2019 ANNUAL REPORT 
OF ALGA OF UCLG-AFRICA

Leaving No One, 
No Place Behind

Empowering 
Human Capital

Promoting 
Standards of 
Excellence & 
Quality Assurance

Connecting People, 
Institutions 
& Working in Partnership

Sharing knowledge 
www.uclgafrica-alga.org
CONTENT

I- THE GOVERNANCE OF ALGA 4

1. ALGA Network of Anchoring Institutes in Africa and Partners around the World………………………………………………………… 4

2. Creation of ALGA Website within the Portal of UCLG-Africa……………………………………………………………………………… 5

3. Organization of the 4th Meeting of ALGA Academic Board during FAMI 3-2019 in Ifrane, Thursday 13 June 2019…………………… 5

4. Participation to the Governance Week, organized by IISA and IASIA………………………………………………………………… 6

5. Election of UCLG-Africa, through ALGA, as Member of the Board of Management of IASIA for the term 2019-2022……………… 6

6. Participation in UCLG and UCLG-Africa Annual Retreats……………………………………………………………………………………….. 6

7. The Budget allocated to ALGA in 2019…………………………………… 7

II- LEAVING NO ONE, NO PLACE BEHIND : THE FAMI 3 -2019….. 7

III- EMPOWERING HUMAN CAPITAL AT LOCAL LEVEL………. 9

1. ALGA Colleges …………………………………………………………… 9

1.1. Co-operating around Migration ……………………………………… 10

1.2. Implementing & Localizing SDGs …………………………………… 10

1.3. Promoting Culture and Heritage …………………………………… 12

1.4. Territorial Coaching …………………………………………………. 14

1.5. Organization and Management of Local Public Services…. 15

1.6. Decentralized Cooperation et International Relations of Local Governements …………………………………………………… 15

1.7. Local Governance …………………………………………………….. 16

1.8. Empowering women and girls ………………………………………… 16
2. Study Tours................................................................. 18
   2.1. Study Tour of Florida International University (FIU) - USA 18
   2.2. Study Tour of a Delegation of Mayors from Libya.......... 19
   2.3. Study Tour of a Delegation of Mayors from Nigeria........ 21
3. Online Courses............................................................ 21

IV- CO-ORGANIZATION & PARTICIPATION IN
INTERNATIONAL AND REGIONAL EVENTS ...................... 22
1. Annual Conference of IASIA, Lisbon, Portugal.................. 22
2. Annual Forum of SHRDC, Seoul, South Korea................... 23
3. 6th Annual Conference of MENAPAR, Ifrane, Morocco .......... 23
4. World Congress of UCLG, Durban, South Africa ............... 24
5. 6th Annual Conference of APS-HRMNet, Rabat, Morocco .... 25
6. Other events ............................................................... 26

V- ACTIVITIES OF LOCAL AFRICA HR OBSERVATORY ...... 27
1. Design of the project of Standards of excellence to professionnalize
   HRM at local level ........................................................ 27
2. The Database of Territorial Managers, including HR
   Managers........................................................................... 28
3. Launch of the 1th issue of the Bulletin "African Local Manager
   Voice" .............................................................................. 28
4. Training, Capacity Building and Empowering on HRM ........ 28

VI- DESIGN & DESSIMENATION OF DOCUMENTS AND
COMMUNICATION TOOLS ................................................ 29

VII- AWARDING CERTIFICATES OF PARTICIPATION AND/OR
RECOGNITION .................................................................. 29

VIII- SOME STATISTICS ON ALGA ACTIVITIES .............. 30
I- THE GOVERNANCE OF ALGA

During 2019, the African Local Governments Academy (ALGA) of UCLG-Africa continued its activities aimed at investing in the Human Capital of African Local Governments, notably through the expansion of its Network of Anchoring Institutes in Africa and Partners around the world, the promotion of quality standards in the field of training and capacity building targeting the local level, the design of a training offer responding to the needs and priorities of UCLG-Africa Members and Networks, the promotion of Human Resources at the local level through the Local Africa Human Resources Observatory, as well as knowledge sharing.

1. ALGA Network of Anchoring Institutes in Africa and Partners around the World

During the 3rd edition of the African Forum of Territorial Managers and Training Institutes targeting the local level (FAMI3), organized in Ifrane, in partnership with Al Akhawayn University in Ifrane, as the Anchoring Institute of ALGA in Morocco, the Secretary General of UCLG-Africa, Mr Jean Pierre Elong Mbassi proceeded, on Monday 10 June 2019, to the signing of Memorandum of Understanding (MoU) with the following Institutions:

- Ethiopian Management Institute (EMI) of Ethiopia;
- Kotebe Metropolitan University (KMU) of Ethiopia;
- The National School of Administration (ENA) of Guinea Bissau;
- The Training Center on Local authority Management (CFGCT) of Niger;
- The University of Kara and the Union of Communes of Togo;
- The Comorian Institute for the Training of Elected Officials "ICFE" of the Union of Comoros;
- Chalimbana Local Government Training Institute, Zambia.

To date, ALGA can rely on more than 50 Anchoring Institutes and Partners in Africa and around the World.
From 17 to 21 June 2019, and on the occasion of the installation of UCLG-Africa's North Africa Regional Office in Cairo, Egypt, the Director of ALGA visited the Saqqara Local Government Training Center where she presented the vision and mandate of the Academy and discussed opportunities for cooperation and partnership with the Heads of the Center.

