Activity Report
of the African Local Governments Academy (ALGA)
of UCLG-Africa

2018

«Together for an Effective Local Africa»
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As part of the implementation of GADDEPA (Priority 3), the Strategic Orientations of the Secretary General of UCLG-Africa and the Strategic Plan (2017-2021) defining the status, vision, missions and reform projects of the African Local Government Academy (ALGA), the Academy has carried out important activities including its governance and management, its training offer, the modernization of Human Resource Management (HRM) at the local level, not to mention its contribution and mobilization for the organization of major events related to Local Governance, and their facilitation with UCLG-Africa Partners.

This Report presents the synthesis of these different activities.

I. THE GOVERNANCE OF ALGA

1- The budget allocated to ALGA

During the year 2018, the budget allocated to ALGA was as following:

- Allocated budget ...........................................: **317.258,00 euros**
- Revenue generated by ALGA activities ...............: **95.184,18 euros**

The table below presents the budget lines.

<table>
<thead>
<tr>
<th>Section</th>
<th>Amount in euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Executive Master in City Management ..................................................</td>
<td>93.311,00</td>
</tr>
<tr>
<td>- Continuous Training Colleges ...................................................................</td>
<td>46.656,00</td>
</tr>
<tr>
<td>- Forum of Territorial Managers and Training Institutes targeting local level ......</td>
<td>93.311,00</td>
</tr>
<tr>
<td>- Training of Trainers Seminars ....................................................................</td>
<td>55.987,00</td>
</tr>
<tr>
<td>- Observatory of HR of African Territorial Governments ................................</td>
<td>27.993,00</td>
</tr>
<tr>
<td><strong>Total...........................................</strong></td>
<td><strong>317.258,00</strong></td>
</tr>
</tbody>
</table>
The activities carried out by ALGA in 2018 and generating revenue, are as follows:

<table>
<thead>
<tr>
<th>Section</th>
<th>Amount in euro</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue generated by the Colleges of ALGA</strong></td>
<td></td>
</tr>
<tr>
<td>• Participatory Budget College held in Ouagadougou, Burkina Faso, from February 19 to March 2, 2018</td>
<td>4.978.85</td>
</tr>
<tr>
<td>• Participatory Budget College held in Yaoundé, Cameroon, from July 16 to 28, 2018</td>
<td>4.400.00</td>
</tr>
<tr>
<td>• Participatory Budget College held in Abidjan, Côte d’Ivoire, from September 3rd to 14th, 2018</td>
<td>12.480.33</td>
</tr>
<tr>
<td>• College of Territorial Coaching</td>
<td>2.975.00</td>
</tr>
<tr>
<td>• Local Leadership College</td>
<td>8.750.00</td>
</tr>
<tr>
<td><strong>Sub-Total (1)</strong></td>
<td>33.584.18</td>
</tr>
<tr>
<td><strong>Revenue generated by Sponsoring</strong></td>
<td></td>
</tr>
<tr>
<td>- Support of the Ministry of Culture of Morocco to the organization of the International Conference for the celebration of the International Day of Monuments and Sites on April 18, 2018</td>
<td>6.000.00</td>
</tr>
<tr>
<td>- ISESCO support for the organization of the International Conference for the celebration of the International Day of Monuments and Sites on April 18, 2018</td>
<td>5.000.00</td>
</tr>
<tr>
<td>- ISESCO support for the organization of the Side Event on Corruption during the UN Public Service Forum</td>
<td>5.600.00</td>
</tr>
<tr>
<td>- Support from the Oriental Region Council to organize the 2nd edition of the Forum of Territorial Managers and Training Institutes targeting the local level, Saidia, Morocco 25-26 April 2018</td>
<td>25.000.00</td>
</tr>
<tr>
<td>- Support from ADEME (France) to organize an Open Session at the AFRICITIES 8 Summit, Marrakech, Morocco</td>
<td>20.000.00</td>
</tr>
<tr>
<td><strong>Sub-Total (2)</strong></td>
<td>61.600.00</td>
</tr>
<tr>
<td><strong>Total (1)+(2)</strong></td>
<td>95.184.18</td>
</tr>
</tbody>
</table>
As part of the search for partnerships and sources of funding, particularly for activities to be carried out at the level of ALGA-Ouagadougou, a draft document has been prepared as well as a request for financing signed by the Secretary General of UCLG Africa, has been submitted to the Foundation for Capacity Building in Africa (ACBF). The estimated budget of this action plan also includes a section to finance a cohort of the Executive Master in City Management, in particular in the form of scholarships covering the educational, logistical and honorary expenses of the experts /speakers.

