*)

Mayor Obed Mlaba, e-Thekwini Council, South Africa

Clr Phillip McPhee, President, Bahamas Local Government Association

#### Associate members:

Graham Sansom, Director, Centre for Local Government, University of Technology Sydney, Australia +

Dr Jatin V Modi, President, All-India Institute of Local Self-Government, India (*alternate*)

Dr Bishnu Ragoonath, University of the West Indies, Trinidad and Tobago  
Prof P S Reddy, University of KwaZulu Natal, South Africa (*alternate*)

#### Co-opted members:

Hon Stephen Asamoah-Boateng, Minister of Local Government and Rural Development, Ghana

Mayor Peni Volavolva, Suva City Council, Fiji

Simon Baker, Society of Local Authority Chief Executives, UK

Yasmine Laroche, Assistant Deputy Minister, Cities and Communities, Infrastructure Canada

#### Ex-officio:

Michael Ashley, *Honorary Treasurer*, UK +

Carl Wright, *Secretary General* +

John Otekat MP, Uganda, *Immediate past chairperson*

+ Member, Policy and Resources Sub-Committee