Likewise, capitalizing on the efforts undertaken by the two institutions since 2017, UCLG-Africa and the Metropolis Human Resources Development Centre in Seoul (SHRDC), South Korea, signed a MoU at the Headquarters of UCLG-Africa on Saturday 5 October 2019.

2. Creation of the ALGA Website within the Portal of UCLG-Africa

Thanks to the support of the European Commission, ALGA has created a Website with an English and French content. It is a new electronic platform that will allow the Academy to gain visibility, proximity with UCLG-Africa Members, Networks and Partners, and responsiveness. Here is the address of the Website which is systematically updated: www.uclgafrica-alga.org

3. Organization of the 4th Meeting of ALGA Academic Board during FAMI3-2019 in Ifrane, Thursday 13 June 2019

At the end of the 3rd ALGA Forum, the Academy held, on Thursday 13 June 2019, the 4th Meeting of the Academic Board at Al Akhawayn University in Ifrane in the Board Room), with the participation of the Anchoring Institutes present at the Forum. The agenda of the meeting focused on Peer Learning on the
vision, the mission, the activities, and good practices of this Institutions. ALGA presented its Action Plan for 2019 to its Peers. The meeting was also an opportunity to explore niches of cooperation and partnership.

4. Participation in the Governance Week, organized by IISA and IASIA

From 29 January to 1th February 2019, the Director of ALGA participated in the Governance Week organized by the International Institute of Administrative Sciences (IISA) and the International Association of Schools and Institutes of Administration (IASIA) in Brussels, Belgium.

5. Election of UCLG-Africa, through ALGA, as Member of the Board of Management of IASIA, for the Term 2019-2022

During the 2019 Annual Conference and General Assembly of AISIA, held in Lisbon, Portugal, from 22 to 26 July 2019, ALGA of UCLG-Africa was elected member of the Board of Management of this Association by 36 votes out of 39 for the Term 2019-2022. The Director of ALGA of UCLG-Africa was also appointed by her Peers as a member of the OP DWIVEDI Award Committee.

6. Participation to UCLG and UCLG-Africa Annual Retreats

On 14 and 15 February 2019, the Director of ALGA took part in UCLG World's Annual Retreat in Barcelona, Spain, where she disseminated and shared the activities of the Academy with UCLG and its Regional Sections. The ALGA staff took part, from 18 to 21 February 2019, in the Annual Retreat of UCLG-Africa at the Al Akhawayn University in Ifrane in Morocco.
7. The Budget allocated to ALGA for 2019

During the 2019 financial year, ALGA of UCLG-Africa benefited from a budget of approximately **46,308.00 euros**.

Thanks to a very strong mobilization and the trust that the Academy is building with its Anchoring Institutes and Partners, ALGA has generated the following revenues:

- Registration fees for ALGA's activities: **99,235.00 euros**.
- Contribution and sponsoring from Partners: **143,101.00 euros**.

Partners who have supported ALGA’s activities include the Government of the Kingdom of Morocco (Ministry of the Interior/DGCL, Ministry of Foreign Affairs and Cooperation, Ministry of Culture, Institutions of Good Governance, Bouregreg Valley Development Agency (AAVB), Territorial Collectivities and their Associations...), UCLG-World, National Associations of African Local Authorities, National Associations of Local Authorities from outside African Anchoring Institutes, International Organizations, etc....

These different Institutions have provided ALGA of UCLG-Africa with resource persons, their methodologies, pedagogical tools and documentation. They have also funded participants, offered facilities or handled logistical organization.

**II- LEAVING NO ONE, NO PLACE BEHIND: THE FAMI 3 - 2019**

Capitalizing on the success of the 2017 and 2018 editions and in the framework of supporting the implementation and dissemination of the Slogan adopted by the International Community for the World We Want (Leaving No one behind), ALGA of UCLG-Africa organized the 3rd edition of the **African Forum of Territorial Managers and Training Institutes targeting Local Government (FAMI3-2019)**.
Thanks to the support of the European Commission and Moroccan institutions (Council of the Region of Fez-Meknes, Al Akhawayn University, Municipal Council of Ifrane), UCLG-Africa through ALGA has prepared and carried out the 3rd edition of FAMI2019 from 10 to 14 June 2019. Thanks also to the Communication Department of UCLG-Africa, FAMI has now its own Logo. The Forum was attended by 150 participants representing Governments, Territorial Communities, Training Institutes, Experts, Students, and Civil Society.