2- Expansion of the Network of African Anchoring Institutes and Partners of ALGA

In 2018, the Academy expanded its Network of Anchoring Institutes in Africa and at global level, through the signing of Partnership Agreements with the following Organizations and Institutes:

1. **On Tuesday, March 27, 2018 in Rabat, Morocco:** Signature of a Framework Partnership Agreement with the European Training and Research Center on Human Rights and Democracy and the UNESCO Center for the Promotion of Human Rights at Local and Regional Level, headquartered in Graz, Austria. As part of this Partnership, ALGA will benefit from the expertise of this Center to set up a College on Local Governance and Human Rights.

   A syllabus of this training has been designed for this purpose and forwarded to ALGA.

2. **On April 29, 2018:** UCLG-Africa and the American University in Cairo (AUC) headquartered in Cairo, Egypt, signed a Framework Partnership Agreement, considering AUC as an Anchoring Institute of ALGA in the North Africa Region.
3. **On Friday, June 22, 2018, in Marrakech, Morocco** and on the occasion of the UN Public Service Forum, held under the High Patronage Of His Majesty King MOHAMMED VI of Morocco, the Secretary General of UCLG-Africa and the Director General of the Ghana Institute of Management and Public Administration (GIMPA) from Ghana, have signed a Framework Partnership Agreement considering GIMPA as an anchor institute of ALGA in West Africa.

4. During the same Forum, UCLG-Africa and State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan (ASAN) signed a Framework Partnership Agreement to support the training offer from ALGA for the College on Local Utility Delivery.

5. **On 23 and 24 November 2018**, on the occasion of the Africities 8 Summit, the Secretary General of UCLG-Africa has signed ten (10) Partnership Framework Agreements concerning ALGA, either with Anchoring Institutes of Africa, or with new Partners of the Academy, namely:
- Expansion of the African Institutes network of ALGA

**SOUTHERN AFRICA**
The Association of Local Authorities of Namibia (ALAN), ALGA Anchoring Institute in Southern Africa.

**CENTRAL AFRICA**
National Training Program for City Trades (PNFMV), Cameroon, ALGA Anchoring Institute in Central Africa

Special School of Architecture of Cameroon (ESSACA), Cameroon, ALGA Anchoring Institute in Central Africa.
**EAST AFRICA**
The National Institute of Decentralization and Local Development (INDDL) of the Ministry of Interior and Decentralization of Madagascar, Anchoring Institute of ALGA in East Africa;

**WEST AFRICA**
The African Center for Management and Advanced Management (CAMPC), Côte d'Ivoire, ALGA Anchoring Institute in West Africa.

The Training and Support Center Council for Local Development (DELTA-C), Mali, ALGA Anchoring Institute in West Africa.

**NORTH AFRICA**
Cadi Ayyad University (UCA) of Marrakech, Morocco Anchoring Institute of ALGA in North Africa.
- **New Worldwide Partners of ALGA**

  The Environment and Energy Management Agency (ADEME), France.

  World Design Organization (WDO).

  The NGO Associative Group Global Hygiene System (GGHS), Switzerland.
6. **Friday, November 30, 2018:** The Government of Burkina Faso and United Cities and Local Governments of Africa (UCLG-Africa), represented respectively by His Excellency Mr. Alpha BARRY, Minister of Foreign Affairs and Cooperation, and Mr. Jean-Pierre Elong Mbassi, Secretary General, proceeded to the signing of a Headquarters Agreement for the benefit of the African Local Government Academy (ALGA), on Friday, November 30, 2018, in the premises of the Ministry of Foreign Affairs and Cooperation in Ouagadougou, Burkina Faso.

ALGA has also explored opportunities for cooperation, collaboration and partnership with other Training Institutes, International Organizations and Sponsors, in Africa and around the world, by systematically disseminating documents on UCLG-Africa and ALGA. Several framework agreements are being finalized and will have to be signed at future occasions.

**3- Annual Meeting of ALGA Academic Board**

The annual meeting of the ALGA Academic Council was scheduled during the Africities Summit, held in Marrakech in November 2018. African Anchoring of Institutes and ALGA Partners have been invited to support their participation to the Summit. In the absence of a quorum and funding, this meeting did not take place and will be scheduled for 2019.

