
CLGF Southern Africa Regional Conference

Local economic development: a framework for localising the sustainable development goals

28-29 June 2016

Emperors Palace Hotel

Kempton Park

South Africa

A two-day regional conference by CLGF in partnership with the South African Ministry of Cooperative Governance and Traditional Affairs (COGTA) and the South African Local Government Association (SALGA) to explore the role of local government and development partners in the delivery of the SDGs and LED as a mechanism for achieving the SDGs, and to disseminate the outcomes of the CLGF Regional Programme

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ABBREVIATIONS

ALAs	Association of Local Authorities
AU	African Union
COGTA	South Africa Ministry of Cooperative Governance and Traditional Affairs
CLGF	Commonwealth Local Government Forum
EU	European Union
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Society for International Cooperation)
LED	Local Economic Development
LCD s	Least Developed Countries
LGAs	Local Government Associations
MDGs	Millennium Development Goals
REC	Regional Economic Community
SADC	Southern African Development Community
SALGA	South African Local Government Association
SDGs	Sustainable Development Goals
SARO-UCLGA	Southern Africa Regional Organization of the United Cities and Local Governments of Africa
SPV	Special Purpose Vehicle
UCLGA	United Cities and Local Governments of Africa
UK DFID	United Kingdom Department for International Development
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Program
USAID	United States Agency for International Development

I. Background

The Commonwealth Local Government Forum (CLGF), with support from the UK Department for International Development (DFID), has been supporting decentralisation and LED in the Southern Africa Region since September 2012. Under its Southern Africa Regional Programme, CLGF has supported a range of activities in the region aimed at improving local authority service delivery to achieve poverty reduction and to contribute to the achievement of the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs) frameworks.

CLGF's Southern Africa Regional Programme is supporting 15 local authorities, local government associations (LGAs) and ministries responsible for local government.

At the local level, the programme is supporting 15 local authorities to:

- Institutionalise LED in their local authorities;
- Establish multi-stakeholder forums to enable local authorities and their stakeholders to work together;
- Conduct local assessments to establish the state of economy in their localities together with their stakeholders;
- Develop strategies to address identified weaknesses within their local economies;
- Jointly implement agreed strategies through various projects; and
- Building local government capacity in implementing the above-mentioned activities.

At the national level, ministries responsible for local government and LGAs are being supported in developing enabling policies for local government and to roll out piloted initiatives within their countries.

At the regional level, policy dialogues have been held to promote closer working relationships with the regional economic groupings.

It is against this background that CLGF, in partnership with the South Africa Ministry of

Cooperative Governance and Traditional Affairs (CoGTA) and South Africa Local Government Association (SALGA), hosted a Regional Conference in Kempton Park, South Africa, from 28-30 June 2016 to disseminate the outcomes of the CLGF Regional Programme as well as explore the role of local government in the delivery of the SDGs. The conference shared practical ways for ensuring developmental local government within the context of the SDGs, particularly using the Local Economic Development (LED) Framework.

The event built on the outcomes of similar regional meetings held in Luanda in April 2013, which addressed the role of local government in promoting development in the region and the importance of engagement with the Southern Africa Development Community (SADC), and a conference on LED in 2014 in Lilongwe. The Conference also reflected on progress made towards implementation of the previous conferences' resolutions.

Conference objectives

The conference objectives were to:

- Share experiences on the implementation and outcomes of the CLGF Southern Africa Regional Programme including reviewing progress made since the 2014 regional dialogue;
- Raise awareness on the SDGs and the localising process as well as deliberate and agree on the role of local government in the implementation of the SDGs including exploring practical ways, such as the LED approach;
- Explore opportunities for partnerships in the implementation of the SDGs, particularly with the development partners such as EU and DFID, communities, civil society and the private sector; and
- Explore opportunities for ongoing regional exchange and knowledge sharing.

The conference objectives and outcomes were presented by [Mr Xolile George](#), the Chief Executive Officer of SALGA, who was also the Conference Chair.

Participants

The meeting was attended by 150 participants comprising ministers, permanent secretaries, directors of local government, chairpersons and secretary-generals of local government associations, and representatives of local authorities from Angola, Botswana, Cameroon, Cape Verde, Lesotho, Madagascar, Malawi, Namibia, South Africa, Swaziland, Tanzania, Zambia, and Zimbabwe. Participants also included representatives of development and technical partners - GIZ, UNDP, UNCDF, and CLGF - and representatives of the private sector such as Barclays Africa and Microsoft. Representatives from leading academic and national training institutions also attended the event. (See **Annex I** for list of participants).

Structure of the meeting

The conference was organised as follows;

- Session 1 – Official opening
- Session 2 – Setting the scene: presentation of the background paper and overview of the regional programme
- Session 3 – Sharing country experiences on the implementation of the CLGF Southern Africa Regional Programme
- Session 4 - Facilitated breakaway sessions on LED as a framework for implementing the SDGs
- Session 5 - Panel discussion: partnerships for implementation of the SDGs
- Session 6 - Way forward, country-based discussions on next steps for the country delegations
- Session 7 – Closing: panel discussion by ministers responsible on how they would take forward the conference outcomes

Annex 2 is the full conference programme.

2. Conference sessions

Opening session

The opening session was chaired by [Mr Xolile George](#), the Conference Chair.

The opening session of the Conference included welcome remarks from Cllr Manyoni, Chairperson of SALGA and Chairperson of United Cities and Local Governments of Africa, Southern Africa (SARO-UCLGA), a keynote address by Cllr Parks Tau, Mayor of City of Johannesburg, addresses by Mr Carl Wright, Secretary General, CLGF and Rev Mpho Moruakgomo, CLGF incoming Chairperson, and an opening address by Hon Des Van Rooyen, Minister for CoGTA.

Welcome address – the LED approach

Cllr Thabo Manyoni welcomed delegates to South Africa on behalf of SALGA and UCLGA-SARO. He reminded delegates that the conference was being held at an important juncture of Africa's fight against poverty and underdevelopment. Given this, Cllr Manyoni urged delegates to reflect on the journey that local governments in the region have travelled in promoting social and economic development. He pointed out that the stages and evolution of LED, and the region's understanding and application of the approach, had come a long way and needed to be acknowledged. Cllr Manyoni said that LED is increasingly being identified as the strategic enabler for social and economic development objectives.

Sharing the South African experience of LED, Cllr Manyoni explained that local governments are mandated by the Constitution to promote social and economic development in their respective communities. However, he pointed to the difficulties faced in trying to change the mindset of local government policy makers and practitioners from viewing themselves as mere service delivery 'implementing agents' to being developmental enablers. Cllr Manyoni informed delegates that South Africa had journeyed through different interpretations of facilitating robust local economies, ranging from small scale poverty alleviation interventions, to systemic competitiveness, catalytic interventions and market/enterprise development interventions.

He said that from the experiences, South Africa has learnt that local government, or government in any form, can never account for direct large scale job creation but local governments are facilitators for creating and sustaining conducive or enabling environments to attract, retain and allow businesses to grow and flourish. He underlined that this approach and understanding of LED is critical for a clear understanding of local economies, and their peculiarities, if local governments are to implement necessary interventions to ensure that localities are attractive places to live, work and play.

Furthermore, Cllr Manyoni urged local government policy makers and practitioners to embrace LED as an approach to development because it recognises the critical and enabling role that local government can and must play in promoting social and economic development. He said that, more importantly, local governments need to see 'service delivery' through a developmental lens and regard LED as an approach or way of 'doing business' if local authorities are to maximise the full potential of localities in the region. Cllr Manyoni concluded by emphasising the importance of transformative leadership in the successful delivery of LED. Delegates were urged to embrace the LED approach which is critical in the successful delivery of the SDGs thereby addressing the social, economic and environmental challenges facing their respective communities.

Managing space and infrastructure

Cllr Parks Tau, Mayor of City of Johannesburg, began by pointing out that the main role of local government is managing space, hence the need for local government to invest in infrastructure such as transport and housing which are critical in promoting sustainable social and economic development. Additionally, local governments are essential to the successful delivery of SDGs which finds expression within the local government space. He emphasised the importance of capacity for local government to effectively and efficiently formulate spatial development frameworks which clearly outline corridors of freedom, public transport networks as well as inclusive urban planning.

Cllr Parks Tau shared the experience of the City of Johannesburg where 100 billion Rands is being invested in infrastructure over ten years. Infrastructure development is being funded from a surplus of SAR 5 billion a year and bonds of 1.4 billion raised from capital markets.

To enable local government to effectively plan and invest in infrastructure, there needs to be enabling legal frameworks that facilitate the critical levers for spatial planning and management, said Cllr Tau. Local government must mobilise resources from development partners by directly accessing resources earmarked for the implementation of SDGs. Cllr Tau encouraged participants to partner with communities in tackling their challenges as there is no clinical way of addressing the development challenges that communities face. Partnering with communities enables local governments to be proactive as well as promote community participation in development processes.

Secretary-General address: Building blocks for meeting the SDGs

Carl Wright, CLGF's outgoing Secretary-General, began by reminding delegates of the *Gaborone Declaration - Local Government Vision for 2030*, agreed at the 2015 Commonwealth Local Government Conference which sets out an Action Programme for local government in respect of:

- promoting local democracy and good governance;
- achieving economic growth and local economic development;
- creating sustainable cities and local governments;
- capacity and resources - means of implementation;
- localising the SDGs as well as follow-up and review; and
- the Commonwealth-adding global value.

Mr Wright reported that, since the CLGF Gaborone Conference, building blocks required for the successful execution of the Action Programme had already been put in place, in particular four key developments:

- the *Addis Ababa Conference on Financing for Development*, which committed to scaling up international cooperation to strengthen the capacities of local authorities and highlighted the importance

of financing local government if the SDGs were to be achieved;

- the 2015 *Paris Agreement on Climate Change* which recognises the importance of local and regional governments in combating climate change opening up local government to climate finance such as the Green Fund;
- the *2030 Agenda for SDGs*: goal 11 focuses on making cities and human settlements inclusive, safe, resilient and sustainable and recognises the need to build effective, accountable and inclusive institutions at all levels;
- and the Malta 2015 Commonwealth Heads of Government Meeting which acknowledged the role of local government, including the CLGF Botswana conference, as well as the importance of greater cooperation among Commonwealth organisations.

Delegates were informed that the region has a framework for the implementation of the SDGs including the New Urban Agenda which will be adopted in October 2016 which recognises that 65% of the SDGs targets have an urban dimension. Mr Wright thanked the conference co-hosts SALGA and CoGTA and the project partners DFID and the European Union. Expressing his regrets on the outcome of the UK referendum on EU membership, he reminded delegates that the UK is only one of the many Commonwealth members and CLGF would continue to work with the EU.

Mr Wright announced his retirement from CLGF in August 2016 but said that he was encouraged by the fact that his successor Greg Munro and the incoming CLGF Chair were from Southern Africa.

Chairperson's address: Global development challenges

Cllr Rev Mpho Moruakgomo, CLGF's incoming chair, thanked CoGTA and SALGA for their assistance and support in the preparations for the regional Conference as well as their steadfast support and guidance to the regional programme since its inception in 2012. He reminded delegates that the Conference came at a time when there was renewed commitment to addressing global development challenges through the adoption of the SDGs in 2015. Delegates were informed that the post 2015 development agenda incorporates a number of

other inter-related agreements such as: the *Sendai Framework for Disaster Risk Reduction 2015-2030*; *Addis Ababa Action Agenda on Financing for Development*; the Paris Accord and shortly, Habitat III, which will adopt a New Urban Agenda for managing urbanisation. Closer to home, the African Union Agenda 2063: *The Africa we Want* also focuses on priorities to ensure a more sustainable, inclusive and just future. Rev Moruakgomo noted that local government has been a strong voice in many of the debates that have shaped the Agenda 2030 and that CLGF and its members had played an active role in that process.