The agenda of the Forum was structured around the following activities:

- Official opening ceremony of the Forum, marked by the presence and participation of **H.E. the Minister of Public Service of Lesotho, Chairman of the Specialized Technical Committee (CTS8) of African Union**, the Honorable Presidents of the Local Governments of the Fez-Meknes Region, H.E. the Ambassador of Sudan in Morocco, and H.E. the President of Al Akhawayn University;
- Signing ceremony of MoU by the Secretary General of UCLG-Africa;
- Organization of two informative days for raising awareness and learning on the Global Agendas related to Sustainable Development and the African Vision 2063;
- Organization of Parallel Sessions:
  - Within the framework of the local HRM College, a training session on HRM at the local level was organized for the benefit of nine (9) local HR Managers;
  - Organization of three (3) Focus Groups on HRM standards at the local level;
  - Within the framework of the partnership with ADEME and AFD (France), organization of a Focus Group on the project of the MOOC on Urban Innovation;
  - Organization of a Workshop for the presentation of the Development Strategy of the Territorial Collectivities of the Region of Fez-Meknes (Morocco);
- Organization of the 4th Meeting of the Academic Board of ALGA (see above).
- Organization of institutional and cultural visits to the Cities of Fez and Meknes, thanks to the support and sponsorship of the two Honorable Mayors of Fez and Meknes.

Among the outcomes of this Forum, it is worth mentioning in particular the draft and adoption of the Ifrane Call to Action for the mobilization and implementation of innovative and sustainable funding for training and capacity building of Local Elected Officials and Territorial Managers in Africa, which was presented to H.E. the Chairman of the CTS8 of the African Union.

### III- EMPOWERING HUMAN CAPITAL AT LOCAL LEVEL

Within the framework of its offer of awareness-raising, training and capacity building aiming to empower Human capital of African Local Level, and from January to December 2019, ALGA of UCLG-Africa initiated, prepared, co-organized, facilitated or contributed to the implementation of about thirty (30) activities on themes related to decentralization and local governance, as well as Territorial and local development, including local governance, localization of SDGs, promotion of culture and heritage, decentralized cooperation, territorial coaching, migration, territorial planning, territorial inequalities, sustainable development, public service delivery at local level, empowering women and girls, Local HRM.

The Academy also organized conferences and study tours for students and local elected officials, as well as continued to support and disseminate online courses.

1. **ALGA Colleges**

Building on its efforts in the area of continuing training, the Academy has launched and organized several training courses in various forms: training, training of trainers, Peer learning, awareness raising, coaching, capacity building, etc. These different initiatives are part of the partnerships and cooperation that the Academy succeeds in mobilizing and which take diverse forms and kind of support: provision of methodologies, resource persons, premises, handling the trip of participants and/or experts, allocation of scholarships, sponsorship, etc...

These are the diverse activities organized during 2019.
1.1. “Co-operating around Migration”

In the framework of the Forum of Cities and Regions for the Development of Cooperation of the European Commission and the European Committee of the Regions which took place from 4th to 5th February 2019 in Brussels, Belgium, the Academy organized on 4th February, 2019, a Side Event on the theme of "Cooperating on Migration" which brought together 70 participants, at the headquarters of one of the Partners of ALGA of UCLG-Africa, namely the International Institute of Administrative Sciences (IISA). Partners of the event were the European Commission, the European Committee of the Regions, IISA and AISIA.

1.2. Implementing and Localizing the SDGs

- Training of 46 Trainers in Accra, Ghana

Within the framework of the promotion of SDGs and its Partnership with the National Association of Local Authorities of Ghana (NALAG), the GIMPA Anchoring Institute in West Africa, the Learning Department of UCLG, ISESCO and MILE, eThekwini Municipality, Durban, South Africa, as an Anchoring Institute in Southern Africa, ALGA organized a Training of Trainers Seminar on "Localizing Sustainable Development Goals (SDGs) and Territorial Planning" at the GIMPA Campus, in Accra, Ghana, from 24 to 26 April 2019.

The Seminar, which was conducted in English, enabled to raise awareness, to train and capacitate of 46 beneficiaries from Cameroon, Ghana, Nigeria, Sierra Leone, Togo and Uganda.
- **Organization of an Awareness raising and training Seminar at ALGA Ouagadougou headquarters**

ALGA organized an Awareness Raising and Training Seminar for 18 person on the theme: "Adapting Local Plans and Ensuring Monitoring and Reporting on the Localization of SDGs", on 16 and 17 May 2019 in Ouagadougou, Burkina Faso, with the support and collaboration of UCLG-Department Learning and the GOLD Department.

- **Participation of ALGA in the 1st Multi-Stakeholders Meeting of the Caddi Ayyad University of Marrakech on: "Platform for innovative solutions to sustainable development challenges".**

This Forum was attended by 100 stakeholders from diverse sectors on 12 and 13 February 2019, in Marrakech, Morocco.

- **Organization of a Lab-Debate during the European Development Days (EDD 2019) on Territorial Inequalities.**

- UCLG-Africa Academy has obtained the agreement of the Organizers of the European Development Days (EDD 2019), held on 18 and 19 June 2019, to organize a Lab Debate on "Tackling inequalities and building a local Africa that leaves no one behind" in Brussels, Belgium.

This activity was carried out with the support of the European Commission, Al Akhawayn University in Ifrane, the Moroccan Cities of Ifrane and Midelt, two Young African Leaders from Ghana and Zambia, and the Association of African fruit producers.
- Participation of ALGA in a Seminar on the theme: "The role of Territorial Collectivities in the implementation of the Agenda 2030", on 17 and 18 June 2019, in Marrakech, Morocco, with the support of the Moroccan Institute for Local Development (IMADEL), the Deputation of Barcelona, and the Municipalities of the Region of Marrakech-Safi.