**4- State of progress of the Accreditation and Quality Assurance Department**

ALGA has developed Terms of Reference (ToR) to provide the Academy with a system of accreditation and quality assurance at Institutes level and training programs targeting Territorial Communities in Africa. This project requires an estimated budget of 30,000 euros.
In addition, during the Annual Congress of the International Institute of Administrative Sciences, held in Tunis, Tunisia, from 25 to 29 June 2018, ALGA took part in a Panel on International Accreditation of Institutes and Training Programs to discuss the challenges of this process and to share good practices.

5- Communication Strategy on ALGA's Activities

During the year 2018, the ALGA team took care to ensure a wide communication on the activities of the Academy, notably during the Regional Strategic Meetings organized by UCLG-Africa in Kenya (Nairobi), Namibia (Walvis Bay), Gabon (Libreville) and Ghana (Accra), during the organization of the 2nd edition of the Forum of Territorial Managers and Training Institutes targeting the local level, during the 9th World Urban Forum, held in Kwala Lumpur, Malaysia, at the side event organized by ALGA and at the UCLG-Africa Stand and the European Development Days (EDD) as well as during all events organized by ALGA or to those in which it took part. ALGA used as a communication tools such as a brochure on ALGA, flyers, postcards, the UCLG Africa Newsletter or announcements on the UCLG Africa Portal.

6- Establishment of a Documentation Library

In order to allow capitalization of the activities of the Academy, ALGA ensures, for each activity, the development of an Educational Kit including the argument, the agenda, the CV of the Trainer, the presentations, the list of participants, press releases and photos, etc .... At the end of each activity carried out by ALGA, a Report is elaborated and shared with the members of UCLG-Africa, its Networks and its Partners.
II. LEARNING, TRAINING, CAPACITY BUILDING AND KNOWLEDGE EXCHANGE ACTIVITIES

1. State of progress of the elaboration of the Executive Master in City Management

From March 26 to 29, 2018, ALGA organized a Seminar in Rabat, Morocco, on the coherence of the educational content and the identification of the group of experts and resource persons called to prepare and animate the project of Executive Master in City Management. Participated in this Seminar 35 Representatives of ALGA Anchoring Institutes in Africa (Urban Management Institute (UMI) and Institute of Local Governance Studies (ILGS) of Ghana, Ethiopian Civil Service University (ECSU) of Ethiopia, Durban Municipal Institute of Learning (MILE), Senegal's ENDA-Ecopop, the Institute of Finance (IDF) of Morocco's Ministry of Economy and Finance, Mohammed V University of Rabat, Al Akhawayn University Ifrane, International University of Rabat, Partners of the Academy, such as the IHS of Holland, the National Union of Directors General of Territorial Communities (SNDGCT) and the Association of Territorial Engineers of France (AITF), as well as Experts and resource persons from South Africa and Morocco. The participants reviewed all aspects of the Master's degree and the methods of its deployment. The commitment was made by the participants to transmit to ALGA the list of experts / speakers and resource persons as well as their syllabus before the end of May 2018. To date, ALGA has received 50% of the syllabus in French and in English. In Addition to that, ALGA, with the support and mobilization of ALGA-Ouagadougou, proceeded to the elaboration of a Database of Experts, Pedagogical Coordinators and Stakeholders (145 experts/speakers).

2. Specialized Colleges of ALGA
   2.1. Culture and Heritage College

Many African cities are home to treasures of cultural heritage and the role of local governments is crucial in defining, identifying and protecting urban and rural cultural heritage, both tangible and intangible for future generations. Similarly, the Sustainable Development Objective (SDG) 11 retains as Target (11.4) the strengthening of efforts to protect and preserve the world's cultural and natural heritage.
In order to enable Local Governments to know, master, protect, enhance and promote their culture and heritage, ALGA has set up a training college dedicated to the theme of Culture and Heritage. In this context, the Academy has carried out the following activities:

- **From 12 to 15 February 2018**: launch of the Culture and Tourism College, as part of the implementation of the Partnership Agreement with the Italian Foundation Romualdo Del Bianco -Life Beyond Tourism. **13 Trainers have been trained**, including 10 from African countries (South Africa, Angola, Ghana, Morocco, Mauritania, Tanzania, Togo, Tunisia), 1 from Germany and 2 from Russia.

- **From 3 to 4 March 2018**: Participation of a delegation of UCLG-Africa in the work of the General Assembly and at the Symposium of the Italian Foundation Romualdo Del Bianco, in Florence, Italy (2 participants, including the Director of ALGA and the Officer in charge of Information Systems of UCLG-Africa). Similarly, the Secretary General of UCLG-Africa and the Director of ALGA have been appointed as International Experts of the Life Beyond Tourism Movement by the Italian Foundation Romualdo Del Bianco.