Rev Moruakgomo emphasised the extensive and interconnected nature of the SDGs as well as the importance of a multi-stakeholder partnership approach to their implementation if they are to be achieved. He said that the conference was an opportunity for local government stakeholders to reflect on how the SDGs would be localised, how dialogue around alignment of national development strategies and the SDGs would be enhanced, and, how the capacity of local government to localise the SDGs could be enhanced. Rev Moruakgomo reminded delegates that the SDGs were not new but local governments were already actively involved in delivering many of the core services that would contribute to their achievement.

He explained that LED is an approach that enables local government to play a pivotal role in achieving the SDGs and encouraged local governments to look at everything they do through a socio-economic development lens in order to maximise the development outcomes for the communities they serve. He said that the LED approach entails integrating economic development into local government strategic planning, building partnerships with communities and private sector including creating enabling environment for business to operate. Rev Moruakgomo pointed out that CLGF's programme in the region, since 2012, has been focusing specifically on strengthening local government's role in delivering LED. He shared the experience of Botswana where the Ministry of Local Government and Rural Development (MLGRD) and Botswana Association of Local Authorities (BALA) and four local authorities have piloted the LED approach, developed a national LED policy to enable and support local government in LED.

Rev Moruakgomo said that the regional event was an important opportunity for delegates to share and learn from each other as well as position LED as an approach to localising the SDGs in the region. He reminded delegates to coordinate local government's efforts to ensure that the role of local government is fully recognised and acknowledged by SADC. He acknowledged the presence of DFID and the EU, expressed his gratitude for their continued support, and encouraged delegates to freely share their experiences. Delegates were also urged to participate actively in the discussions and assist CLGF to develop a clear strategy to guide the work of the Southern African Regional Programme going forward.

Minister's keynote address: Developmental local government

Hon Van Rooyen, Minister for Cooperative Governance and Traditional Affairs, South Africa welcomed delegates to South Africa and informed delegates of the forthcoming local government elections in South Africa scheduled for 3 August 2016. He also reminded delegates of the significance of the month of June in South Africa, which marks the commemoration of the 1976 students' uprisings against apartheid laws. The Minister reminded delegates that local government is the sphere of government closest to the people, which is why in South Africa refers to local government as 'developmental local government'. However, Hon Van Rooyen pointed out that local governments faced enormous challenges in promoting human rights, meeting human developmental needs, addressing service delivery backlogs, mobilising adequate resources as well as capacity to effectively plan for a sustainable future. The Minister urged delegates to reflect and ensure that communities are at the centre of the proposed strategies to better the lives of communities as part of the developmental approach.

Hon Van Rooyen noted that the conference was taking place at a time when the SDGs, comprising 17 goals and 169 targets, had been adopted in September 2015. He informed delegates that the SDGs are integrated, indivisible and balance the three dimensions of sustainable development - economic, social and environmental. The Minister acknowledged the importance of local government in the implementation of the SDGs as well as measuring progress. He also pointed out that

LED can serve as an important catalytic instrument to create the necessary broad partnerships and conditions for economic development that can generate better and high quality service delivery, decent jobs, participation and empowerment of communities, women, youth and vulnerable groups. Hon Van Rooyen emphasised that LED is the bedrock on which the resources required for the attainment of SDGs can be generated.

The Minister urged local and regional governments to adopt this crucial catalytic role as initiators and drivers of effective LED initiatives. The Minister shared the experience of South Africa where the National Development Plan (NDP), puts local government at the centre of the attainment of the national development goals and identifies cities as economic growth drivers through improved spatial efficiency and social inclusion. The Minister informed delegates that CoGTA is promoting LED through the implementation of initiatives such as Business Adopt a Municipality, where private sector businesses adopt a municipality to improve municipal institutional capacity to create an attractive investment climate and to support communities through educational and artisanal training of youth within these areas. Furthermore, there are efforts to ease red tape within local administration to give the necessary confidence to the private sector and emerging local entrepreneurs to heighten economic activity within our municipalities.

Delegates were informed that CoGTA is about to launch the Integrated Urban Development Framework (IUDF), which clearly integrates thoughts on the role of local economies in the reversal of Apartheid spatial planning and access to economic opportunities by the previously marginalised. The Minister expressed his excitement with the Conference whose outcomes, he hoped, would offer delegates the opportunity to reflect on what the new global development agenda meant for local government leaders and produce the kind of innovative thinking that should catapult Africa into a new era of reflection and unity of purpose in improving the lives of its people. The Minister concluded by inviting delegates to assist in finding solutions, through LED and other initiatives, that will ensure that the region attains the targets of the SDGs, and improve the lives of the people.

Session 2 - Setting the scene

The session was facilitated by the Minister of Local Government and Housing, Zambia, [Hon Stephen Kampyongo](#).

The session focused on setting the scene for the conference in line with the conference theme, *Local economic development: a framework for localising the sustainable development goals*. It focused on two main aspects: the conference background paper and an overview of CLGF's Southern African regional programme.

Sustainable and people-centred development

[Prof Kadmiel Wekwete](#) presented the conference background paper, *Igniting Sustainable and People Centred Socio-Economic Development in Southern Africa: the importance of LED*. The paper places local government at the centre of local development and points out that local and regional governments play a crucial catalytic role as initiators and drivers of effective LED processes, fostering participation, the creation of decent jobs, and the economic empowerment of women, youth and vulnerable groups. In addition, the paper highlights how LED strengthens local development processes and offers a comprehensive framework for 'integrating' and 'localising' the SDGs.

Prof Wekwete focused on four main aspects of the paper: the context of development within a rapidly changing world and within global development priorities; the evolving LED perspective from the Southern Africa region, making reference to five key features of LED; the localisation of the SDGs; and the characterisation of LED based on the CLGF Southern Africa programme.

■ *The context of development within a rapidly changing world* - Prof Wekwete noted a number of shifts in the global landscape: population growth and demographic shifts; rapid urbanisation; high levels of informality and informal employment; technological changes and increasing inequalities. He noted the significance and impact of these shifts for underdeveloped and developing economies, pointing out that livelihoods are changing drastically. He further noted that governments worldwide have to adapt to these changes and provide innovative solutions to service delivery. The global

community has responded to these and other global challenges in the form of global treaties and agreements including: the SDGs and the Agenda 2030, Paris Agreement on Climate Change, forthcoming Habitat III, and the Africa Agenda 2063. He said that these global agendas should be linked to local realities.

■ *The evolving LED perspective in Southern Africa* - It was emphasised that local economic development is not new in Southern Africa. Various governments have been implementing local development initiatives for decades. The missing link has been the systematic approach to development that is presented by the LED approach. Prof Wekwete noted that from the experiences across the region, it is now clear that the LED approach to development recognises the critical enabling role that local government can and must play in promoting inclusive social and economic development. He emphasised that LED cannot be viewed merely as a series of projects and noted that LED brings together different local stakeholders to work together and harness local resources for sustainable economic growth. In terms of an ideal LED model, there is no single one-size-fits-all approach, and LED approaches need to reflect local needs and circumstances. The important role played by local government in creating an enabling environment for business and other stakeholders to work to promote equitable and balanced local economic growth was also highlighted. Lastly, the ability of LED to contribute to building social trust and cohesion, thereby helping to build societies that are more stable and resilient was noted.

■ *Localising the SDGs* – Considering the 17 SDGs, Prof Wekwete noted that although local government has a role to play in implementing all the 17 SDGs, it often lacks the necessary capacity to fulfil this role and thus its ability to play a full role in their implementation. LED offers a comprehensive framework through which local government can contribute directly towards the achievement of the SDGs, particularly in terms of building strong economic foundations for all countries; building sustained, inclusive and sustainable economic growth; developing dynamic innovative and people-centred economies, promoting equal access to income; and achieving full and productive employment and decent work for all. Of the 17 SDGs, it was noted that LED can contribute directly to 11 SDGs.

■ *Experiences from Southern Africa* – Drawing on the experiences of partners in the region, Prof Wekwete provided a synthesis of the various case studies, which are covered extensively in the background paper, drawing out from them some of the characteristics of LED:

- National/ central government has a major role to play in establishing an enabling policy environment on the role of local government in development.
- LED cannot be viewed only through the economic lens as it is a territorial and integrated approach to development.
- The LED approach has a major role in strengthening local ownership and democracy as it promotes bottom-up development.
- The LED approach strengthens multi-level governance and is in itself dependant on all the tiers and spheres of government.
- As an integrated approach, LED must be mainstreamed in service delivery.
- Given that the basis of LED is the unique character of a locality, it enhances data collection, and M&E of development outcomes.
- LED puts people and communities at the forefront, and thus is a compelling approach in terms of leaving no one behind and promoting inclusive economies, quality of life and access to opportunities.
- Due to its emphasis on involving all stakeholders, LED strengthens multi-stakeholder partnerships and local leadership.
- Based on its integrative approach, LED has the potential to build environmentally sustainable local economies through for instance, adopting ecologically sensitive local production methods whilst promoting local empowerment.

Prof Wekwete concluded with five prevailing challenges in LED planning and implementation:

- Incomplete decentralisation
- Ensuring a common understanding of LED, managing expectations and ensuring long-term commitments
- Lack of capacity within local authorities (political and technical)
- Lack of appropriate local data
- The impact of external forces.

Following Prof Wekwete's presentation the following issues were raised:

- The various options to partnering with businesses given that, at times, local government and the private sector do not see eye-to-eye;
- What can be done about the general lack of appropriate capacity in local governments,;
- How LED is both a bottom-up and top-down approach
- Approaches to bringing stakeholders together given that local governments often see NGOs and private sector as competitors – thereby inhibiting the creation of an enabling environment
- How issues of sustainability and youth issues can be addressed through the LED approach.

In the discussion following:

- Prof Wekwete emphasised the need for local governments to understand the private sector logic, the fact that the private sector is about the bottom line. As such, engagements with the private sector should always be cognisant of this fact.
- On the matter of capacity, it was indicated that it is important to ensure that local government staff understand the overall vision of the institution, and that they have the relevant skills for the positions they occupy.
- On issues of sustainability and youth, the significant lack of apprenticeships was highlighted, and an even greater lack of emphasis on technologically-inclined trades such as artisans and carpentry. An alternative approach is to ensure that the local youth are linked to local supply chains and means of production.
- On the issue of LED being both bottom-up and top-down, emphasis was placed on the fact that LED cannot thrive outside a centrally determined policy environment and national development priorities (top-down), in the same way that local governments must play a leading role in determining local priorities (bottom-up).

CLGF's regional programme

Ms Nyasha Simbanegavi presented an overview of the CLGF Southern Africa Regional Programme covering the background, overview of country projects, results and impact, and lessons learned.

■ *Background to the Regional Programme* - Ms Simbanegavi noted that the programme is supported by DFID and has since attracted additional funding from the EU. It was initiated in 2012 as part of a wider CLGF programme covering also West Africa and South East Asia. She traced the origins of the CLGF Southern Africa programme to the *Cardiff Consensus* of 2011, which called on CLGF members to promote LED and the *Kampala Declaration* of 2013 on developmental local government. She said that the regional priorities for the programme were based on an initial consultative meeting held in Pretoria 2013 and then endorsed at a regional conference held in Luanda, also in 2013.

On the basis of these priorities, CLGF then invited members to submit concept notes outlining their proposed projects. Four countries – Botswana, South Africa, Swaziland and Zambia – were selected to participate. Two other countries – Lesotho and Malawi – were also targeted. In Lesotho, the focus was on the formation of the Local Government Association whilst in Malawi the focus was on capacity development support to newly elected councillors as well as civic education on local government.

She described the main programme outcome areas:

- Support to local projects aimed to strengthen LED capacity in selected local authorities in four countries
- Support to ministries and LGAs to strengthen national policy making on LED and decentralisation
- Strengthen regional cooperation and build partnerships within the region including with organisations such as SADC.

She said that, also, the programme has managed to leverage additional resources from other partners, and this has enabled expansion into Zimbabwe, where CLGF is replicating some of the initiatives. She told participants that, as a result of CLGF having signed a Strategic Partnership Agreement with EU in 2015, focusing on supporting the localisation of the SDGs and promoting local government dialogue at local, national and regional levels, Malawi is now being supported..