- The Director of ALGA Ouagadougou took part in the Peer Review of the Partnership Program between the National Association of Municipalities of Benin (ANCB) and the Association of Flemish Cities and Municipalities (VVSG), in Cotonou, Benin, from 25 November to 2 December 2019. This activity benefited from the facilitation and support of UCLG’s CIB Working Group.

1.3 Promoting Culture and Heritage

In the framework of the Partnership between UCLG-Africa and the Italian Romualdo Del Bianco Foundation, Life Beyond Tourism, UCLG-Africa was represented by the Director of ALGA at the General Assembly of the Foundation and at its Annual Colloquium which brought together 150 participants, from 1th to 4th March 2019 in Florence, Italy.
Thanks to the invitation of ISESCO, UCLG-Africa was represented by the Director of the Academy at the events celebrating Tunis as Capital of Islamic Culture for the year 2019 and at the Forum on "The Importance of the Principles of Good Governance for the Protection of Cultural Heritage" organized by ISESCO and the Ministry of Cultural Affairs of Tunisia from 21 to 24 March 2019 in Tunis.

- Within the framework of its Strategic Partnership with ISESCO, UCLG-Africa co-organized the 2nd edition of the International Conference on the theme: "Role and Responsibilities of Local Governments in the Preservation and Enhancement of Cultural Heritage", from 18 to 19 April 2019 at ISESCO Headquarters in Rabat, Morocco. The Conference was attended by 120 participants from different regions of Africa, the Arab World and Europe. The Conference was also marked by a visit to the Rabat City Hall, during which the participants benefited from a presentation of the City of Rabat's Strategy for the Promotion of Culture and Heritage.

The Conference benefited from the support and sponsorship of the Authorities of the Kingdom of Morocco (Ministry of Culture and Communication, Ministry of National Land Management, Urban Planning, Housing and Urban Policy/National Program for the Sustainable Development of the Ksour and Kasbah, Ministry of the Interior/DGCL), ICOMOS, UNESCO, the Association of Moroccan Regions (ARM), the Moroccan Association of Mayors (AMPCC), the Italian Romualdo Del Bianco Foundation, Life Beyond Tourism of Florence, Italy and UN-Women.
The Academy was also represented at the International Seminar on "Nature and Culture-based Solutions for Innovation in New Mediterranean Cities" at the Universitas Florentina Studiorum in Florence, Italy on 4 and 5 July 2019.

1.4. Territorial Coaching

Within the framework of the Strategic Partnership between UCLG-Africa, the Council of the Oriental Region, the Oriental Development Agency, the Mohammed I University of Oujda, the Belgian NGO Echos Communication and the Centre of Excellence of Territorial Coaching of Oujda, the training of the 3rd African Promotion of Territorial Coaches has been launched, composed of 23 candidates, from 17 to 26 June 2019 in the Oriental Region, in Oujda, Morocco.

From July to September, the Academy, in collaboration with the Centre of Excellence of Territorial Coaching and the pool of Trainers, prepared, supervised and facilitated the practical training phase (between 2 and 4 months of Internship) of this Promotion.

The 2nd Training Session, exams and certification of this new Promotion took place from 18 to 25 November 2019 in Nador and Oujda, also in Morocco.
1.5. Organization and Management of Local Public Services

Within the framework of its Partnership with the United Nations Department of Economic and Social Affairs (UN-DESA)- Division of Public Institutions and Digital Governance (DPIDG), and ASAN Azerbaijan, UCLG-Africa participated in the United Nations Public Service Forum and Awards Ceremony (UNPSA) from 24 to 26 June 2019, in Baku, Azerbaijan.

During this Forum, ALGA organized a Side Event in Partnership with ISESCO and ASAN, on June 25, 2019 on the theme: «Improving effective Local Public Service Delivery: Challenges and Innovative Approaches». This Side Event brought together 15 Participants.

The Academy was also represented at the Workshop organized by Public Services International (PSI) on the Local and Regional Government (LRA)/Municipalities Sector for Arab Countries and Francophone Africa on 24-25 September 2019 in Marrakech, Morocco.

The Workshop focused in particular on SDGs 8 and the role of the Social Partners at local level.

As a reminder, PSI is a global union federation representing 20 million women and men working in public services in 163 countries around the World. PSI, which defends human rights and social justice and promotes universal access to quality public services, works with the United Nations and in partnership with trade unions, civil society and other organizations (psi@world-psi.org).

1.6 Decentralized Cooperation and International Relations of Local Governments

Within the framework of the support of decentralized cooperation as a strategic lever for local governance, ALGA of UCLG-Africa organized, in partnership with the Government Authorities of Cameroon (Ministry of Decentralization and Local Development and Ministry of Housing and Urban Development), the Association of Communes and United Cities of Cameroon (CVUC), the Urban
Community of Yaoundé, the National Training Program for City Jobs (PNFMV) and FEICOM, a Training Seminar on Decentralized Cooperation and International Relations of Local Governments was organized from 1st to 5th July 2019, at the Yaounde Urban Community Headquarters. The Seminar was attended by **28 participants**, including Mayors, local elected officials and territorial managers, among others.

### 1.7 Local Governance

In partnership with the National Training Program for City Jobs (PNFMV), ALGA of UCLG-Africa organized, from 16 to 20 September 2019, in Yaoundé, Cameroon, a Training Seminar on Local Governance for the benefit of **23 participants** representing local elected officials and managers from Cameroon's Local Governments.