- **On April 5, 2018**: Participation of ALGA in Workshop organized by UNESCO on the Arab Coalition against Racism, Discrimination, Xenophobia and Related Intolerance, in Rabat, Morocco (**15 participants**).
On April 18, 2018, ALGA co-organized an International Conference on the occasion of the Celebration of the International Day of Monuments and Sites of World Cultural Heritage, at ISESCO Headquarters in Rabat, Morocco. On the occasion of the celebration of the International Day of Monuments and Sites of the World Cultural Heritage (April 18th) and within the framework of the Partnership between UCLG-Africa, the Islamic Organization for Education, Science and Culture (ISESCO), the Ministry of Culture and Communication of Morocco, UNESCO, UCLG and ICOMOS, ALGA prepared and organized an International Conference on "Protecting Cultural Heritage through Participatory and Inclusive Governance for the Achievement of Objectives" Sustainable Development", in Rabat, Morocco, at ISESCO Headquarters. More than 100 participants took part in this event, representing all the actors and stakeholders concerned by the protection, promotion and enhancement of Heritage and Culture. This event was supported by the Ministry of Culture and Communication of Morocco, ISESCO, UNESCO and ICOMOS.

2.2. The College of Participatory Budgeting

As part of the implementation of the partnership agreement signed between CGLU-Africa, ENDA-Ecopop of Senegal and ASSOAL of Cameroon, ALGA set up a Participatory Budgeting College (BP) which carried out the following activities:

From 19 February to 02 March 2018: Organization of the 1st Francophone International Training Session on Participatory Budgeting (BP), in Burkina Faso, Ouagadougou, within the framework of the Partnership with ENDA-Ecopop-OIDP, Senegal. Have benefited from this Session 12 participants (12 participants).
From 16 to 28 July 2018: Within the framework of the Partnership with the NGO ASSOAL in Cameroon, ALGA carried out a 2nd Training Session of trainers / facilitators on the Participatory Budget for the benefit of 23 participants, in Yaoundé, Cameroon.

From 3 to 14 September 2018: ALGA organized, in partnership with ENDA-Ecopop-OIDP, a 3rd Training Session on Participatory Budget Training in Abidjan, Côte d'Ivoire, for the benefit of 24 participants.

-Collection of data on the progress of the anchoring of the Participatory Budgeting (BP) in the African municipalities

Through ALGA-Ouagadougou, ALGA also ensured the collection of information on the BP in the East Africa Region, namely the municipalities that adopted and implemented the BP, the database of Facilitators and Trainers. Taking advantage of holding of the college session on the BP in Abidjan in Côte d'Ivoire, the database of facilitators and trainers was updated (281 facilitators) from the five (05) African Region (Source: ENDA-Ecopop Portal, OIDP Africa and ASSOAL).
In addition, the collection of information on the BP also allowed an update of the database of the West African Region communes having adopted and implemented the BP. At this level, there are two categories of municipalities:
- Those who simply adopted the BP through an administrative act taken in council, for example a deliberation that already shows the political will displayed but is at the very beginning of the process of setting up the BP,
- Those who started the process of setting up (389 Communes) and 03 Communes are waiting. They come from three regions of Africa (West, Central and East).

**2.3. College on Localizing the SDGs**

As part of the implementation of the 2030 Agenda, the partnership with the UCLG Learning Department and the Roadmap on the Localizing SDGs, ALGA has carried out the following main activities:

**From 7 to 9 March 2018:** Conducting a Trainers Training Seminar on the Localization of the SDGs, in partnership with the CGLU-Learning Department and the MILE-EThekwni Municipality Institute, Durban, South Africa, 26 participants, benefited from this training.

**From 21 to 23 June 2018:** during the UN Public Service Forum held in Morocco, in Marrakech, and in partnership with UNDESA and UCLG-Learning Department, ALGA facilitated the preparation and organization of Workshop IV on "Governance to Localize the SDG", took part in the UNDESA Taskforce in charge of designing Training Modules on the implementation of the SDGs and mobilized UCLG-Africa Territorial Managers' Network Offices.
From 25 to 29 June 2018: As a member of the International Institute of Administrative Sciences (IISA), UCLG-Africa was represented at its Annual Congress held in Tunis, Tunisia, on the theme "Fighting, adapting, maintain: Administrative Resilience ". During this Congress, ALGA organized a Panel on the Localization of the SDGs, attended by about thirty (30) participants made presentations on ALGA and disseminated communication tools on UCLG-Africa, Africities and ALGA.