■ *Overview of country projects* – Ms Simbanegavi gave an overview of the current projects in

each of the four countries; she indicated that individual country presentations would unpack these in detail. She said that although the projects differ, they are structured around seven main components:

- Institutionalisation/ mainstreaming of LED in local authorities
- Setting up and strengthening of local multi-stakeholder institutions ie LED forums/ committees/ Town Steering Committees
- Assessment of local social, economic and physical situation of localities jointly with key stakeholders
- Development of LED strategies/town regeneration plans in local authorities jointly with stakeholders and ongoing implementation of LED plans and strategies
- Development of LED National Frameworks and guidelines and their implementation
- Building local government capacity to implement the activities described above, and
- Regional events to share experiences and promote local government dialogue.

■ *Programme results* – Based on the ongoing implementation of various projects, Ms Simbanegavi indicated a number of programme results:

- In all the countries, there has been a better appreciation of the fact that LED has no single definition, and that it focuses on territories, it is a multi-stakeholder approach and it integrates place, people and the economy.
- LED is multi-disciplinary as it brings together actors from different disciplines and further provides for multi-level governance, vertically and horizontally. She emphasised that this is an important characterisation of LED in terms of its potential as a framework to localising the SDGs.
- In the various countries, both the national and local levels of government have managed to institutionalise LED by either setting up LED focal persons and LED officers at the local authority level or by further developing national guidelines to guide LED practice.
- A number of multi-stakeholder forums/ platforms have been established to facilitate joint planning and implementation of

projects, a number of service delivery partnerships have also been established, although there was still a need to firm up and improve participation.

- A key result had been the development of local strategies, plans and implementation plans by the local authorities, working with local stakeholders to identify opportunities and challenges, and develop a shared vision and interventions.
- In addition to the local strategies and plans, national framework had been developed in three of the four countries, with one still underway.
- There were also lessons shared in terms of LED as a bottom-up approach, with this having been the case in Swaziland, and thereby demonstrating LED is a key enabler for local government to effectively play a developmental role.
- Lastly she outlined that the implementation of the projects had provided lessons in terms of various capacity development methodologies such as mentoring, coaching and professional development programmes. On this she also indicated that there was still a need to explore other approaches such as benchmarking and practitioner-to-practitioner exchanges.

■ *Lessons learned* – Ms Simbanegavi said that the five main lessons from the CLGF Southern Africa Regional Programme, and their implications for future the future were:

- In addition to the local economy, the LED approach focuses on spaces and the people.
- Development is shared responsibility to be owned by communities and, as such, the empowerment of communities and the private sector should be prioritised in future programming.
- Local governments require sufficient autonomy to make and enforce decisions at the local level to enable them to effectively play a role in development.
- Central and local government cannot deliver development alone - there is need for partnerships; future programming should focus on building capacities for partnerships.
- Timeframes for LED processes need to be realistic to allow for consultative and participatory processes to unfold.

Session 3 Experience sharing

The session was divided into two parts, the first chaired by Prof P S Reddy and the second chaired by Mr Ashraf Adam.

Individual countries presented the highlights of their projects focusing mainly on the lessons learned and the sustainability plans for their pilot initiatives.

■ **Botswana** – Ms Kerileng Thela, who gave the presentation, focused on three main areas: project rationale and scope; development of the national LED Framework; and the experiences of the pilot local authorities.

On the project rationale, she first looked the role of local authorities (LAs), and said that LAs are key agents for delivering responsive services and driving sustainable local development. She emphasised the need to empower them to do this. She explained that the programme in Botswana is a partnership between the Ministry for Local Government and Rural Development (MLGRD), the Botswana Association of Local Authorities (BALA), the United Nations Development Programme (UNDP) and CLGF. Collectively the partners have supported the development of the national policy framework on decentralisation and LED.

She described the programme objectives as:

- Develop policy and institutional frameworks at the local national and local levels to facilitate inclusive service delivery and local economic development;
- Develop tools and systems to facilitate the delivery of inclusive, responsive and sustainable services and implementation of LED at the local and national levels; and
- Develop individual, organisational and institutional capacities to facilitate the delivery of inclusive services and the implementation of LED.

The key stakeholders of the programme were the four pilot districts, namely, Francistown, Sowa, Kgalagadi and Chobe, as well as their respective community groups, including civil society. At the central government level, government ministries and public enterprises were also key role players.

Ms Thela described how, through this programme, Botswana has developed a national LED Framework. She shared Botswana's

experiences of managing policy development processes: the main challenge the country encountered was the development of a shared understanding for LED in the country. The country developed a Concept Note and a Discussion Paper to stimulate dialogue, and held a number of stakeholder workshops. Through these stakeholder engagements, the Framework Document was developed. She emphasised the importance of evidence-based policy making and how the pilot sites were used to generate evidence to inform the LED Framework.

On institutional arrangements for driving LED, she said that leadership at both the national and local levels is important. She said that one of the lessons from the country had been that there was a need for an overarching national institution to provide a convening and supporting authority; in Botswana's case it was the Rural Development Council.

She reported that the country has integrated its LED work at various levels: within specific Departments in the MLGRD and through the national LED Forum. She also emphasised the need to institutional flexibility, pointing out that there is no one size fits all solution in terms of LED coordination. The goals and interests of stakeholders must be kept in mind as well as taking advantage of strategic opportunities along the way. She said the four critical enablers for LED were: national consensus on purpose and relevance of LED in national development priorities; a national framework to guide and coordinate LED planning and implementation; maintaining momentum and interest through practical demonstration; and a decentralised governance framework to anchor LED.

At council level, in order to integrate LED within the pilot local authorities, the country embarked on:

- capacity assessments to determine the capacity of LAs to implement LED;
- building consensus to house LED at Council; appointment of LED drivers;
- restructuring of existing structures to serve as LED Forum;
- appointment of an Advisory Committee and development of terms of reference; and
- training of trainers.

Challenges and lessons learnt during this process included the need to customise and simplify

existing assessment tools to fit the purpose; tackling the silos mentality; a lack of active participation by the private sector, and the need to reassure stakeholders about their individual roles.

Development of Local Economy Assessment. The processes followed were: undertaking a SWOT analysis with stakeholders; value chain analysis; Business Enabling Environment Surveys; and collection of local data such as demographic information and economic information. The challenges encountered included inconsistencies in technical task team membership, which was the main driver of these processes, and inconsistencies on attendance by stakeholders during consultations. Other critical lessons shared were: the need for political buy-in, capacity development, collective decision making in organising the effort for LED and functional institutional arrangements.

Formulating LED strategies at the local authority level. LED is still sometimes perceived as a Council project, however, consultation and engagement with district structures and departments has improved ownership and buy-in. Benchmarking is also critical in helping to develop project concepts. Challenges encountered included delays, having started the process in November 2015 and concluded in April 2016, for all four pilot LAs.

Capacity development. Ms Thela indicated that the first focus was on capacitating and transforming councillors into LED champions. This was done through the election of an LED Commission and the implementation of a variety of training programmes between August 2014 and June 2016, including participating in two international meetings. Challenges were encountered around the need to reconstitute the LED commission following the local elections. One lesson was that it was found to be relatively easier to target Mayors/Chairpersons and Town Clerks/Council Secretaries for training and another was that councillors should be trained alongside the technical staff for continuity and better institutionalisation of LED. The country has also found that advocacy on LED matters, on issues such as funding and realignment of council structures, has improved.

Ms Thela concluded the presentation with a look at the way forward which would include: the roll out of LED from the four pilots to all the

remaining twelve districts; the implementation of the LED Framework; the development of the decentralisation policy to drive LED; and lastly, the intention to adopt LED as a framework to anchor domestication and localisation of Agenda 2030 on sustainable development.

■ *South Africa* – Mr Kanyiso Walaza, Ms Letticia Naid, Mr Prince Nyembe, Mr Alson Kuzwayo, Mr Zenzile Ntshanga and Ms Ridah Ramorula jointly delivered the presentation to share the experiences of South Africa in LED facilitation, from a policy and practice perspective, and to highlight good practices.

The presentation focused on both the South African context and LED practice.

Describing the South African context, it was indicated that the country developed an LED Framework in 2006. However, LED practice had been project based, and LED coordination across the spheres of government had not been fully effective. Another challenge had been the inadequate resourcing of LED units in municipalities in terms of both personnel and budgets. A number of partnerships had been developed with development organisations such as CLGF and GIZ.

The current CLGF programme in South Africa is a partnership between the Department of Cooperative Governance (DCoG), SALGA and CLGF. The objectives are:

- To promote and support an enabling environment for the implementation of LED at national, provincial and local levels;
- To support institutional arrangements and partnerships for LED implementation at national, provincial and local levels;
- To develop individual, organisational and institutional capacities to facilitate the implementation of LED.

The programme has seven output areas, key among these being a national policy framework to enable LED facilitation at a national and local level and improved capabilities of practitioners and institutions to improve the economic and spatial character of their localities.

The role of a Local Government Association (LGA) SALGA described how the approach adopted in supporting LED was to integrate space, people and the economy. SALGA is at the forefront of Inspiring members to effectively facilitate the

sustainability of their local economies through SALGA-driven development of tools and methodologies/approaches, such as research and knowledge sharing as well as partnerships. SALGA's support to members includes research, training, coaching and advocacy, and other areas. Two of SALGA's flagship programmes were described: the Professional Development Programme (PDP) and the Small Town/Township/ Village Regeneration (STR) Programme.

Experiences of the three pilot councils

Madibeng Local Municipality described its experiences of adopting a multi-disciplinary approach in implementing the Small Towns Regeneration Programme in the small town of Brits. The main challenge for the project had been the degeneration of the town due to old and dilapidated infrastructure. This manifested itself in potholes in the roads, dysfunctional street lamps, blocked storm water drainage systems, dilapidated public parks and invasion by street traders who end up erecting shacks in town. Following endorsement by Council, a STR Strategy was developed through a multi-disciplinary approach involving all service delivery departments in the municipality. Thanks to the project, there is an increasing awareness that the entire municipality contributes towards the socio-economic development of localities. An additional outcome, according to the municipality, was that the collaborative approach increased internal institutional cohesion, and the ability to implement.

Matlosana Local Municipality set up of a Town Steering Committee as a methodology and an enabler for inclusive public participation and involvement in local development, in this case in the STR programme. The municipality described the processes followed to establish the committee, and outlined the roles and responsibilities between community members and the municipality.

Moretele Local Municipality addressed the basics of local development in terms of spatial planning and partnerships. The message was that the nature and potential of a local economy is linked to the manner in which space is mapped. It was also highlighted that land is one of the biggest assets for shaping the socio economic outlook of a place, and in an area co-managed with tribal authorities, it is essential that there is a shared vision for local development. Moretele have

signed a Memorandum of Understanding with local tribal authorities.

The presentation concluded with case studies on the Business Adopt A Municipality Programme and the role of economic development agencies.

■ **Swaziland - Mr Thulani Mkhali** and **Gciniwe Fakudze** made the presentation covering three areas: national government initiatives, local government association initiatives and local government initiatives. The Swaziland programme aims to enhance the role of local government as a key agent in local economic empowerment and national development in Swaziland. Following this, eleven programme outputs were shared, focusing on central government, the LGA and pilot local authorities. Implementing partners in the programme were the Ministry of Housing and Urban Development, Ministry of Tinkhundla Administration and Development, Swaziland Local Government Association (SWALGA) and three pilot local authorities - **Mbabane Municipal Council**, **Manzini Municipal Council** and **Matsapha Town Council**. Institutional Partners included national government, international development partners, NGOs, 13 Urban Councils and 55 Tinkhundla Councils.

Lessons from central government were around the applicability of LED as an approach in localising national strategies, policies and plans. Presenters indicated that the Poverty Reduction Strategy and Action Programme was localised, thereby empowering participating local authorities to implement the strategy, adopting LED as a framework. Lessons were shared related to the role of the two lead ministries with respect to providing leadership, coordinating all participating institutions and ensuring strong monitoring and evaluation. They reported that SWALGA is currently being strengthened to play an effective role as the voice of local government, starting with a technical analysis of the institution that had been undertaken, and an experience sharing workshop with other countries in the region.