### 1.8 Empowering Women's and Girls

Within the framework of UCLG-Africa support to female local elected officials in Africa, ALGA mobilized and facilitated the participation of a female Mayor of the City of Ait Zdag, member of the REFELA-Morocco Bureau, in a Conference organized by the NGO DIAKONIA on violence against women, in Tunis, **from 21 to 22 March 2019**.

During FAMI3-2019, the Plenary Session V was devoted, on June 12, 2019, at Al Akhawayn University, Ifrane, in the presence of the 150 participants of the Forum, to the following theme: **"Progress made in the implementation of SDG 5, the empowerment of women and girls and UCLG-Africa's commitment to gender"** and was chaired by Ms Ethel Pam Belcher-Toylor, Mayor of the City of Paynesville, from Liberia.
Similarly, within the framework of the promotion and implementation of the Sustainable Development Goals, in particular SDO 5 (Gender Equality and Empowering all women and girls), and with the aim of informing participants on the progress made in the implementation of these Goals as well as the African Vision on Women's Rights, to raise awareness on concepts, issues, challenges, measures taken, and good practices in the area of women and girls' empowerment, the Academy of UCLG-Africa and the Moroccan Association of Presidents of Mayors (AMPCC) through the Network of Female Local Elected Officials of Africa-Morocco Chapter (REFELA-Morocco), organized an International Seminar on «Gender Equality, women's and girls’ empowerment to meet the SDG5 and the African Vision on Women's Rights», from 9 to 13 December 2019, in Rabat, Morocco.
The organization of this activity also benefited from the support and sponsorship of the following Authorities and Institutions:

- the General Directorate of Territorial Collectivities (DGCL) of the Ministry of the Interior, Kingdom of Morocco;
- the Ministry of Solidarity, Social Development, Equality and the Family, Kingdom of Morocco;
- UN-Women – Multi Countries Office in Maghreb, and UN-Women in Malawi;
- the Federation of Canadian Municipalities (FCM);
- The Union of Cities and Municipalities of Côte d'Ivoire (UVICOCI);
- The European Commission.

The Seminar was an opportunity to raise awareness, to train and build capacities of 38 Women Presidents of Local Governments, female local elected officials, female central and territorial managers, representatives from the Civil Society.

2. Study Tours

2.1. Study Tour of the students of Florida International University (FIU), USA

In the framework of the Partnership between UCLG-Africa and the American University FIU, the Academy used to organize a study tour to Morocco for students of this University, since 2016. In 2019, the Academy welcomed 9 female students in the framework of the 4th Study Tour from 08 to 12 April 2019.

The study tour was organized in partnership with the following Institutions:

- The Ministry of the Interior/DGCL;
- The Ministry of Administration Reform and Civil Service;
- Al Akhawayn University in Ifrane (AUI);
- The National High School of Administration (ENSA);
- The Ombudsman of the Kingdom of Morocco (Wassit Al Mamlaka);
- The Council of the Region of Fez-Meknes;
- The City of Rabat and the City of Fez.
The students and their tutor benefited from presentations on the Administration and Governance of the Kingdom of Morocco, the Institutions of Good Governance and Morocco's experience in Decentralization. They had the opportunity to visit some of the major cities of the Kingdom, such as Rabat, Fez and Ifrane which are renowned for their hospitality, history, heritage and cultural diversity.

2.2. Study Tour of a Delegation of Mayors from Libya

In the framework of the support to Nicosia Initiative for Libyan Municipalities, with the aim of enabling Libyan Mayors to learn more about the vision, mission, activities and initiatives of UCLGA-Africa, and discovering the Moroccan experience as one of the most advanced experiences in the field of Decentralization, Local Governance and Territorial Development in Africa, and based on a common agreement between the National Association of Libyan Municipalities and UCLG-Africa, ALGA organized a Study Tour for a Delegation of five (5) Libyan Mayors.

This study tour, which was organized from 13 to 21 September 2019, was an opportunity for the Delegation to better immerse itself in the activities carried out by UCLG-Africa and to visit the headquarters of the three National Associations of Territorial Collectivities existing in Morocco as well as the Bouregreg Valley Agency in charge of the urban planning and development of the two (2) banks of the Bouregreg Valley and to discuss with their respective leaders. The Libyan Delegation thus benefited from several visits, presentations and discovery of the Heritage and Culture of the Kingdom of Morocco.

This activity benefited from the support, sponsorship and collaboration of the following main institutions:
- The Ministry of the Interior of the Kingdom of Morocco/DGCL;
- The Secretariat of State in charge of Housing;
- The Historian of the Kingdom and Curator of the Mausoleum MOHAMMED V;
- The Ombudsman of the Kingdom of Morocco (Wassit Al Mamlaka);
- The Economic, Social and Environmental Council (CESE);
- The Association of Moroccan Regions (ARM);
- The Moroccan Association of Presidents of Prefectural and Provincial Councils (AMPCPP);
- The Moroccan Association of Presidents of Communal Councils (AMPCC);
- The Moroccan Territorial Collectivities: The Regional Council of Rabat-Salé-Kénitra, the Prefectural Council of Rabat, the Municipal Council of the City of Rabat, the Municipal Council of the City of Ifrane;
- Al Akhawayn University in Ifrane;
- The Communal Equipment Fund (FEC);
- The Local Development Agency in charge of the Heritage of City of Casablanca.
2.3. Study Tour of a Delegation of Mayors from Nigeria

With the aim of strengthening ties and relationships with its Members, UCLG-Africa, through its Academy, organized, from 31 October to 5 November 2019, a study tour to Morocco for a Delegation representing the Association of Local Governments of Nigeria (ALGON), Member of UCLG-Africa since 2000.