2.4. College of Territorial Coaching

Capitalizing on the success and expertise developed by the Center of Excellence in Territorial Coaching in the Oriental Region, ALGA has set up a College dedicated to this theme whose achievements are as follows:

From 22 April to 2 May 2018: Within the framework of the College of Territorial Coaching and in partnership and with the support of the Council of the Oriental Region, the Oriental Development Agency, the University Mohammed I of Oujda and the Center of Excellence of Territorial Coaching in Oujda, ALGA conducted the 1st Training Session of an African Promotion of 25 people representing a dozen French-speaking African countries (Burkina Faso, Cameroon, Comoros, Djibouti, Mali, Morocco, Niger, Senegal and Togo).
On April 26, 2018: Organization of a ceremony at the Headquarters of the Oriental Region Council for the presentation of the Certificates to the 1st Moroccan Promotion in Territorial Coaching.

From 24 to 29 September 2018: ALGA carried out, in the Oriental Region, in the City of Saidia, the 2nd Training Session in Territorial Coaching for 22 beneficiaries, representing a dozen francophone countries (Benin, Burkina Faso, Mali).

From 19 to 22 November 2018: During the Africities 8 Summit, held in Morocco, in Marrakech, under the High Patronage of His Majesty King Mohammed VI, ALGA and its Partners, namely the Center of Excellence in Territorial Coaching, the Pedagogical Team, Council of the Region the Oriental, the Oriental Development Agency and the Mohammed I University of Oujda) organized the Certification of the 2nd African Promotion in Territorial Coaching, through the following main steps:
- Internship Evaluation Reports before a jury;
- Examination in the form of Multiple Choice Questions (MCQs);
- Certification Ceremony of 21 Territorial Coaches in the presence of UCLG-Africa Representatives, Partners and the Pedagogical Body.
2.5. College of Transparency, Integrity and Fight against Corruption

In the framework of the promotion of a Transparent, Integral and Ethical Local Governance, ALGA organized or took part in several activities related to this theme which the African Union considered as a priority in the Vision 2063. It also put in place a College dedicated to Transparency, Integrity and the fight against Corruption at the local level.

**On June 22, 2018** : As part of the celebration of the International Day of Public Service (June 23) and the partnership between UCLG-Africa and the UN Department for Economic and Social Affairs (UN-DESA) and at the invitation of the Ministry of the Reform of the Administration and Civil Service of Morocco, a delegation of UCLG-Africa and the Specialized Technical Committee 8 of the African Union took part in the UN Public Service Forum and the ceremony of the UN Award for Excellence in Public Service. During this Forum, and in partnership with UNDESA, the African Union CTS N° 8, the Ministry in charge of the Reform of the Public Administration and Civil Service of Morocco, UCLG-Africa and its Academy, a Side Event was organized on "Transparency, Integrity and the Fight Against Corruption: A Key Requirement for the Achievement of Sustainable Development" in which 130 participants took part.
Participants at this Side Event presented a Statement that was read and approved at the end of this activity.

**From 23 to 26 July 2018**: As a member of the International Association of Schools and Institutes of Administration (AISIA), ALGA participated in the Annual Conference of this Association, held in Lima, Peru, on the theme "Globalization, Territories and Integration". During this Conference, the Director of ALGA chaired Working Group II on "Ethics and Culture in the Public Sector" (11 participants).

**On August 10, 2018**: Celebration of Africa Day of Decentralization and Local Development (JADDL) of the African Union, Morocco, Rabat, on the theme of the fight against corruption at local level.
As part of the celebration of Africa Day of Decentralization and Local Development (AJDDL) under Article 20, paragraph 4 of the African Charter on Decentralization, Local Governance and Local Development on 10 August of each year, UCLG-Africa organized at the Headquarters of the Ministry of Culture and Communication, through its Academy, a Conference on "Fighting Corruption at the Local Level: a Sustainable Way to Transform Africa from its Territories", which was attended by 150 participants representing International Organizations, Governments, the Diplomatic Corps accredited in Rabat, the Local Governments as well as the different components of Civil Society.

2.6. The College of Local Leadership

From 10 to 15 December 2018: Within the framework of the Partnership with ENDA-Ecopop-OIDP, Senegal and Al Akhawayn University of Ifrane (AUI), ALGA organized, at the AUI Conference Center, a 1st Training Session on Local Leadership, in Morocco in Ifrane for the benefit of 14 participants from Benin, Burkina Faso, Madagascar and Morocco.
3. On line Courses

From 7 to 10 February 2018: ALGA participated in the World Urban Forum (WUF9) in Kuala Lumpur, Malaysia, through the organization of a Side Event, in partnership with IHS Holland, for the presentation of the 2 MOOCs (Massive Open Online Course) on planning climate change in African cities and financing of urban infrastructure in Africa, available on the Coursera Platform (https://www.coursera.org). Took part in this Side event some 64 participants.