From the local authority perspective there were five overarching achievements, cutting across the three pilot local authorities. These were:

- Institutionalising LED within local authorities
- Interface between traditional leadership and mainstream local governance
- Partnerships and stakeholder mobilisation

- Strong bottom-up approach
- Skills development approach for communities.

Based on these areas, the presenters then shared the following lessons from the Swaziland programme:

- Communities are willing and able to take charge of their livelihoods hence it is important to engage them as partners in development.
- LED interventions should focus on simple, manageable, relevant projects that are easy to replicate and are community driven.
- There must be ownership from the individuals and community at large.
- It is important to gain high level political and management support early on to maximize impact of an LED programme.
- There is a need for continued capacity building on Local Economic Development within the municipality (staff, councillors and stakeholders).
- The placement of the LED Unit in the Town Clerks office, to coordinate and mainstream LED activities throughout the entire organisation, has been critical in the success of the implementation of the LED Programme.
- Maintaining stakeholder relationships is crucial.
- LED must be mainstreamed in departmental programmes and budgets.
- LED is multi-dimensional, and it takes time for it to be successful and the results to be seen.
- It is necessary to conduct research in order to find out what are the strengths and ultimate goals of a municipality.
- Monitoring and evaluation is crucial for the sustainability of the project.

The Swaziland presentation concluded by highlighting the following challenges:

- The absence of a LED national policy framework
- Inadequate socio-economic database
- Weak inter-governmental relations, as well as unclear roles and responsibilities
- Capacity challenges for local government, including financial and human resources, and general sustainability concerns
- Limited knowledge of local economic development in the country

- Uncertainties and debates around the division of roles and responsibilities and the duplication of efforts with central government agencies, the private sector and civic organisations, particularly in relation to aspects that have a bearing on LED
- Gender imbalances in LED.

■ **Zambia** - The presentation by Ms Margaret Kapanda and Ms Naomi Sakala was structured into three main areas: general information on Zambia, project implementing partners and highlights of the project.

The presenters provided an overview of the country, focusing on economic indicators, demographics and other geographical information and the local government context.

On the policy context, it was highlighted that the country has an approved National Decentralisation Policy. The CLGF project was informed by an assessment of local government conducted in partnership with the UNDP. This assessment pointed to a number of capacity constraints in local authorities as well as the fact that they were playing a passive role in service delivery, particularly in business enabling infrastructure. Against this background, the goal of the project was to achieve improved and sustained local government service provision through increased community/stakeholder participation by promoting the local economic potential for improved quality of life of the local communities. Implementing partners were the Ministry of Local Government and Housing, the Local Government Association of Zambia and four pilot local authorities: Kitwe, Kaoma, Kabwe and Chipata.

From the various activities, lessons learnt from central government were that in order to strengthen national LED coordination, National LED Policy Guidelines were necessary to promote a shared understanding of LED; there was a need to capacitate the country's local government institute on LED matters; there were challenges linked to staff turnover or transfers at the local level; and also the importance of providing consistent hands-on support to local government by central government and the local government association.

In the district of **Kaoma**, one of the pilot councils, the main challenge had been the

management of solid waste especially in the Central Business District (CBD). As a result of the CLGF project, the Council entered into a Public Private Partnership (PPP) with a service provider. In this arrangement, Council provides oversight and community engagement through the Keep Kaoma Clean and Green Committee. A local businessman spearheads the committee as well as community sensitisation. Waste disposal has been reduced, a service charter put in place, and the local youth has been employed to be part of the process. As an extra bonus, Council has increased its revenue.

The district of **Kabwe** focused on lead contamination as a result of mining activities. Through the project, Council has established strategic partners to mitigate the effect of lead poisoning in the livelihood of the affected citizens. In particular, the World Bank has provided US\$11.7 million to cover four interventions: Infrastructure development, health issues, education and livelihood.

In **Chipata**, the focus has been on providing an enabling environment for investment. Challenges ranged from the absence of a one-stop-shop to address district investments, lack of measures to promote value addition on agriculture, the absence of an investment strategy and inadequate land for investment. As a result of the project the number of SMEs and major companies has increased, local small traders have been empowered with land on long term leases to establish trading shops, thereby creating new jobs directly, council revenue has increased, a new District Investment Profile was developed and investment land has been secured.

The City of **Kitwe** focused on tackling environmental degradation from mining operations, ranging from air pollution, soil contamination and water pollution and siltation. As a result of the project, the World Bank is providing US\$2,310,200 towards skills development and procurement of equipment.

Some of the general lessons the councils shared

- LED is a useful approach for investment attraction and for forging partnerships;
- LED enables intergovernmental collaboration;
- LED has been used as a tool for capacity development in systems, processes, human resource, equipment and finances;

- LED enables the leveraging of resources from other partners to address service delivery and for entering into PPPs.

Looking at the way forward, the presenters highlighted: that LED will be replicated to other local authorities over the next five years; that LED will be streamlined in National Policies and Legal Frameworks to provide clear guidelines to implementing local authorities; and that LED will be delivered by the country's Local Government Training Institute

■ **Inputs from other countries** - In addition to the four country presentations, **Cape Verde**, **Lesotho**, and **Malawi** also made representations regarding initiatives in their respective countries. Cape Verde informed the conference about the upcoming Global LED Forum, to be held in the country in 2017.

In the discussions following the country presentations, the following issues were highlighted:

- A lack of a broad/shared understanding of the LED concept and the ability to contextualise it within the context of local government in terms of its desired impact. There are many structures/entities within the municipality that are involved with LED, however, they are often not aware of it;
- Some countries lack a national policy and legislative framework or the required institutional arrangements to facilitate the process and provide an enabling framework. Consequently, there has to be an enabling development framework and environment to ensure the success of the process;
- There has to be political buy-in and involvement throughout the LED process. More specifically, there has to be political and administrative (management) will to take the process to its logical conclusion in terms of implementation and ensuring the desired results;
- Political stability and maturity are also critical considerations for ensuring successful LED, particularly in developing countries;
- There is a need for capacity building/development within municipalities to facilitate the LED process. This should be extended to municipal functionaries (both management and political) and all the other stakeholders in general (local communities

and private sector) thereby ensuring that the desired LED outcomes are achieved in localities;

- Sustainability of LED initiatives: there are some major economic activities, notably mining and agriculture in certain localities in some countries, which have been downscaled considerably due to a reduction in demand, recession and other related factors. Sustainability is a major issue for these industries and there should be serious consideration given to diversification of the local/provincial and national economy;
- LED is a process that needs stakeholder management and it is imperative that the process is well coordinated with the different actors and stakeholders playing their respective roles in terms of the process getting off the ground and ensuring that it is sustainable;
- LED needs to be mainstreamed and integrated into all local government policies, structures, plans and strategies of particularly the municipalities. There should be a complementary linkage between the decentralisation policy of the country, LED and the SDGs which has to impact positively on local communities in terms of job creation/poverty alleviation and an enhanced quality of life ; and
- Monitoring and evaluation of the LED process and resultant initiatives is critical to ensure that it is successful. This has to be an ongoing activity and the executive leadership of municipalities and national/provincial government is key to the process. Monitoring and evaluation has to be built into the oversight role to ensure success in local economic development.

Session 4 Facilitated breakaway sessions on LED as a framework for implementing the SDGs

The four breakaway sessions were facilitated by Mr Maurice Mbolela, Dr Vincent Hungwe, Ambassador Clifford Mamba and Mr Kiswell Dakamau.

The groups were given a set of five questions (see **Annex 3**). From their discussions, the groups were asked to provide key recommendations on each of the questions. The recommendations were then incorporated into the overall Conference Recommendations, which were presented to the plenary session,

and later were discussed during the Minister's Panel Discussion. The group questions were:

- What are the major challenges being faced at the local level in terms of implementing LED and what strategies can be used to overcome these?
- How can an intergovernmental framework provide the necessary enabling framework for LED? What are the key elements that are needed?
- How do we build long term productive partnerships with the community and the private sector (e.g. managing expectations; ensuring buy-in; strengthening multiplier effects; negotiating uneven partnerships; strategies for financing LED, etc.)
- How do we ensure success in mainstreaming LED within local government; what capacity building is needed? What leadership is required and from whom?
- How do we ensure LED is inclusive and meets the needs of all people (e.g. informal sector; women; youth, etc.)

Following vigorous debate and discussion on the above questions, the groups agreed that the next regional programme must support local governments to localise the SDGs through LED. They also noted however that, in making the recommendations, there is no one size fits all for successful LED. **Annex 3** gives detailed summaries of the group discussions. The following recommendations were made to the overall conference recommendations:

1. Resuscitation of the local government desk at SADC level to deal with local government issues.
2. Reactivation of the forum of Ministers and Regional Local Government Associations under CLGF.
3. Capacity development for local government focusing on technocrats and politicians on a number of issues, such as building functional partnerships.
4. Increase regional dialogue and information exchange for various countries, i.e. create more platforms where the SADC region can share experiences and learn from each other.
5. Knowledge hub under CLGF, as a repository for good practice.
6. Promote, facilitate, and support country to country partnerships.

7. Expanding the current CLGF programme to incorporate more local authorities in the countries complementing with domestic resources.
8. Intensification of community driven development so that LED is market facing (pro-growth) and poverty facing (pro-poor). This regard, focus on active civic participation in local development.
9. Formation of inter-governmental task teams at country level.
10. Regional countries should develop country-specific national Guidelines on how LED should be implemented and coordinated (eg National LED Framework, RSA, Botswana, and Swaziland).
11. Promote open partnerships through continuous lobbying with the various partners.
12. Local institutions need to be strengthened to ensure structures are in place to provide a framework for LED from the bottom up.
13. Capacity building must also focus on strengthening the ability of local authorities to execute their plans (e.g. building local government's capacity to interact with lawyers, engineers, planners, private sector – so as to operationalise plans and policies).
14. Broad based participation, awareness raising and buy-in are essential to long-term success of LED, including political buy-in and support at all levels.
15. Local government must be enabled with the authority, resources and capacity to implement and guide LED processes.
16. Support data collection and analysis at the local level to allow local government to set baselines and monitor progress of LED plans.
17. Local government must be supported to demonstrate its potential to external investors.
18. Local government departments need to better understand the tools they already possess that can support the local economy. Procurement for example is an important tool (local government budgets should be spent in their local area).
19. Managing expectations of all actors is important to ensure plans satisfy community needs while being viable. Ensuring project finance is an important part of this.
20. Local government needs to think in new ways so as harness new ICT opportunities.

Session 5 Partnerships for the implementation of SDGs

The session, moderated by [Kubeshni Govender](#) from SALGA, provided an opportunity for CLGF's partners to share their work on supporting the implementation of the SDGs, with a particular emphasis, where possible, on LED as a means of implementation; and highlighting opportunities for partnership in the future to support the localisation of the SDGs. The session comprised of panellists from GIZ, EU, Barclays Africa, CLGF, UNDP, Microsoft and United Nations Capital Development Fund.

GIZ strengthening LED agencies

[Kai Weber](#), Development Adviser, GIZ, informed delegates that GIZ in South Africa is working with local and central government. At the local level, GIZ provides institutional support to municipalities through the establishment and strengthening of Local Economic Development Agencies. LED Agencies have been identified by GIZ as appropriate and useful vehicles to implement LED services and projects at local and district levels. In line with this thinking, GIZ supports selected municipalities to establish LED Agencies and, where Agencies already exist, the organisation is strengthening these entities. The objective is to have selected Agencies that can operate as models for LED service delivery. Generally, GIZ believes that Agencies provide an environment that allows municipalities to implement LED services and projects in a more flexible manner which allows them to be more responsive to the needs of local businesses and communities. GIZ is also supporting collaborative partnerships with the private sector and selected local municipalities.

GIZ is supporting CoGTA with its Business Adopts a Municipality (BAaM) initiative where several partnerships between corporates and municipalities have been initiated. This area of work includes facilitating partnerships between business chambers and municipalities. Finally, Mr Weber informed delegates that CoGTA is being supported by the GIZ to compile the State of the Agencies Report which will provide a comprehensive overview of the LED Agencies landscape in South Africa. It will also analyse the strengths and weaknesses of Agencies as well as the legal, organisational and financial environment in which they are operating. The outcomes of the study will inform a support

framework for Development Agencies. Mr Weber concluded his presentation by confirming GIZ's support to local government in South Africa.