The Delegation, led by Honorable President of ALGON, was composed of 16 Members of the Association.

The study tour was marked by the following main activities:

- A welcoming moment by the Secretary General of UCLG Africa and a working session with the various departments of the Organization;
- Visit to the DGCL of the Ministry of the Interior;
- Visit of the Moroccan Association of Presidents of Prefectural and Provincial Councils (AMPCPP);
- Visit to the City Hall of Rabat;
- Visit to the Agency for Agriculture Development (ADA);
- Visit to the Bouregreg Valley Agency.

3. Online Courses

In the context of partnership and collaboration with IHS of Netherlands and the Coursera Platform, the two (2) MOOCs of ALGA of UCLG-Africa launched in since 2018, dealing respectively with climate change in Africa and the financing of urban infrastructure, benefited to 4020 participants for the first MOOC, and 1865 for the second MOOC.
Likewise, within the framework of the implementation of the Partnership Agreement with the French Environment and Energy Management Agency (ADEME) and thanks to the support of the French Development Agency (AFD), the Academy of UCLG-Africa supported and facilitated the organization of a Focus Group on the MOOC project on Urban Innovation, on June 13, 2019, for the benefit of a group of 13 Participants, as part of the work of FAMI 3. It was an opportunity to present and discuss this project with the participants coming from diverse contexts and backgrounds.

On another hand, and within the framework of its Partnership with the Learning Department of UCLG, ALGA ensured the dissemination, mobilization and facilitation of participation to two free online courses, respectively on Decentralized Cooperation, and Localizing the SDGs: Tools for transformation at the local level.

The design of these two MOOCs was carried out jointly by UCLG-Learning Department, the Provincial Council of Barcelona and the Observatory of Decentralized Cooperation.

**IV- CO-ORGANIZATION & PARTICIPATION IN INTERNATIONAL AND REGIONAL EVENTS**

As a globally engaged Academy, and as part of its commitment at both regional and international levels, the UCLG-Africa's Academy has facilitated, co-organized and/or took part to the following events in 2019.

1. **AISIA annual Conference, Lisbon, Portugal**

As a member of the International Association of Schools and Institutes for Administration (AIEIA), UCLG-Africa through its Academy and the members of the Bureau of the Local Africa HR Network, took part in the work of the AIEIA Annual Conference of 2019, from July 22 to 26, 2019, at the headquarters of ISCTE-Instituto Universitario de Lisboa (ISCTE-IUL), Lisbon, Portugal.

In addition to the organization of the HRM Panel, ALGA participated in the UNDESA Panel on "Missions and Objectives of Public Administration for the Achievement of the SDGs", the process of renewal of the IASIA bodies as well as the meeting of the new Board of Management (BoM) of which it UCLG-Africa/ALGA is now a member.

The Conference was attended by more than 350 people.
2. Seoul Center for Human Resources Development (SHRDC) Annual Forum, Seoul, South Korea

As part of the partnership between UCLG-Africa and SHRDC, the Director of ALGA was invited by the President of SHRDC to participate in its annual Forum, on October 17 and 18, 2019 in Seoul, South Korea. The theme of the Forum was "Sharing the Seoul Smart City policy through its International Training Program, its achievements and its promotion in the future ".

The Forum was marked by the participation and presentations of the Alumni of SHRDC International Training Program, the organization of a Panel of experts in urban policy, visits to the structuring projects of the City and cultural visits to discover the Cultural Heritage.

Some 100 participants took part to this Forum, notably from Argentina, Bhutan, South Korea, Indonesia, Iran, Morocco, Uganda and Russia.

3. 6th Annual Conference of MENAPAR, Ifrane, Morocco

As a founding member of the Public Administration Research Network in the MENA Region (Middle East And North Africa) named MENAPAR, and based on a proposal from ALGA of UCLG-Africa, the 6th Annual Conference of this Network was organized, from 28 to 31 October 2019 in Ifrane in Morocco, in partnership and with the support of Al Akhawayn University, the National High School of Administration (ENSA), the International Institute of Administrative Sciences (IISA), UNDP, the NGO TAMKEEN, Fez-Meknes Regional Council, the City Councils of Ifrane, Fez, and Meknes.

The theme of the Conference was: "Public Administration Research and South-South Cooperation for the Achievement of the Sustainable Development Goals in the Arab Region ".

