

Abbreviations and acronyms

BC	British Columbia (Canada)
CapRD	Capital Regional District (Canada)
CCCLM	Council of Capital City Lord Mayors (Australia)
CCO	council-controlled organisation (New Zealand)
CSRD	Columbia Shuswap Regional District (Canada)
CLGF	Commonwealth Local Government Forum
DDAF	democratic decentralisation assessment framework
DOPP	Devolution of Power Plan (Pakistan)
GDP	gross domestic product
GLA	Great London Authority
IDP	integrated development planning (South Africa)
ILO	International Labour Organization
JNNURM	Jawaharlal Nehru National Urban Renewal Mission (India)
LGA02	Local Government Act 2002 (New Zealand)
LTCCP	Long-Term Council Community Plan (New Zealand)
LTFS	long-term financial strategy (New Zealand)
MP	Member of Parliament
MPRA	Municipal Property Rates Act 2004 (South Africa)
NAC	National Advisory Council (Jamaica)
OAG	Office of the Auditor General
OECD	Organisation for Economic Co-operation and Development
PDC	Parish Development Committee (Jamaica)
PRF	Parochial Revenue Fund (Jamaica)
RD	regional district (Canada)
SOE	state-owned enterprise (New Zealand)
TNRD	Thompson Nicola Regional District (Canada)
UNDP	UN Development Programme
USAID	United States Agency for International Development
WIEGO	Women in Informal Employment: Globalizing and Organizing

List of contributors

Dr Munawwar Alam is an Adviser at the Commonwealth Secretariat, and has led the local government programme since its inception in 2004. Previously he worked for the Government of Pakistan at both policy and operational levels. His main professional interest lies in the political economy of decentralisation, and he writes frequently on that and other contemporary public policy issues facing sub-national government in Commonwealth countries. Through the platform of the Association for Middle Eastern Public Policy and Administration (AMEPPA), he is also active in scholarship dedicated to policy reforms in the Middle East.

Mike Bennett is director of *Public Intelligence* and an adviser to a range of international organisations including government bodies, financial institutions, private corporations and social enterprises. Prior to founding Public Intelligence, he was Managing Director of SOLACE (the UK Society of Local Authority Chief Executives and Senior Managers). At SOLACE he was also the founding Editorial Director of the SOLACE Foundation Imprint (SFI), UK local government's foremost thought leadership vehicle, publishing cutting edge research and practice. Earlier in his career Mike worked as a research fellow at Strathclyde University Business School. He has also been an adviser to the Council of Europe's Committee on Local Democracy and was a member of the Executive Committee of the Public Management and Policy Association.

Alison Brown is Professor of Urban Planning and International Development at Cardiff University, Wales. She is a development policy expert, and has undertaken research and consultancy projects in the Middle East, Africa, Asia, and Latin America. Her research focuses on planning in emerging cities, local economic development and the management of informal economies, particularly street and market trade. Alison is an adviser to, amongst others, the UK Department for International Development, UN-HABITAT, and the global policy advocacy group Women in Informal Employment: Globalizing and Organizing (WIEGO), particularly on its *Inclusive Cities* project. She has published widely and since 2011 has been editor of the *Commonwealth eJournal of Local Governance*.

Michelle Dann is currently a director in the British Columbia Ministry of Community, Sport and Cultural Development (responsible for local government). She has been involved in regional and local government for over 15 years, contributing to a number of joint provincial and regional initiatives. From 1998 to 2000, she was part of a cross-Canada research team centred at Dalhousie University, Nova Scotia, studying the implications of the amalgamation of Halifax Regional Municipality. She holds a Master of Public Administration degree from the University of Victoria.

Jaap de Visser is a professor and director of the Community Law Centre at the University of the Western Cape, South Africa. The Centre specialises in governance and human rights in Africa, and has a strong focus on local government. Jaap is co-author of *Local Government Law of South Africa*. His research, teaching and consulting focuses on multi-level government, good governance and federalism in Africa. He has overseen and conducted research on multi-level government in South Africa, Uganda, Zimbabwe, Ethiopia, Tanzania and Kenya, and has consulted for the Independent Evaluation Group (World Bank), UNICEF, Forum of Federations, the German Agency for Technical Cooperation (GTZ), as well as national, provincial and local governments in South Africa.