EU supporting local authorities to combat poverty

Ms Sofia Moreira Desousa, Deputy Head of Mission, EU Delegation to South Africa, emphasised the importance of local authorities in fighting poverty and promoting inclusive growth. She pointed out that local authorities provide the link between citizens and national policies and underscored the need to support local authorities with requisite tools and resources to adequately play their role. Ms Moreira Desousa informed delegates that the EU in South Africa supports local authorities through four focus areas namely decentralisation, capacity development of local governments, sustainable urbanisation and support to Associations of Local Authorities (ALAs) including financial support for policy discussions. She pointed out that in 2013 the EU had issued policy guidelines on support to local governments including support for the implementation of sustainable development goals. Ms Moreira Desousa concluded her presentation by confirming EU's commitment to supporting local government in South Africa and in the region.

Banking, finance and development

Ms Zienzi Musamirapamwe, Barclays Bank Africa, emphasised the role of the banks in promoting development particularly at a time the world, especially Africa, is experiencing rapid urbanisation. She underscored the importance of cities partnering with banks because cities are the engines of economic growth. Ms Musamirapamwe pointed out that for banks to work more closely with local governments, there is a need for enabling governance frameworks which are supportive of these initiatives. She outlined how banks can support local authorities through initiatives such as strengthening financial management systems, domestic resource mobilisation, as well as, efficient revenue collection. She informed delegates of existing alternative financing solutions such as public private partnerships where local authorities do not have to finance projects using their own resources but could identify projects that could further generate

sustainable and consistent cash flows. This could be done through a Special Purpose Vehicle (SPV) where local authority equity contribution could be in the form of land. Additionally, local authorities could use Municipal Bonds through the issue of local currency (LCY) bonds leading to local domestic capital markets, as well as, creating assets for investors, both institutional and individual investors.

Ms Musamirapamwe emphasised the need to ensure that industrialisation policies work more effectively at the local level through initiatives such as setting up industry parks and involving private sector to provide support. Finally, Ms Musamirapamwe underscored the importance of inclusive growth and how it can be promoted through initiatives such as youth development and entrepreneurial skills development programmes as well as women in development projects. She highlighted pilot youth programmes developed by Barclays Africa on entrepreneurship and cooperatives in Tshwane. Ms Musamirapamwe concluded her presentation by encouraging municipalities to work more closely with banks to mobilise the much required resources for the implementation of the SDGs.

CLGF supporting members in localising the SDGs

Ms Lucy Slack Deputy Secretary-General, CLGF, began by explaining how CLGF's Southern African Regional Programme relates to the wider SADC framework. She pointed out that CLGF, through its membership, brings together stakeholders from diverse backgrounds adding that CLGF has been active in the global debate on the role of local government in development, particularly its role in localising the SDGs. She informed delegates that CLGF's future work will focus on supporting its members in localising the SDGs reminding the audience that implementing the SDGs is not new but part of what local government does anyway.

CLGF will support its members to translate global issues making them pertinent for local stakeholders as well as assisting them to use their networks for leverage. Thematically, CLGF will focus on urbanisation through the Commonwealth Sustainable Cities Network. Finally, Ms Slack pointed out that CLGF will continue to strengthen the local government network through the practitioner network,

knowledge hub on the website, and practical case studies among other things. Ms Slack concluded by emphasising CLGF's commitment to supporting its members in the implementation of the SDGs.

Enabling SDG implementation

Luana Natali- Programme Analyst, UNDP ART initiative informed delegates that UNDP has adopted the MAPS Strategy to support the roll-out of the new 2030 Agenda at national and local level through initiatives such as *mainstreaming, acceleration, policy support*. UNDP has launched the new Integrated Framework to Support Local Governance and Local Development which aims to initialise the SDG process at the subnational level, support institutional arrangements enabling SDG implementation and put in place enabling processes such as capacity building. Practically, UNDP is working on a toolbox for localising the SDGs which aims to support local and regional governments and other stakeholders in implementing the SDGs at the local level. UNDP is also supporting the World Forum on LED, an initiative which promotes the joint work of local, national and regional governments, multilateral agencies, local actors, civil society, academia, experts, as well as facilitating diverse global perspectives, dialogue and exchange on the effectiveness and impact of local economic development.

The first World Forum on LED was held in Spain in 2011, the second in Foz do Iguacu, Brazil in 2013 and then in Turin, Italy in 2015. She informed the delegates that the next Forum would be held in Cape Verde in 2017. The forum in Cape Verde is expected to:

- agree on developing a system to exchange experiences and data to inform the process;
- generate alliances for a greater influence on the global agenda, through a roadmap of joint activities;
- advance in the global dialogue on LED, thanks to the participation of a wide range of actors and the sharing of their experiences and visions;
- identify successful LED public policies that are based on the territory as good practices for participants and political and technical officers; and
- sensitise governments so they adopt elements of Local Economic Development in their public policies.

Ms Natali concluded her presentation by inviting the delegates to participate in the next Forum through taking part in events prior to the Forum, contributing to debate on line and participating in workshops and attending the conferences during the Forum.

Embracing ICT to improve services

Tebogo Masiteng, Business Development Manager, Microsoft, began by highlighting statistics showing the extent to which internet is used daily; 186 million Instagram photos, 152million Skype calls, 36million Amazon purchases, 8.8 you tube videos' watched, 2.3 billion GB of web traffic etc. The presenter urged delegates to take note of the technology trends that are transforming access to people and information such as mobile, social media, cloud and big data. He further pointed out that there are a range of opportunities for using technology to create access between people and information.

Mr Masiteng said that local governments faced complex challenges which could be addressed by the use of ICTs. He informed delegates that Microsoft is committed to utilising ICT to facilitate the implementation of SDGs. This can be done through enhancing the capacity to measure SDG progress, providing opportunities to streamline and enhance the efficiency and effectiveness of the activities and providing access to a whole new range of digitally enabling products. Mr Masiteng shared the case of the Knysna application which is a citizen engagement platform for government to citizen, citizen to citizen and citizen to government engagement. In Ethekwini, in partnership with UN-Habitat, the municipality developed an app that promotes urban safety. He also shared the case of the Government Performance Monitoring Systems (GPMs) to highlight how local and central government could utilise ICT to enhance service delivery. Mr Masiteng concluded his presentation by encouraging delegates to embrace ICT in service delivery for enhanced service delivery outcomes.

Mobilising local development finance

Dr Jenifer Bukokhe Wakugu, Regional Technical Advisor, UNCDF informed delegates that UNCDF is one of the UN agencies established by the UN General Assembly in 1966 with a specific mandate of focusing on Least Developed Countries (LDCs) through a range of catalytic

interventions. She pointed out that UNCDF's interventions are through two main practices namely inclusive finance for growth and local development finance. The rationale behind the initiatives is that national governments cannot undergo structural transformation that enables them to achieve the SDGs without utilising the competencies of local authorities. Local authorities, especially outside major cities, often lack adequate capacities, financial resources, public investments and pipeline of bankable projects that would enable them to provide infrastructure and services.

The three problems that UNCDF is addressing through its local development finance practice are that:

- domestic (private and public) capital markets are not investing in domestic economies in a way that promotes sustainable and equitable growth;
- local economies are not able to attract investment and therefore the benefits of growth are by passing many populations;
- finance is not available for catalytic projects with high impact in critical areas such as women's economic empowerment, climate resilience, clean energy, food security and LED.

UNCDF develops and tests out financial models which mobilise and recycle domestic resources to meet local needs and which raise investor confidence in these local economies so that they can become centres of growth. UNCDF therefore works with local authorities promoting financial and fiscal accountability to its citizens through local development funds, performance based grant systems, and structured project finance and by strengthening local revenue streams. The expectation is an increase in local fixed capital and local fiscal space. She expressed UNCDF's willingness to partner with CLGF in particular to extend LED programme in Lesotho and upscale in Zambia and Malawi utilizing some of the innovative financing instruments developed by UNCDF.

Issues which emerged from the panel discussion included:

- How do stakeholders increase collaborations between government, private sector, communities and donors on the matter of LED?
- How do stakeholders collaborate at local, national and regional levels? There was a

suggestion for initiatives such as round table for business engagement, GIZ promotes business partnerships (bringing together big companies and the municipalities)

- Policy is a key lever for local governments how are they using their policies to promote LED?
- Where should the LED function at a local level be located? Should it be a department or agency, what capacities are required for both?
- Do local leaders know what tools are available to their local governments to localise the SDGs? Do they know what the needs are to enable local governments to contribute to the achievement of the SDGs?
- Are national and local governments aware of networks that support implementation of SDG8; in addition to the World Forum of Local Economic Development, what others are there? How do they interface?

Session 6 Way forward

The session was chaired by [Rev Mpho Moruakgomo](#) and facilitated by [Ms Nyasha Simbanegavi](#).

Individual countries gave their reflections on the conference discussions and, in their country groups, considered the specific questions. They gave their responses to the plenary through short, five-minute presentations.

Countries considered:

- 1) How they would build on the outcomes of their work, and reflected on what CLGF should include as the key elements in its next regional programme;
- 2) How they would continue working on localising the SDGs and how CLGF could continue to support its members in this regard;
- 3) How CLGF can support its members to increase the countries' access to, as well as their profile with, other development partners such as the EU delegations, DFID country offices, UNDP country offices, GIZ, and others;
- 4) Their key priorities for ongoing regional cooperation and integration.

■ **Angola** – In Angola, local administrations are not independent, however decentralisation is underway and funding is being transferred from central government to boost the capacity of local administrations. Some local forums exist to allow consultation and input of citizens. Angola

indicated that it is important and useful for the country to be part of forums like CLGF to gather best practice and reinforce its current initiatives. They requested CLGF to support the building of local administrations, community participation, and particularly the involvement of local communities.

■ **Cameroon** – The country reported that it is planning to use lessons from the conference to integrate with its annual plans. Cameroon is also planning to raise awareness on the SDGs and localise them. CLGF was urged to continue to support Cameroon through initiatives such as developing local government capacity.

■ **Cape Verde** – Cape Verde plans to prioritise and integrate SDGs in local development.

■ **Botswana** – The country reported that lessons would be used to facilitate strategy implementation as well as the roll-out of LED beyond the four current pilot districts. They would also use the lessons to integrate LED in all departments of the local authorities, and CEOs of the local authorities would be champions of LED. Further, it was reported that catalytic project sites would be used as centres of excellence. District LED structures would be trained. The country requested CLGF to develop a template or a guide with respect to how partners can be engaged. They requested CLGF to establish a platform to facilitate dialogue at the SADC level.

■ **Lesotho** – The country reported that there is a decentralisation policy in place, formulated in 2014, and that includes LED. They would like CLGF to expand the programme to other countries especially to Lesotho, and would like ongoing support for the nascent LGA. In this regard, they would like to strengthen the secretariat of the budding association. They were also of the view that regional forums should continue. The country indicated its desire to work on raising awareness of the SDGs with local government in Lesotho and requested for CLGF to be an advocate for additional development partner support.

■ **Madagascar** – LED is a new responsibility for local government which will work closely with central government to localise SDGs. Central government has developed a communication plan to ensure that development outcomes are communicated.

■ **Malawi** – The country reported that the lessons emerging from their work and from the conference would be used to work with partner organisations. On SDGs, it was reported that the country intends to raise awareness, develop a toolkit for SDG localisation, strengthen local structures, and collect and analyse data on key issues. With respect to support areas by CLGF, it was indicated that the country would like to be supported to jointly approach donors. Furthermore, CLGF members should be supported to profile their organisations to improve their image to donors. On regional cooperation, the country would like to continue to share experiences, have country-to-country exchanges and peer reviews.