120 participants took part in the work of the Conference.
4. UCLG World Congress, Durban, South Africa

During the UCLG World Congress, held in Ethekwini Municipality (Durban), in South Africa, from 11 to 15 November 2019, ALGA of UCLG-Africa organized with its Partners five (5) Sessions on the following themes:

- Session on "Working across borders in Lusaka, Cairo, Kumasi and Ouagadougou", Monday November 11, 2019;
- Session on "Shaping dynamic and resilient cities", Monday November 11, 2019;
- Session on "Creating an enabler environment for Human Resources at Local level", Monday November 11, 2019;
- Session on "Promoting Local Governance sensitive to culture and heritage", Friday November 15, 2019;
- Session on "Developing transformational leadership and changing mindset in the Public Sector for implementing the 2030 Agenda and achieving the SDGs", Friday November 15, 2019.

ALGA was also very active during the 4th Learning Forum organized by Learning department of UCLG, on 12 November 2019.

These sessions were organized in close partnership and with the support of:

- UCLG and UCLG-Learning Department;
- The "Urban Research Initiative in Africa" (AURI), African Center for Cities at the University of Cape Town, South Africa;
- UN-DESA / DIPGD, New York;
- The Union of African Architects (UAA);
- Cities Alliance;
- UN Habitat;
- The Local Africa HRnet Network;
- The Italian Romualdo De Bianco Foundation, Life Beyond Tourism.
Based on the official declaration of H.E. the Minister of Administration Reform and Civil Service of Morocco expressing the willing of the Country to host the annual conference of APS-HRMNet, and in her capacity as the vice-president of APS-HRMNet, the Director of ALGA of UCLG-Africa, in partnership with APS-HRMNet, UN-DESA, the Moroccan Ministry in charge of Administration Reform and Civil Service, and the ENSA, facilitated and supported the organization of the 6th Annual Conference of this Network, in Rabat, Morocco, at the ENSA permise's, from **19 to 22 November 2019**.

The Conference which focused on the theme: «**Leaving no one behind in building strong Public Service Institutions: The Human Resource Management Challenge 2030**» brought together **130 participants**, including Ministers of Public Service, Local Elected Officials, Secretaries General of Ministries, HR Managers, academia, professors and lecturers, resource persons and experts, students from a dozen African, European and American countries (South Africa, Belgium, Benin, Burkina Faso, Ivory Coast, Egypt, Ethiopia, Ghana, Morocco, Togo, Nigeria, Uganda, South Sudan, and Tanzania).
6. Others events

The Academy of UCLG-Africa participated, facilitated or mobilized participants to the diverse other events, namely:

- **February 26-27, 2019 in Seville, Spain**, participation in the General Assembly of ARLEM and in the Meeting on the Nicosia Initiative targeting the Cities of Libya.

- **From 08 to 12 April 2019 at the UN Headquarters in New York**, representation of UCLG-Africa, as an Observer, at the 18th Annual Session of the Committee of Experts on Public Administration (UN-CEPA) on the theme: "Building solid institutions for equal and inclusive societies".

- **From May to November 2019**: The Director of ALGA of UCLG-Africa served as a member of the Steering Committee for the Regional Multi-Stakeholder Consultations for Africa in Preparations for African Ministerial Conference on the Environment, and attended the Africa Regional Consultative Meeting for Civil Society prior to the seventeenth session of the African Ministerial Conference on the Environment (AMCEN) from 9th to 10th November 2019, in Durban, South Africa, based on the appointment and invitation made by the United Nations Environment Programme (UNEP).

- **From 5 to 9 July 2019 in Benguerir in Morocco**, representation of UCLG-Africa at the World Merit Summit at Mohammed VI University in the City of Benguerir.

- **From 25 to 27 September 2019 in Vienna in Austria**, participation of the Director of ALGA of UCLG-Africa in the Annual Meeting of the UCLG CIB Working Group.
- **On October 10 and 11, 2019, in Rabat, Morocco**, at the Headquarters of the Ministry of Foreign Affairs, International Cooperation and Moroccan Residing Abroad, participation of the Director of ALGA of UCLG-Africa in the Evaluation Jury of "Diplomatic Master Talk". The presentations from the students of the Moroccan Academy of Diplomatic Studies of this Ministry focused on the promotion and marketing of the Regions of the Kingdom of Morocco.

- **On October 28 and 29, 2019 in Casablanca, Morocco**, participation of ALGA of UCLG-Africa in the event "Futures in Africa" and in the ADEME Workshop on "entrepreneurial initiatives serving communities".

- **October 31, 2019 in Rabat, Morocco**, participation in the brainstorming meeting of SIGMA-OECD on the theme: "The reality of public administration reforms in the Southern Countries of the European Neighborhood Policy - The case of Morocco", in Rabat, Morocco.

- **On December 20 and 21, 2019 in Agadir in Morocco**, representation of UCLG-Africa by the Director of ALGA at the work of the 1st National Symposium on Advanced Regionalization in Morocco organized by the Association of Regions of Morocco and the Ministry of the Interior / DGCL.

V- ACTIVITIES OF THE LOCAL AFRICA RH OBSERVATORY

The Local Africa RH Observatory continued its activities, focusing on the following main activities:

1. **Design of the project of Standards of excellence to professionalize HRM at local level**

The Observatory has developed a first version of the Standards of excellence in HRM at local level which will serve as the basis for the preparation of the second Report on the state of HRM at African Local Level. This Report will be presented at the 2021 Africities Summit.
2. The database of territorial managers including Local HRM

The Observatory continued to collect data on the territorial managers and on the HR managers, taking advantage of the activities organized by ALGA or to which the Academy participate. The Observatory relies also on UCLG-Africa members and partners.