Dr Nigel Keohane is deputy director at the UK Social Market Foundation. At the time of writing, he was Head of Research at the New Local Government Network (NLGN), an independent London-based think tank committed to promoting the decentralisation of power, public service reform, enhancing local governance and empowering communities. Nigel's research focused on public service reform, commissioning and decentralisation. Reports included *Greater than the sum of its parts: Total Place and the future shape of public services*; and *People Power: How can we personalise public services?* Previously, Nigel worked as a political advisor in a local authority and lectured in British history at the University of London.

Om Prakash Mathur is a Distinguished Professor of Urban Economics at the National Institute of Urban Affairs, New Delhi. He also held the IDFC Chair in Urban Economics and Finance at the Indian National Institute of Public Finance and Policy for over 15 years. Previously he was senior economic planner at the United Nations Centre for Regional Development, Nagoya, Japan, and a United Nations Senior Regional Planning Adviser/Project Manager with the Imperial Government of Iran. He is a member of the Prime Minister's National Review Committee on the Jawaharlal Nehru National Urban Renewal Mission, and also sits on the Advisory Committee of the ADB-GTZ City Development Initiative for Asia, as well as the Advisory Committee of the World Bank's Global City Indicators Facility.

Peter McKinlay has nearly three decades of experience as a consultant and researcher in local government, governance and organisational design, both in New Zealand and internationally. He is director of the Local Government Centre in the Institute of Public Policy at AUT University, Auckland; an associate of the Centre for Local Government at the University of Technology, Sydney; an alternate member of the board of the Commonwealth Local Government Forum; and convener of the Auckland network of the Institute of Public Administration New Zealand. Peter is particularly interested in how new tools, such as local authority controlled companies and other entities, can help transform the way our communities are governed, combining 'fit for purpose' structures with enhanced democratic accountability.

Kevin Orr is a Professor of Management at the University of St Andrews, Scotland. His research interests focus on managing, leading and organising in public sector organisations, and he has published widely in organisation studies, public administration, research methods, and politics. He serves on the International Editorial Advisory Board of *Management Learning*, and the Editorial Board of the *International*

Journal of Public Sector Management; and was elected Chair of the Executive Board of the Organizational Learning, Knowledge and Capabilities research community. Kevin has led a variety of research projects including a co-produced study on leadership with the UK Society of Local Authority Chief Executives and Senior Managers, and research into leadership for elected members commissioned by the Improvement Service for Local Government.

Gary Paget is currently a senior advisor in the British Columbia Ministry of Community, Sport and Cultural Development (responsible for local government). He holds a graduate degree in urban and regional planning from York University in Toronto. For over 35 years he has made major contributions to developing the architecture of the BC local government system, including playing a key role in formulating governance and planning legislation, and assisting many communities and regions with growth and change. His work has included developing a new resource-based community (Tumbler Ridge) and implementing one of the first experiments in Aboriginal self-government in Canada (Sechelt). In 2010 he and Brian Walisser were co-recipients of the Premier's Legacy Award for their contributions to BC communities and regions.

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Dr Michael Reid is a principal adviser at Local Government New Zealand, the national local government association. He has extensive experience across a broad range of local government issues in both New Zealand and the Pacific, and has published widely on the topic. His current research interests concern the nature of central-local government relationships, constitutional recognition and community governance. Michael is also a regular contributor to the Master of Public Policy programme at Victoria University, Wellington.

Graham Sansom is Adjunct Professor at the Centre for Local Government, University of Technology, Sydney (UTS). Until recently he was a professor at UTS and director of the Australian Centre of Excellence for Local Government. Previously he was chief executive of the Australian Local Government Association, where he represented local government on high-level intergovernment forums. Graham has held senior positions in both local and state government, and has served on a range of expert bodies advising all levels of government. He also has extensive international experience and was foundation editor of the *Commonwealth eJournal of Local Governance*. In 2011–12 he was the Don Trow Visiting Fellow at Victoria University, Wellington, New Zealand.

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Brian Walisser for many years headed the policy wing of what is now the British Columbia Ministry of Community, Sport and Cultural Development (responsible for local government). He contributed to numerous major initiatives affecting the architecture and operation of the province's municipal and regional government system. He was also involved in international development missions under the auspice of the Federation of Canadian Municipalities. Between 2007 and 2010, Brian led a cross-Canada secretariat established to support the policy interests of the provincial ministries responsible for municipal affairs. In 2010 he and Gary Paget were co-recipients of the Premier's Legacy Award for their contributions to BC communities and regions. He has a graduate degree in political economy from the University of Toronto.