■ **Namibia** – the country is currently engaged in capacity building initiatives in both local and regional authorities. They requested CLGF to support the mainstreaming of SDGs in national LED frameworks, and to continue with capacity building, in order to better package good ideas into project proposals. They would also like to strengthen the implementation of SDGs through performance agreements. CLGF was requested to support the establishment of baselines/surveys on the state of LED, and also support in sharing of best practices, and peer reviews to encourage implementation of SDGs.

■ **South Africa** – the country would like to use the lessons to build strong lasting partnerships and to ensure that municipalities do not operate in silos but mainstream LED in all departments. It was also indicated that inclusiveness at local level is important, and that they wish to place emphasis on the bottom-up approach. CLGF was requested to support further capacity building; one key area mentioned in this regard is M&E. It was indicated that there is a need to institutionalise LED across the SADC region, and that if possible, a regional institution should be established to support LED. There was also an indication of the need to raise awareness on SDGs with practitioners. CLGF was requested to provide a central directory of development partners, to strengthen knowledge sharing across SADC countries, and to work as a collective in achieving regional local government goals.

■ **Swaziland** – the country reported that it now needs to formally adopt the LED Guidelines that

have been developed. They also need to share practices and experiences with neighbouring municipalities and to deepen the implementation of LED. CLGF should support further capacity building on development LED plans; support the unpacking of what localising the SDGs means for Swaziland, closer engagement with development partners in Swaziland. Additionally, CLGF must make information about development partners available on their website. CLGF should work with Swaziland to resuscitate SADC LG Ministers' desk.

■ **Tanzania** – It was reported that the country was not one of the four pilot countries. However, it was indicated that Tanzania has been participating in CLGF conferences, learning new information each time. They would like to compile an Entrepreneurs' Handbook and to build capacities as well as develop strategies for resource mobilisation. A request was made to CLGF to assist in the dialogue and coordination with partners, as well as negotiation with governments for resource mobilisation.

■ **Zambia** – it was reported that lessons would be used to develop national LED Guidelines in order to have a common understanding of LED. The lessons would also be used for capacity development purpose, and in this instance it was indicated that the country would conduct a training of trainers programme and would further disseminate the lessons learned country-wide. CLGF was requested to assist in terms of localising the SDGs in Zambia, which it was believed could be best done through the country's national development plan, which is in the process of being formulated. It was indicated that capacity building is still required to mainstream SDGs in local government, and that CLGF has a role to play in this regard. CLGF was also implored to support members to build capacity on procedures to access funding from development partners. In terms of priorities for ongoing regional cooperation, the country indicated a need to promote experience sharing between countries in the region.

■ **Zimbabwe** – it was indicated that one of the important lessons is that LED is achievable and that LED is not far from what the country is already doing. CLGF was requested to support forums to share and disseminate the lessons. On localisation of the SDGs, it was emphasised that such processes must be based on local initiatives and local socio-economic conditions. There was

also an indication of a need for technology; and that more direct visits and resource sharing should be considered, and CLGF must play a facilitative role in this regard. Key priorities for ongoing regional cooperation to be supported by CLGF are: engagement with all countries in the region; facilitation of peer reviews; promotion of peer learning.

Session 7 Closing session

The meeting concluded with a roundtable of the Ministers responsible for local government, chaired by [Hon Van Rooyen](#), and facilitated by [Ashraf Adam](#), who took the opportunity to give their reflections on the meeting outcomes and to indicate how they were planning to take forward the recommendations.

■ **Angola**

[Hon Bornito De Sousa](#), Minister of Territorial Administration, welcomed the opportunity to participate in the meeting and explained that Angola does not yet have elected local government, although a roadmap for establishing local government post-2017 is in place. The country currently has unelected participatory units at the local level, bringing together civil society, traditional leaders, youth women and the private sector to guide local development priorities. Efforts are underway with the Ministry of Planning and UNDP to align national priorities with the SDGs and he is expecting that part of this will include a framework for localisation, including local economic development, particularly in rural areas.

He indicated he was interested in learning further from other colleagues in the region and welcomed the role that the Forum of Local government was playing in providing a vehicle for exchange among Ministers and local government representatives in SADC. In this regard he recalled that AMCOD, the Africa-wide All Africa Ministerial Conference on Decentralisation was now part of Committee 8 on Public service, local government, decentralisation and urban development at the African Union. It meets every two years and there would be opportunities for the Southern African grouping to feed into this process.

■ **Botswana**

[Hon Westhuizen](#) said that the conference had been an eye-opener into the different levels of decentralisation and the varied experiences of

LED across the region. He welcomed the case studies presented and indicated that he would like to see more to see the progression of LED as a means of tackling poverty and promoting local development. He re-emphasised the fact that local government is not starting from scratch with respect to their efforts to achieve the SDGs and recommended that further efforts should be made to ensure people have the tools to take advantage of local economic development opportunities. In Botswana, the Government is still the biggest employer, and there should be further training to support local economic development. Some projects have been successful but a mind-set shift is needed across the country to embrace the LED approach. District and national development plans in Botswana are currently being reviewed to coincide with the SDG timelines, and the country is consulting on its national vision 2026.

■ Swaziland

Hon M D Dlamini, Minister for Tinkundla Administration and Development explained that there are four regions and 55 constituencies in Swaziland which are elected every five years to facilitate community mobilisation, planning, and identifying and promoting development needs. The leadership at this level is currently quite weak but an integrated development planning process is being introduced and the Government is keen to mainstream/localise the SDGs as part of this process. The country needs on-going development partner support; there is \$6m US to support rural development needs, focusing on skilling local communities to deal with small scale infrastructure development using local labour and resources. He welcomed the valuable discussions and interactions at the meeting and looked forward to working alongside colleagues in the region to localise the SDGs to 2030.

Hon Phiwankosi Mabuza, Minister of Housing and Urban Development, expressed his appreciation that Swaziland had been involved both in the programme and at the event. He indicated that he was very happy with the pilot projects in his country which are demonstrating tangible results and that the Ministry is proposing to roll out the model as a tool for poverty reduction across the country. The success of the work has been linked to the extensive consultative processes being introduced, but also the adoption of an integrated development planning process for councils which has acted as a precursor to LED

and means that the urban councils have a sharper focus to their work and are more inclusive in their approach.

The Government is also looking at ways in which it can transfer more funds from the centre to local government and how it can encourage more local revenue generation, so as to further empower municipalities, which it sees as the key to development as “all politics is local”. He indicated that he looked forward to working with CLGF, the UN and other partners in achieving these objectives.

■ Zambia

Hon Stephen Kampyongo, Minister of Local Government and Housing, said that he had witnessed something unique at the conference and that the political will was in place to take forward a strategy of localising the SDGs and using LED as an approach to achieve improved local development. He emphasised that on returning home, it could not be business as usual, and there should be much greater emphasis on achieving effective decentralisation. He explained that in Zambia they have developed structures to anchor devolved local government and they are looking to ensure greater accountability for citizens, including through the introduction of ward development committees. He suggested that capacity building of local government and a better qualified cadre of local staff would further help in supporting effective local development.

In Zambia devolution is enshrined in the Constitution and is therefore an obligation of Government. It is in the national development plans that the SDGs will be domesticated and he emphasised the importance of LED As a vehicle for helping to achieve the SDGs. He welcomed the recommendations from the meeting but stressed that the key to success will be implementation.

■ **Zimbabwe Hon Abednigo Ncube**, Minister of Rural Development, Preservation and promotion of National Culture and Heritage explained that supporting livelihoods is at the heart of Government policy and that they are working with development partners to support community initiatives especially in rural areas. He indicated that there would be significant interest in developing work on local economic development as the Constitution empowers local government in social and economic

development. The Zimbabwe National Agenda for Economic and, Social Transformation is the key policy which guides this work, for example the shared ownership initiatives for youth empowerment etc. The Minister indicated that they were seeking to integrate the Sustainable Development Goals into this work. They would be keen to build leadership capacity to facilitate and enable local economic development and to look at issues such as low cost capital investment, creating value chains, raising awareness of LED and its role and development the necessary capacity for implementation. He requested CLGF to join hands with Zimbabwe and to support efforts to develop local economic development in Zimbabwe as part of the strategy to localise the SDGs.

CLGF incoming chairperson [Rev Mpho Moruakgomo](#) welcomed the positive endorsement from across the region for strengthening local economic development as an integral element of local development and a clear manifestation of an approach to localising the SDGs. He encouraged SADC Ministers and local government representatives to build on the positive momentum, and to work together through the Local Government Forum to support implementation of the recommendations. [Hon Van Rooyen](#), who hosted the event, recalled that the national development plan in

South Africa was being aligned to the SDGs and that Cabinet had also recently launched an Integrated Urban Development Framework to help reverse the spatial patterns of apartheid. The Framework recognises inclusive development, safe and equitable cities as key to prosperity, and cities which can contribute to economic growth and jobs. He recalled that the Government has taken a 'back to basics' approach in an effort to get the foundations right first. He said that the country needs leaders who can achieve development and support local economic development that contributes to achieving the SDGs.

Closing remarks

In his closing remarks, [Minister Phiwankosi Mabuza](#) thanked the hosts of the meeting for their wonderful hospitality; acknowledged the work of the staff of CLGF, CoGTA and SALGA in ensuring that the event ran smoothly; welcomed the support and engagement of DFID, the EU and other development partners for their support to local government in the region and most of all highlighted the excellent participation and debate throughout the event.

He thanked everyone present for their contributions and urged everyone to return home and focus on how they can implement the recommendations effectively.

3 Meeting conclusions

Local Economic Development: a framework for localising Sustainable Development Goals

CLGF Southern Africa Regional Conference

28 - 29 June 2016, Johannesburg, South Africa

Ministers, local government leaders, senior officials, representatives from local government associations, development partners and representatives from the private sector met on the 28 and 29 of June 2016 to discuss the localisation of the SDGs and local economic development as a means of implementation.

1 Participants agreed that the meeting offered a timely chance to reflect on how to move towards localisation of the SDGs, how to build a strong national dialogue around alignment of national development strategies and the SDGs, and within that, how to ensure that local government has the necessary skills and capacities to take the framework of the SDGs and align the priorities of local communities with these important national and global commitments. Understanding of local economic development - already an important function for local government in the region - has significantly evolved into a strategic approach to address social, economic and spatial development to enable local government to play a strong role in achieving the SDGs.

2 They noted the current challenges facing SADC countries and the international community, including the serious global economic and political consequences of the UK decision to leave the EU, and agreed that current development challenges which include inequality, unemployment, poverty, climate change and urbanisation among others, require local government to play a more developmental role in the delivery of services. The priorities set out in the Agenda 2030 and the Paris Agreement are not new for local governments, which are already actively involved in delivering many of the core services that will contribute to achieving them, such as water, sanitation, primary health care, and infrastructure. However

to deliver its core mandate and fully contribute to achieving the SDGs and addressing climate change, local government needs the requisite capacity, finances, and empowerment.

Lessons learned and good practice

3 The meeting recognised the important lessons and good practice emerging from the work supported by DFID and, more recently, the EU, and highlighted the following ongoing issues affecting local government's ability to effectively implement LED in the region:

- Incomplete decentralisation;
- Changing labour markets and informality;
- Disruptions and opportunities of new technology and ICT;
- Lack of capacity within local authorities (political and technical);
- Lack of appropriate local data;
- Lack of access to financing for development;
- Limitations of existing land use planning and management systems.

4 Participants recognised that LED is different in different contexts, and the country and local context must be at the centre of rolling out LED processes if they are to be successful. Pilot projects implemented in Botswana, Swaziland, South Africa and Zambia highlighted important principles for effective local development:

- mainstreaming LED across local government functions and responsibilities

- partnership with communities, private sector, civil society, traditional authorities and other public sector organisations
- community ownership of and participation in development processes
- transformational leadership at all levels
- national enabling frameworks
- a locally-owned strategic vision for development
- effective local institutional arrangements for multi-stakeholder engagement
- strong inter-governmental frameworks and cooperation.