To date, the beneficiaries of this online training offer are as follows:

<table>
<thead>
<tr>
<th>MOOC</th>
<th>NUMBER OF PARTICIPANTS ENROLLED</th>
<th>COMPLETED LEARNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOOC on Planning for Climate Change in African Cities</td>
<td>2,594</td>
<td>117</td>
</tr>
<tr>
<td>MOOC on Financing Infrastructure in African Cities</td>
<td>1,098</td>
<td>34</td>
</tr>
</tbody>
</table>

On December 6, 2018: Dissemination of information to Members and Networks of UCLG-Africa, Institutes of Anchorage and ALGA Partners, dates of the 3 Webinars on "Local Governments, SDGs and Measurement of Municipal Capacity" organized by Capacity Institutions Building (CIB) of UCLG, planned in Spanish (December 11, 2018), English (December 18, 2018) and French (December 20, 2018).

On December 12 and 13, 2018: Dissemination of information on the Women's Democracy Network (WDN) online training course organized by International Republican Institute (IRI) to members and networks of UCLG Africa.
4. Organization of Study Tours

From February 26 to March 2, 2018: Within the framework of the Partnership with Florida International University (FIU) -USA, ALGA organized the 3rd study tour for a group of 17 participants. During this activity, the FIU delegation benefited from seminars on Morocco's organizations, institutions and structural reform projects. Visits were organized to UCLG-Africa, the Ministry of the reform of the Administration and the Civil Service, the National School of Administration (ENSA), Al Akhawayn University of Ifrane, to the Council of the Tangier-Tetouan-Al Hoceima Region, Tanger-Med Port, the Free Zone and the American Consulate in Tangier.

5. The Participation of ALGA in the Activities of its Partners

From April 23 to 27, 2018: At the invitation of UN-DESA, ALGA was invited, as an Observer, to the 17th Annual Session of the UN Committee of Experts on Public Administration (UNCEPA) at UN Headquarters, New York (1 participant). During this Session, ALGA took part in a meeting on the United Nations Public Administration Network (UNPAN) Portal to present UCLG-Africa and its Academy.
June 5-6, 2018: ALGA took part in the European Development Days (EDD), particularly at the Side Events and the UCLG-Africa Stand (6 participant).

June 21 to 23, 2018: UCLG-Africa and its Academy took part in the work of the UN Public Service Forum, organized as part of the celebration of the International Public Service Day (23 June of each year). During this event, UCLG-Africa took part in several Side Events, including that on governance for the localization of the SDGs, the one on transparency, integrity and the fight against corruption, the Taskforce of UNDESA the development of training modules on the implementation of the SDGs, as well as the official award ceremony of the UN Prize.

From June 25 to 29, 2018: UCLG-Africa was represented at the Annual Congress of the International Institute of Administrative Sciences (IIAS) of which it is a member, held in Tunisia, at the ENA of Tunis, in partnership with the Tunisian Government, on the theme: "Fight, adapt, maintain: Administrative Resilience".
**From 23 to 27 July 2018:** On the invitation of the President of the International Association of Schools and Institutes of Administration (IASIA), Mr. Bianor Scelza Cavalcanti (Brazil), addressed to Mr. Jean Pierre Elong Mbassi, General Secretary of UCLG-Africa, to attend the annual conference of the Association, organized in Peru, in Lima on the theme "Globalization, Territories and Integration", UCLG-Africa was represented by the Director of ALGA. It should be noted that UCLG-Africa has been admitted as a corporate member of the International Institute of Administrative Sciences (IIAS), while ALGA has been admitted as a corporate member of the IASIA since February 2017 by the Council Boards of these 2 Organizations based in Belgium, Brussels. The conference, organized in partnership with the Peruvian authorities, brought together **250 participants representing 48 countries**.