During FAMI3 2019, the Observatory launched the first issue of the Bulletin "African Local Manager Voice", both in English and French, to which African Territorial managers contributed. It is a space dedicated to African Territorial Managers to give them visibility, to allow them to be valued and motivated, to share the challenges and issues they are facing daily, to exchange on successful experiences and lessons learned through their role, functions, missions, and activities.

4. Training and capacity building in the field of HRM

During 2019, the Observatory organized several workshops, seminars and focus groups on HRM issues at local level, as detailed in the followings:

<table>
<thead>
<tr>
<th>Activities &amp; Number of beneficiaries</th>
<th>Date and Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>In collaboration with the Private Cabinet LMS-RH (Morocco), with the support of Al Akhawayn University and within the framework of FAMI3, the Academy organized a Training Session on &quot;Human Resources Management at the Local Level&quot;. This Seminar benefited 09 HR Managers of African Local Governments from the following cities: Cotonou (Benin), Fada Ngourma (Burkina Faso), Douala (Cameroon), Bangui (Central African Republic), Bamako (Mali), Pikine and Louga (Senegal), and Tsévié (Togo).</td>
<td>From 11 to 15 June 2019, at Al Akhawayn University Conference Center Ifrane Morocco</td>
</tr>
</tbody>
</table>
Organization within the framework of FAMI3 of 2 Focus Groups on "HRM Standards at local level", for French and English speaking participants.

28 Participants

Preparation and organization during the AISIA Annual Conference (July 22-26, 2019) of a Panel on the theme: "Modernizing and professionalizing HRM at the local level: Challenges, Global Trends & Good Practices", in partnership with UN-DESA / DIPGD, AISIA, ISCTE-Instituto Universitario de Lisboa (ISCTE-IUL) in Portugal, and the Local Africa HR Network of UCLG-Africa. 76 participants.

Organization of a Training Session on HRM at local level on the Theme: "Modernizing Personnel the Management" in collaboration with the Cabinet LMS-RH (Morocco). 23 beneficiaries.

VI- DESIGN & DISSEMINATION OF DOCUMENTATION AND COMMUNICATION TOOLS

On the occasion of each of its activities or participation in international and regional events, ALGA Staff make sure to prepare and disseminate a large documentation and communication tools on the various initiatives of the Academy: Reports, Flyers, Postcards, Calls for expression of interest, pens, pins, briefcases, mug, etc…

VII- AWARDING CERTIFICATES OF PARTICIPATION AND/OR RECOGNITION

In order to express its recognition and thanks to participants, resource persons, experts, organizers, partners, UCLG-Africa through its Academy used to award them with certificates of participation and/or recognition. Hereafter a template of such certificate.
VIII- SOME STATISTICS ON ALGA ACTIVITIES

<table>
<thead>
<tr>
<th>Topics</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of activities organized, co-organized or facilitated</td>
<td>70</td>
</tr>
<tr>
<td>2. Number of Days of Information, Training, Peer Learning, Capacity Building, Awareness raising, or Empowerment</td>
<td>239</td>
</tr>
<tr>
<td>3. Number of beneficiaries</td>
<td>7,089</td>
</tr>
<tr>
<td>4. Number of Days / Men / Training Ratio (2x3)</td>
<td>1,694,271</td>
</tr>
<tr>
<td>5. Number of visitors/users of ALGA Website (<a href="http://www.uclgafrica-alga.org">www.uclgafrica-alga.org</a>)</td>
<td>2,159</td>
</tr>
</tbody>
</table>

All these activities are subject of Reports, normally in French and English, and are published on the ALGA Website of UCLG-Africa: [www.uclgafrica-alga.org](http://www.uclgafrica-alga.org)
DO NOT HESITATE TO CONTACT US, WE WILL BE MORE THAN HONORED AND DELIGHTED TO SERVE LOCAL AFRICA

- Dr Najat Zarrouk, Director of ALGA Academy of UCLG-Africa, Rabat, Morocco.
  Email: najat_zarrouk@yahoo.fr
  Mobile: +212 (0)661 120 552
- Mr Wahir Justin SOME, Director of ALGA Ouagadougou, Burkina Faso
  Email: wjsome@uclga.org / Tel: 00226 70 25 19 19
- Ms Lova RAMILIJAONA, Officer in charge Pedagogical Affairs
  Email: lramilijaona@uclga.org / Tel: 00212 658 333 027 / 00212 537 260 062
- Ms Philomène DABIRE, Management Assistant and Accountant
  Email: pdabire@uclga.org / Tel: 00226 70 26 67 03 / 00226 25 30 25 67
- Ms Fariath CHABI, Executive Assistant, Research Officer
  Email: Fchabi@uclga.org / Tel: 00212700991848
- Mr Koffi ABALO, Intern
  Email: koffi3965@gmail.com / Tel: 00212632084972
- Ms Safia NACIRI, Intern
  Email: e.safia.alga@gmail.com / Tel: 0021238808196

NB: These contacts are all reachable by WhatsApp

Do not hesitate to visit the UCLG-Africa Portal: www.uclga.org and the UCLG-Africa Academy ALGA Website: www.uclgafrica-alga.org