Priorities for action

5 Building on these core outcomes participants prioritised the following actions which will be key in achieving the SDGs:

- Scaling up and rolling out efforts so as to entrench LED as a holistic approach (through national policies and programmes)
- Strengthening technical and leadership capacity of all stakeholders involved in LED to ensure full political buy-in at all levels
- Strengthening local government's ability to enter into vertical and horizontal partnerships (including public private partnership) and enhancing intergovernmental frameworks
- Strengthen LGAs as advocates for localising the SDGs and building the capacity of their members to deliver local development
- Building local government's ability to raise revenue and access financing for development
- Building local government's capacity to collect locally appropriate data to enable planning, attract investors, M&E and to feed into national reporting processes
- Embracing the use of ICT to improve democratic engagement, strengthen service delivery and support M&E
- Supporting inter-regional exchange and cross-border cooperation
- Championing localisation of the SDGs and raising awareness across the region, including on the importance of local government involvement in national SDG monitoring processes

- Strengthening community development, including building entrepreneurial skills for women, youth and marginalised communities, to address inequalities
- Recognising informality and the informal economy and enhancing local government's strategic planning capacity to ensure inclusive local development towards achieving the SDGs
- Building inclusive, safe, resilient and sustainable cities and the proposed New Urban Agenda which is expected to be agreed at Habitat III.

6 Participants encouraged:

- Ministers of local government to champion the localisation of the SDGs, including putting in place the necessary enabling environment in their respective countries;
- The private sector to move from corporate social responsibility to good corporate local citizenship;
- Local and central government to work together to encourage SADC to recognise and support the role of local government in delivering development and in localising the SDGs in the region;
- Development partners to continue supporting local development including providing direct support to local government and coordinate their support at a local and regional coordination;

Participants recognised the supportive role of CLGF's Southern Africa office in the project implementation and in supporting regional exchange and dialogue. They welcomed a greater focus on knowledge sharing and exchange, and requested CLGF to reflect these conclusions in their future programming. They highlighted the importance of strengthening the capacity of the office and encouraged it to support the SADC Local Government Forum (Ministries and LGAs). Finally they expressed appreciation to DFID and the EU for support provided for CLGF's work and looked forward to continued engagement with them and other partners including from the private sector.

Johannesburg, June 2016

Annex I List of participants

Angola

Hon Bornito De Sousa, Minister, Ministry of Territorial Administration
Mr Valter De Sa, National Director, Ministry of Territorial Administration
Mr Nhanga Kalunga Fonseca Assuncao, Secretary of State, Department of Urban and Housing
Arq Nkurumah Alipio Mendes Romulo, Senior Technician and Consultant, Department of Urban and Housing,

Botswana

Hon Frans Solomon Westhuizen, Assistant Minister, Ministry of Local Government and Rural Development
Ms Kerileng Thela, Chief Development Officer, Department of Local Governance and Development Planning, Ministry of Local Government and Rural Development
Mr Tshepo Mophuting, Director - Department of Local Governance and Development Planning, Ministry of Local Government and Rural Development
Mr Vincent Hungwe, LED Advisor, Ministry of Local Government and Rural Development
Mr Bame Joshua Mannathoko, Monitoring and Evaluation Analyst, United Nations Development Programme
Rev Rupert Tjitee Hambira, Chief Operating Officer, Botswana Association of Local Authorities
Rev Mmachakga Mpho Moruakgomo, President, Botswana Association of Local Authorities and Chairperson, CLGF
Mr Mopati Masunga, LED Officer, Botswana Association of Local Authorities
Ms Baipelelang Catherine Photlokwe, Council Secretary, Kgalagadi District Council
Mr Kealeboga Setlhoka, Principal Economist, Kgalagadi District Council
Ms Ogaufi Molelo, Town Clerk, Sowa Town Council
Ms. Josephine Monthe, Principal Economist, Sowa Town Council
Mr Robert Letlole, Deputy Town Clerk, City of Francistown
Ms Boipelo Ireen, Molomo, LED Focal Person, City of Francistown
Ms Rachel Buhle, Jeremia, Council Secretary, Chobe District Council
Ms Tseo Leipego, Principal Economist, Chobe District Council

Cameroon

Mr William Suirui Suilabayu, Tombel Municipality
Mr Forcha Ndobegang, Mayor, Kumba II Municipality

Cape Verde

Ms Fransisca Ines Dos Santos, General Director of decentralization and local administration, Ministry of Environment and Housing

Lesotho

Ms Mamahooana Mahooana, Director for Local Government, Ministry of Local Government and Chieftainship
Cllr Sellane Daniel Ntoampe, Leribe District Council
Cllr Phule Ephraim, Panyane, Mohale's Hoek District Council

Madagascar

Ms Anjara Mbolanoroharitiana Anjara, General Coordinator-Ministry of Interior and Decentralisation

Malawi

Mr Stuart Ligomeka, Principal Secretary, Ministry of Local Government and Rural Development, Email:
Mr Kiswell, David, Dakamau, Director for Local Government Services, Ministry of Local Government and Rural Development
Cllr Samson, Chaziya, President, Malawi Local Government Association
Mr Charles Chilipula Chunga, Executive Director, Malawi Local Government Association

Namibia

Mr Lameck David Uyepa, Director - Regional Local Government and Traditional Authorities Co-ordination, Ministry of Urban and Rural Development
Ms Lahja Magano, Hipondoka, Deputy Director Local Economic Development Agency-Ministry of Urban and Rural Development
Ms Joseline Coetzee, Senior Administration Officer-Association of Local Authorities of Namibia
Hon Elaine Trepper, Association of Local Authorities of Namibia (ALAN)

South Africa

Hon Des Van Royen, Minister, Department of Cooperative Governance and Traditional Affairs
Mr Kanyiso, Walaza, Department of Cooperative Governance
Mr Neo Tsele, Director - International Relations, Department of Cooperative Governance
Ms Sibongile, Hlekiso, Senior Manager -LED Support, Department of Cooperative Governance and Traditional Affairs
Ms Gigi Gosnell, Office of the Director General, Department of Cooperative Governance and Traditional Affairs

Ms B Ntuli, Department of Science and Technology
 Ms Olorato Tlhoale, National Treasury (Economic Development Unit)
 Angel Bolosha, South African Cities Network
 Mr M Mali, Nkonkobe Local Municipality
 Mr G Mothibedi Kegalikilwe, Planning Commission North West
 Ms Rebaone Mmileng, Planning Commission North West
 Mr R Tshesane, CMRA
 Ms Phumzile Nhlapo Lejweleputsa LEDA
 Ms S Mthebula, Thaba Chweu LEDA
 Ms C Mmutle, North West COGTA
 Mr M Tshenye, North West COGTA
 Mr L S Nkwinika, Gauteng Province Department of Economic Development
 Mr S Mohlala, Mphumalanga Department of Economic Development
 Dr Lindile Ndabeni, Tshwane University of Technology
 Mandisa Moyake, Economic Development
 Mr Xolile Christopher, George, Chief Executive Officer, South African Local Government Association
 Prof Purshottama Sivanarain Reddy, CLGF Board Member, School of Public Administration and Development Management, University of Kwazulu Natal
 Cllr Thabo Moses Manyoni, Chairperson, South Africa Local Government Association
 Cllr Mpho Nawa, Deputy Chairperson, South Africa Local Government Association,
 Mr Adam Ashraf, Executive Director- Economic Development and Planning, South Africa Local Government Association
 Ms Leticia Naid, Programme Manager, South Africa Local Government Association
 Mr Charles Parkerson, LED Specialist, South Africa Local Government Association
 Mr Reuben Baatjies, South Africa Local Government Association
 Mr Rofhiwa, Ramulwela, South Africa Local Government Association
 Ms Nkensani Maluleke, Economic Development and Planning Advisor, South Africa Local Government Association,
 Mr Jonny Motsosi, Urban Renewal Officer, South Africa Local Government Association
 Ms Johanna Motswatswe, LED Official, Madibeng Local Municipality
 Ms Lebogang Tsogang, LED Official, Madibeng Local Municipality
 Mr Gomolemo Moalusi, Investment and Marketing Coordinator, Madibeng Local Municipality
 Mr Prince Nozaza Nyembe, Acting Director Economic Development Tourism and Agriculture, Madibeng Local Municipality

Mr Muza Duma, Monitoring and Evaluation, Victor Kanye Municipality
 Mr Riaan Fick, LED Officer, Witzenberg Municipality
 Ms Jo-Anne Sybil Witzenberg Municipality
 Mr Alson Khuzwayo, Matlosana City Council
 Mr Jafta Seleke, Matlosana City Council
 Mr Gadi Kgosi, Matlosana City Council
 Mr Mththuzeli Danxa, Matlosana City Council
 Mr Oratile Mokala, Moretele Local Municipality,
 Mr Justice Mahlangu, Moretele Local Municipality
 Mr Tapeo, Mphahlele, Moretele Local Municipality,
 Ms Ridah Ramorula, Moretele Local Municipality

Swaziland

Hon. Phiwankosi Mendi Mabuza, Minister, Ministry of Housing and Urban Development
 Ambassador Clifford, Mamba, Principal Secretary, Ministry of Housing and Urban Development
 Mr Tito Simelane, Director Urban Governance, Ministry of Housing and Urban Development
 Hon Mduzuzi Duncan Dlamini, Minister, Ministry of Tinkundla Administration and Development
 Mr Mshiyeni Philemon, Dlamini, Under Secretary, Ministry of Tinkundla Administration & Development
 Mr Thulani Edmund Mkhalihi, Director of Decentralisation, Ministry of Tinkundla Administration and Development
 Cllr Benito Jones, President, Swaziland Local Government Association
 Mr Gordon Bhekhithemba Mbuli, Director, Swaziland Local Government Association
 Mr Zweli Melusi Maphanga, City Planner, Municipal Council of Manzini
 Mr Gideon Mhlongo, Chief Executive Officer, Municipal Council of Mbabane
 Ms Gciniwe Innocentia Fakudze, Town Clerk, Matsapha Town Council
 Cllr Mkhanyetsi Ngwenya, Matsapha Town Council
 Ms. Tanele Promise, Mbuyisa, Projects Officer, Matsapha Town Council
 Ms Bongiwe Lindelwa Mabuza, Project Officer, Municipal Council of Manzini
 Ms. Ellen Mavis Matsenjwa, Senior Health Officer, Municipal Council of Mbabane

Tanzania

Mr Habraham Jacob Shamumoyo, Secretary General, Association of Local Authorities of Tanzania
 Mr Stephen Peter Mhapa, Vice Chair, Association of Local Authorities of Tanzania

Zambia

Hon Stephen Kampyongo MP, Minister, Ministry of Local Government and Housing
 Mr Amos Malupenga, Permanent Secretary, Ministry of Local Government and Housing

Ms. Margaret Chanda Kapanda, Assistant Director,
Ministry of Local Government and Housing
Mr Morris Mbolela, Executive Secretary, Local
Government Association of Zambia
Mr Danny Danani Longwe, Programme Officer, Local
Government Association of Zambia
Mr Namenda Kaonga, Director of Planning, Chipata
Municipal Council
Mr. Davis Mwelwa, Musenge, Town Clerk, Chipata
Municipal Council
Ms Naomi Sakala, Director of Planning, Kabwe Town
Council
Mr Ronald Daka, Town Clerk, Kabwe Town Council
Mr George Manson Musumali, Council Secretary,
Kaoma District Council
Mr Emmanuel Lukupwa, District Planning Officer,
Kaoma District Council
Mr. Bornwell Lukonde Luanga, Town Clerk, Kitwe
City Council
Mr Mainza, Sibajene, Acting District Planning Office,
Kitwe City Council

Zimbabwe

Hon Abednigo Ncube, Minister, Rural Development,
Preservation and Promotion of National Culture and
Heritage
Engineer George Mlilo, Permanent Secretary, Ministry
of Local Government and Housing
Mr Christopher Shumba, Director, Ministry of Rural
Development, Preservation and Promotion of
National Culture and Heritage
Mr Livison Mutekede, Secretary-General, Urban
Council Association Zimbabwe
Mr. Rodgers Mozhentiy, Secretary General,
Zimbabwe Local Government Association