The main activities to which the Director of ALGA participated are the following:

- The Director chaired Working Group II on "Ethics and Culture in the Public Sector" on Monday, 23 July 2018;
- She made a presentation on "Financial autonomy of local authorities in Morocco: between achievements and challenges of free administration and subsidiarity", July 25, 2018;
- She made a second presentation in Working Group IV on "Sub-national Governance and Development" on "Empower and equip local governments to implement the SDGs: roadmap and progress in localizing global agendas in Africa", Thursday, July 26, 2018;
- She participated in the IASIA General Assembly on Thursday, July 26, 2018;
- She organized a working meeting with the various partners present at the Conference, including UNDESA, IIAS, AISIA and BIPA/MENAPAR of Bahrain to sensitize them and inform them about the preparation of the Africities Summit, and invite them to actively contribute to it;
- She disseminated documentation on UCLG-Africa, on the Africities Summit 2018 and on ALGA.

**From October 31 to November 3, 2018:** Within the framework of the partnership between UCLG-Africa and the Communal Council of Rabat, UCLG-Africa facilitated and supported the participation of 12 participants in the work of the General Assembly of the Lighting Urban Community International Network (LUCI), held in Morocco, Rabat. Created in 2002, LUCI is an International Network of Light Cities with some 70 members around the world.
December 7, 2018: ALGA facilitated the participation of UCLG-Africa Secretary General in the Panel organized by the UNESCO Office in Rabat on "Making Migration Shared Concern" and the presentation of the African Cities Initiative for Migration, during the Global Forum on Migration and Development, held in Morocco, Marrakech from 5 to 8 December 2018.

III- THE OBSERVATORY OF HUMAN RESOURCES AT AFRICAIN LOCAL LEVEL

1- Elaboration of the 1st Report on the state of HRM at the local level in Africa

The main mission of the Observatory during this year was the elaboration of the 1st Report on the state of the human resources of the African territorial Governments in the perspective of presenting it during the 8th edition of the Africities Summit.

To this end, the Observatory has carried out several activities:
1-1- Data collection

The Observatory pursued its mobilization on the collection of information, first of all through the two questionnaires intended for the elaboration, on the one hand, of the Report referred to above, and on the other hand, to add input to the database of human resources of African Local Authorities. These questionnaires were reinforced by online versions, in English and French, always targeting public institutions (Ministries in charge of Decentralization and Local Governance, and National Associations of Territorial Governments) and Territorial Managers.

The Observatory also organized face to face and telephone interviews with key players in local HRM in Africa, as well as with experts and resource persons with proven HRM expertise, particularly at the local level.

A questionnaire on the degree of satisfaction of citizens/users of local public services, was also posted and disseminated through Social Networks.

1-2- Organization of 2 Focus Groups

The Observatory has prepared and organized a 1st Focus Group on the theme: "Human Resource Management (HRM) within Territorial Governments in Africa: Challenges, Reforms and Good Practices", May 30, 2018, in Accra, Ghana, attended by 60 participants representing West African countries.

The Observatory organized a 2nd Discussion Workshop on "Statutes and Mechanisms of Human Resources Motivation of Territorial Governments", on July 5, 2018, in Morocco, in Rabat, attended by 66 participants from the North African countries.
1-3- Report drafting and dissemination

During the 2nd Semester of 2018, the Observatory began drafting the Report of the 1st Report on the State of Human Resources of African Territorial Governments in French, as well as its translation into English. The Report was officially presented at the Africities Summit in Marrakech, in its 8th edition, from 20 to 24 November 2018.

Some 150 copies in French and English were distributed to participants attending Africities, while a soft version of the Report was sent to participants by the ALGA team.

2- Facilitation of the organization of the 1st General Assembly of the African Network of Local Human Resources Managers in Africa (Local Africa HRNet)

On the occasion of the 2nd edition of the African Forum of Territorial Managers and Training Institutes targeting the local level, held in Morocco, in the Region of Oriental (Saidia), April 25-26, 2018, ALGA, through the Observatory, prepared and facilitated the organization of the 1st General Assembly of HRM at the local level in Africa. This meeting allowed not only the election of the HRNet Local Network Office, but also the approval of its Rules of Procedure.
3- Support to the professionalization of UCLG-Africa Territorial Managers' Networks

From 27 to 31 August 2018: As part of the training, capacity building and support to the Professional Networks of UCLG Africa, ALGA prepared, organized and facilitated the participation of MagNet, FinNet, TechNet, Local Africa HRNet Offices at the 5th Conference on Capacity Building Organized by the African Network of Public Sector HRDs (APS -HRMnet), Kampala, Uganda. The UCLG-Africa delegation consisted of 16 members.

During this activity, the delegation visited Uganda's Civil Service College and planted 13 trees. On August 30, 2018, the Director of ALGA was elected Vice President of APS-HRMNet.

From 17 to 19 December 2018: ALGA facilitated the participation of the Vice President of the FINet Network in North Africa (City of Kenitra of Morocco) at the 3rd edition of the Conference of Institutes of Public Finance, held in Tunisia, Tunis, on the theme: "The Institutes of Finance in Support of Financial Reforms of States and Local Authorities». The representative of FINet made a presentation on the management of local finances in the Commune of Kenitra of Morocco.
IV- ORGANIZATION OF FLAGSHIP EVENTS

1- Organization of the 2nd edition of the African Forum of Territorial Managers and Training Institutes targeting Local Governments, Morocco, Oriental Region, Saidia, 25-26 April 2018

UCLG-Africa and its Academy organized, in close partnership with the Oriental Region Council, the Oriental Development Agency, the Wilaya of the Oriental, on April 25th and 26th, 2018 in Saidia, in the Kingdom Morocco, the 2nd edition of the African Forum of Territorial Managers and Training Institutes targeting Territorial Governments, attended by 250 participants from 38 countries, including 34 African countries.

As part of the implementation of the Roadmap adopted at the end of the 1st edition of the Forum, held in Salé in September 2017, the participants in this 2nd edition (Local Authorities, Government Representatives, Territorial Managers, Training Institutes, Civil Society...) had the opportunity, in a participative and inclusive approach, to exchange on good practices in the valuation of Human Capital of Territorial Communities and to harmonize the reforms and the actions undertaken at this level, particularly in terms of the modernization of the HRM at the level local.

The Forum also was an opportunity to launch a joint reflection on the foundations and modalities of mobilization to ensure territorial growth that benefits the citizens and the other stakeholders of these territories. This reflection will ensure downstream sustainable development to sustain the actions undertaken and make these territories more competitive.

The Forum has as objectives:

- The mobilization of all African territorial actors for the benefit of investment in human capital as a key requirement for achieving the Sustainable Development Goals (SDGs);
- Sharing and specifying strategies of excellence to achieve the recommended objectives in terms of reforms, practices, modalities and responsibilities as well as commitments.

The event was organized over 2 days with sessions on the mobilization for investment in the Human Capital of African Territorial Communities as a key requirement for achieving the Sustainable Development Goals, and the anchoring of good governance and the promotion of economic competitiveness at the territorial level.
The Forum was also marked by the holding of the 1st general assembly of the Directors of Human Resources of the Territorial Governments of Africa in the perspective of creating the Professional Network of this sector at the local level, as well as by the delivery of the Training Certificates of the 1st Moroccan cohort of Territorial Coach.

2- Contribution to the preparation, facilitation and organization of the 8th edition of the Africities 8 Summit, from 20 to 24 November 2018 organized in Morocco, Marrakech

Throughout the year 2018, ALGA was strongly involved in the preparation, the facilitation and the organization of the 8th edition of the Africities Summit, held, Under the High Patronage Of His Majesty THE KING MOHAMMED VI, in the city of Marrakech, Morocco, from 20 to 24 November 2018 ALGA), through the organization or the co-organization of sessions, the mobilization of operators or the animation of the UCLG-Africa booth in the International Exhibition.

2-1- Preparation and organization of Scientific Sessions

For the preparation of the Sessions, the ALGA team worked on the preparation and validation of the Sessions sheets, their translation into English or French, and the mobilization of the panelists (Presidents, local elected representatives, speakers, facilitators, rapporteurs) as well as participants from Africa or outside Africa.

During the Summit, ALGA supervised and coordinated the Sessions shown in the following table, by Session Code, Theme, Associate Partners and the number of participants:

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**17 Sessions** 1.169
At the International Exhibition, the ALGA team took care of the animation of the UCLG-Africa booth from 20 to 24 November 2018, making this space one of the most visited stands. The animation made by ALGA included the presentation and distribution of various documents presenting the Academy and its various activities (Brochure on ALGA, Master's brochure, MOOCS and Colleges cards, Reports of the 1st and 2nd Forum of Territorial Managers and Training Institutes targeting the local level in Africa, the 1st Report on local HRM in Africa….) the registration of all visitors to the Stand in a register, exchange and discussion with visitors, holding meetings with delegations present at the Summit, etc…. 
2-3- Discussion, finalization and signature of MoU (Partnership Agreements)

The Africities Summit was also a good opportunity for ALGA to expand its Network of Institutes and partners from Africa and around the world. As mentioned above in the section on governance of ALGA, no less than ten (10) MoUs have been signed by the UCLG-Africa Secretary General with the new Partners of the Academy./.