Prof Kadmiel Harrison Wekwete, Pro Vice
Chancellor, Midlands State University

Commonwealth Local Government Forum

Carl Wright, Secretary General, CLGF
Ms Claire Frost, Programme Officer, CLGF
Mr Gareth Wall, Research Officer, CLGF
Ms Nyasha Simbanegavi, Regional Programme
Manager (Southern Africa), CLGF
Ms Lucy Slack, Deputy Secretary General, CLGF
Ms Phumla Ndaba, Regional Advisor CLGF Southern
Africa, CLGF
Mr Leopold Bhoroma, Project Manager (Zimbabwe),
CLGF

Other organisations

Ms Zienzi Musamirapamwe, Head of Public Sector-
Corporate and Investment Banking Africa ex South
Africa, Barclays Africa
Ms Luana Natali, UNDP
Teboho Masiteng, Microsoft Corporation
Mr Chris Wake, Head of Global Partnerships, UK
Department for International Development
Mr Kai Weber, Development Adviser, GIZ South
Africa
Ms Faith Lawrence, Component Manager:
Governance Support Programme, GIZ South Africa
Ms. Sofia Moreira, Desousa, Deputy Head of Mission,
EU delegation South Africa
Mr Bongani Mayimele,, EU delegation South Africa
Dr Jennifer Bukokhe Wakugu, Regional Technical
Adviser, UNCDF

Annex 2: Conference programme



Programme

Day 1 Tuesday 28 June 2016

Session 1 Official Opening

08.30 – 10.30 **Welcome and overview**

Conference Chair: **Xolile George**, SALGA

Welcoming address

■ **Cllr Thabo Manyoni**, Chairperson, United Cities and Local Governments of Africa, Southern African Regional Office and Chairperson, South African Local Government Association, South Africa

Opening address

■ **Carl Wright**, Secretary General, Commonwealth Local Government Forum

Address

■ **Rev Mmachkga Mpho Moruakgomo**, incoming Chair, Commonwealth Local Government Forum

Keynote opening address

■ **Hon Des Van Rooyen**, Minister of Cooperative Governance and Traditional Affairs, South Africa.

followed by *tea break*

Session 2 Setting the scene

Chair **Hon Stephen Kampyongo**, Minister of Local Government and Housing, Zambia

10.30 **Keynote address**

Local economic development: a framework for localising the Sustainable Development Goals

■ **Cllr Parks Tau**, Mayor of Johannesburg, South Africa

Response by

■ **Prof Kadmiel Wekwete**, Pro-Vice Chancellor, Midlands State University, Zimbabwe

11.10 **Overview of CLGF Regional Programme**

Presentation on the programme, outputs and outcomes

■ **Nyasha Simbanegavi**, CLGF Regional Programme Manager, Southern Africa

Session 3 Experience sharing (1)

Chair **Prof P S Reddy**, University of KwaZulu Natal, South Africa

11.30-13.15 Sharing country experiences on LED initiatives, good practice and challenges

■ Botswana, South Africa

13.15–14.15 *Lunch*

Session 3 Experience sharing (2)

Chair tbc

14.15-16.00 Sharing country's experiences on LED initiatives, challenges and good practice

■ Swaziland, Zambia

Session 4 Facilitated breakaway sessions on LED as a framework for implementing the SDGs

Rapporteurs - CLGF, SALGA and CoGTA; facilitators and chairs to be confirmed

16.00-18.00 Opportunities for using the LED approach in the implementation of SDGs

Day 2 Wednesday 29 June 201

Session 4 Continuation – Report back from breakaway sessions

Chair: [Hon Dr Pontso Sekatle](#), Minister of Local Government and Chieftainship, Lesotho

08.30-08.45 Recap of day 1 and introduction to day 2

■ [Lucy Slack](#), Deputy Secretary General, CLGF

08.45-10.30 Report back on break away sessions and discussion including key recommendations on the programme and rolling out LED in the region

10.30-11.00 *tea break*

Session 5 Partnerships for implementation of the SDGs

Moderator: [Kubeshni Govender](#), SALGA

11.00-13.00 **SDG implementation and opportunities for partnerships with development partners and private sector**

Panel discussion with representatives from

- EU
- Barclays Africa
- Microsoft
- CLGF
- UNDP

13.00-14.00 *Lunch*

Session 6 Way forward

Chair: [Rev Mmachkga Mpho Moruakgomo](#)

Facilitator: [Professor Wekwete](#), Midlands State University, Zimbabwe

14.00-15.00 Country based discussions on partnerships for localising SDGs including promoting interaction between participants and development partners

15.00-16.00 Presentation of Conference Recommendations and discussion

Session 7 Closing

Chair: [Hon Des Van Rooyen](#), Minister, COGTA

Facilitator: [Mr Muthotho Sigidi](#), Acting Director General, COGTA

16.00-17.00 Panel Discussion of Ministers responsible for Local Government on localising the SDGs through LED

17.00-17.15 **Closing remarks**

■ CLGF Board Member

18.30-21.00 Experience sharing and networking dinner

Annex 3: Overview of facilitated breakaway discussions

Question 1 - What are the major challenges being faced at the local level in terms of implementing LED and what strategies can be used to overcome these?

- Lack of a common understanding of LED. Limited information of the subject of LED, need to make it easy to the people
- Mistrust by donors towards local government
- Process of funding by development partners and state institutions takes too long
- Language barriers between communities and other development institutions
- Conflict of ideas – culture vs. development
- Lack of buy-in into LED from bigger companies, to absorb local SMEs and cooperatives into their value chains.
- Poor intergovernmental relations
- Incomplete decentralisation
- Weak organisational and institutional capacity
- Absence of robust PPP framework for local government LG (what share of the public debt is attributed to LG?)
- Political and management will
- Capacity - putting the best people forward, people who are passionate about Local Economic Development
- Focusing on the bigger picture
- A need to mainstream LED in all spheres of government and should be an activity of all government departments
- Sustainability of LED initiatives is a challenge - beneficiaries graduating out of these interventions and becoming self-reliable and independent
- There is greater need to be more futuristic and deliberate in our endeavours as local government
- Succession plans must be put in place to support mining towns – what happens when the mining operations stop?
- Stakeholder and external perception of our towns need to be managed and improved, as should perceptions about local governments in general
- Branding of towns is imperative in terms of attracting investment - the good must be advocated.
- Mistrust between local government and civil society stifles the LED efforts - trust must be restored, more success stories must be told
- Structure of municipalities must be reviewed to respond more effectively to LED,
- Each department/directorate/unit (within a municipality) must have a mandate that respond to LED
- Move away from operating in silos towards an integrated approach
- Implementation capacity (resources, financial, human and tools/ equipment) at the local level to implement or translate the policy to projects that could be beneficial to the community
- Inability to attract requisite skills by smaller municipalities
- Coordination between the various levels of government
- Inefficient institutional arrangements to support implementation
- Lack of support from the other levels of government
- Regulatory/ legal framework for locally generated revenue for further economic development initiatives
- Certain policies do not speak to practice (National LED Framework/ Policy a necessary but not sufficient tool)
- Lack of guidelines for financing LED
- Thin revenue base arising out of small population base and vast land for municipalities
- Lack of effective monitoring and evaluation of interventions
- Over dependency on government support, limited self-sufficiency of local governments or ability to raise own revenues
- Limited time in terms of projecting LED initiatives (which take a long time)
- Lack of data at local level for planning (appropriately, timeously and disaggregated), over reliance on central government
- Lack of formalisation of the LED profession

Question 2 - How can intergovernmental framework provide the necessary enabling framework for LED? What are the key elements that are needed?

- There is need to expressly indicate the roles in terms of who does what between national, regional/provincial and local level.
- LED advocacy: there must be national instruments around LED. Successful mainstreaming must start from the top. LED must be part of national planning. Must be integrated at the national level. Ministries of LG must have strong planning units. They must understand what LED is all about.
- There should be guidelines in terms of the tender system (to avoid political interference in procurement)
- There is silo Mentality of Practitioners - communication across spheres, tiers, Departments, business units is important
- Coordination- Vertical and horizontal effective coordination within government
- Political deployment in the LED space - there needs to be LED champions for things to move forward
- Accountability models for implementation
- National LED Forum as a driver of the agenda and key information sharing- target politicians and technocrats
- Planning, budgeting, programming & financing- Aligning the financing arrangements coming from line ministries/ departments relating to economic development

Question 3 - How to build long term productive partnerships with the community and the private sector

- Involve communities from the beginning, right from the planning stage
- Regular feedbacks to the community
- Empower the communities to make decisions through community steering committees
- Public and private need to understand each other's logic
- Consult communities in order to enhance buy-in; go out there, give feedback on progress and challenges
- Train people as LED champions to promote LED across the board, simplify the language

- Local government should promote innovation
- Financing LED – development agencies have less red tape and more capacity. They should have a specific mandate on raising funding, creating partnerships with private sector
- On-going engagement, communication is key
- LED forums must be established where meetings are held regularly with NGOs and the Business community
- Commitment of the Private sector to get them to mainstream LED
- Bottom up approach, community must be engaged properly, we must move away from the big brother approach, there must be transparency; people must know the future plans of their localities
- Build strong Public Private Partnership
- Understand the needs of each partner i.e. community and business
- Governance structures ie forums or clusters
- Identification of community needs ie IDP processes
- Advocacy and communication with different stakeholders
- Formalize long term infrastructure projects through public private partnerships i.e. NT guidelines instruments clearly defining the roles of the parties and risks across all economic sectors
- Memorandum of understanding
- Community trusts ie Community Property Associations
- Business Adopt a Municipality Programme
- Structured municipal-business dialogues

Question 4 - How to ensure success in mainstreaming LED within local government: what key areas of capacity building are needed? what leadership and from whom?

- Must be incorporated in integrated development planning
- Induction workshops for all councillors and officials
- Functional community development committees or ward development committees

- We need to get people who are passionate and motivated
- Internal awareness, highlighting the benefits of LED
- Training of management, politicians and officials
- Collaborative and interactive type of leadership
- Data must be made available for information sharing
- There must be continuous engagement
- Build strong relationships
- LED located within the MM's office
- Clear monitoring mechanisms
- Making LED a key result area in the municipality & include on the performance management development system of management/ Municipal HODs

- Integrate LED into local planning instruments
- Formalization of LED Profession

Questions 5 - How to ensure LED is inclusive and meets the needs of all people

- Develop instruments to support entrepreneurs – community contracting
- Communities have engagement fatigue - need innovative ways of communicating and engaging communities
- There is a need for strong implementation – planning alone is not enough
- Research is very critical – feasibility studies.
- Train entrepreneurs

Commonwealth Local Government Forum (CLGF)



CLGF works to promote and strengthen democratic local government across the Commonwealth and to encourage the exchange of best practice – through conferences and events, technical assistance projects and research. CLGF, with support from the UK Department for International Development, has been supporting decentralisation and LED in the Southern Africa Region since September 2012. CLGF has been supporting a range of activities in the region aimed at improving local government service delivery to achieve poverty reduction and to contribute to the achievement of the MDGs and the post-2015 global development agenda. CLGF signed a framework partnership agreement with the EU in 2015 focused on a joint commitment to support the development potential of local authorities and their associations.

South African Local Government Association



(SALGA) an association of municipalities established in 1996 with its mandate derived from the constitution of the Republic of South Africa. This mandate defines us as the voice and sole representative of local government made up of 278 municipalities who are our members. SALGA's strength lies in the intellectual capital it has acquired through its people over the years, and we strive to be an association

of municipalities at the cutting edge of quality and sustainable services and this is demonstrated in our organisations values to be responsive, innovative, dynamic and promote excellence as we serve our members.

The Ministry of Cooperative Governance and Traditional Affairs (CoGTA)



**Cooperative Governance
Traditional Affairs**

CoGTA derives its mandate from Chapters 3, 7 and 12 of the Constitution of the Republic of South Africa, 1996, hereafter referred to as the Constitution. The primary mandate of the Ministry is to: Develop and monitor the implementation of national policy and legislation seeking to transform and

strengthen key institutions and mechanisms of governance to fulfil their developmental role; Develop, promote and monitor mechanisms, systems and structures to enable integrated service delivery and implementation within government; and promote sustainable development by providing support to provincial and local government.

