ANNUAL REPORT OF ALGA OF UCLG AFRICA 2021
“Together for an Effective Local Africa”

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INTRODUCTION

During 2021, the UCLG-Africa Academy (ALGA) continued to face and tackle the challenges and difficulties created by the Covid-19 pandemic crisis, particularly in terms of planning its activities, mobilizing its target audiences, and mobilizing partners and resources.

Despite this challenging context, thanks to the Trust and support of the hierarchy, thanks to the Trust and support of UCLG-Africa's Members, Networks and Partners, the Academy has succeeded in achieving most of the goals decided in its Action Plan for the year 2021.

Key activities included:

- Expanding the Partner Network;
- The design and finalization of the UCLG-Africa e-Learning platform;
- The implementation of more than 90 activities, in general in virtual mode, on themes relating to decentralization, governance, and management at local and regional level;
- Training of trainers, particularly in decentralized cooperation, urban inclusion, sport, access to information, among other issues.
- The organization of the 5th edition of the African Forum of Territorial Managers and Training Institutes targeting Local Authorities (FAMI5_2021) in hybrid mode with the participation of more than 5,000 people, in person and both on UCLG Africa Zoom platform Facebook page;
- Support for decentralization cooperation as a strategic lever for sustainable development, in particular within the framework of the FACDI Fund of the General Directorate of Territorial Collectivities of the Moroccan Ministry of the Interior;
- The publication of the 5th issue of the African Local Manager Voice dedicated to the issue of digital transformation;
- Over 14,000 people have benefited from the Academy's activities;
- Certificates have been awarded by UCLG-Africa to beneficiaries of ALGA activities;
- Support to the mobilization for the Africities 9 Summit preparation process.

UCLG-Africa and its Academy would like to take this opportunity to express their deep gratitude and sincere appreciation to the Members, Networks and Partners of UCLG-Africa who have contributed, in one way or another, to the achievement of this great harvest /.
The Academy has worked to facilitate the signing of six (6) Memoranda of Understanding (MoU) that UCLG Africa now counts as its Partners, both at the African and Global levels:

- Signing of a MoU with the University of Lomé (CERVIDA) in, Lomé, Togo;
- Signing of a MoU with the Higher Institute of Information and Communication (ISIC) in Rabat, Morocco;
- Signing of a MoU with the International Governance Institute (IIG), in Rabat, Morocco;
- Signing of a MoU with Public Services International (PSI), Africa Branch;
- Signing of a MoU with the Division of Public Institutions and Digital Governance (DIPGD) under the Department of Economic and Social Affairs of the United Nations’s Organization. This agreement will enable UCLG-Africa to publish all its activities on the UN Public Administration Portal (UNPAN);
- Signing of a MoU with the Local Development Training Institute of Saqqara, in Luxor, Egypt.
Main Objective:

The Forum was an opportunity to inform and exchange views and ideas on the dynamics of digital and smart transformation at the level of African Local and Regional Governments, especially in times of the Covid-19 pandemic and beyond, with a focus on the commitments made, the progress achieved, the innovations relevant to Governance and Development at the local and territorial level, the challenges and obstacles faced, as well as the most relevant means to overcome them.

Specific Objectives:

- Stock taking on the digital and smart transformation commitments made, both globally and in Africa;
- Discuss global trends in e-Governance and the digitalization of governance and public services;
- Learn more about the role of digitalization in African countries’ public policies and strategies;
- Learn more about the place of the digital at regional and local level, through moments of learning and benchmarking among peers and partners;
- Promote Transformative Local Leadership as well as existing best practices at the local level, particularly in terms of digitalization of services and smart cities;
- Define the major challenges and obstacles facing the dynamics of the digital economy and of the smart transformation at the regional and local levels;
- Agree on the main pillars of a roadmap for Digital and Smart transformation at the local and regional level in Africa;
- Provide spaces for awareness, learning, training, capacity building, coaching, and networking;
- Present the results of ALGA and agree on the strategic orientations for the future in the framework of the meeting of the 6th Academic Board of the Academy;
- Discover a new Region of the Kingdom of Morocco, in this case the Region of Marrakech-Safi;

This event was also an opportunity to set up three UCLG Africa Networks, namely:

- The Network of Permanent Secretaries of National Associations of Local and Regional Governments, members of UCLG Africa;
- The Network of African Managers in charge of Decentralized Cooperation and Partnerships;
- The Mozambique National Chapter of the Local Africa HRNet.
Target Audience:
- Representatives of States and National Governments;
- Representatives of International Organizations;
- National Associations of Local and Regional Governments;
- Local elected representatives, both men and women;
- African Territorial Managers;
- Anchoring Institutes and Partners;
- Universities and Training Institutions;
- Development Partners and Donors;
- The different components of Civil society;
- Private Sector Representatives;
- Students and Youth.

Date and Venue:
The FAMI5_2021 was organized from December 06 to December 11, 2021, in the Marrakech-Safi Region, Kingdom of Morocco, in the Complexe Administratif et Culturel MOHAMMED VI des Habous, Bab Ighly, Marrakech.

Modalities of participation:
The FAMI5_2021 was organized in hybrid mode, through three channels: face-to-face, via the Zoom platform, and on the UCLG-Africa Facebook page.

Partners:
- The General Directorate of Territorial Collectivities (DGCT) of the Ministry of the Interior, Morocco;
- UN-DESA/DIPGD;
- National Associations of Local and Regional Authorities of Morocco (Association of the Regions of Morocco (ARM), Moroccan Association of the Presidents of the Councils of Prefectures and Provinces (AMPCPP), and the Moroccan Association of the Presidents of Communal Councils (AMPCC);
- The Marrakech-Safi Region and the House of Elected Officials of Marrakech (Maison de l’Elu);
- The Cadi Ayyad University of Marrakech;
- American Society for Public Administration (ASPA), USA;
- The French Agence ADEME;
- ICESCO;
- METROPOLIS;
- IEEE Alliance for Smart Cities;
- ACCORD Center.

Number of beneficiaries:
- In person: 642 participants during the 5th days of the Forum.
- Virtually through the Zoom Platform: 1481
- On Live Streaming (UCLG-Africa Facebook page): 3542
  ❖ In Total: 5665 Participants from 46 African Countries, and 21 non-African Countries
  ❖ 30% Women & 70% Men

Link to the activity documents: DOCUMENTS OF THE FAMI_5 2021
GOAL 3
Holding of the 6th Meeting of the Academic Board of ALGA of UCLG Africa

- Theme of the 6th Meeting of the Academic Board of ALGA of UCLG Africa: "Building a better future for Learning, Training and Capacity Building targeting Local Government in Africa"

Main Objective:
In accordance with its Action Plan 2021, ALGA of UCLG Africa held the 6th meeting of the Academic Council of ALGA of UCLG Africa within the framework of the 5th edition of the FAMI 2021.

Specific Objectives:
- To present ALGA's balance sheet for the year 2021;
- To take stock of the situation at the level of ALGA Anchoring Institutes, particularly with regard to their initiatives to adapt or readapt their structures, strategies, methodologies, pedagogical tools or the pool of their trainers/experts;
- To exchange on the modalities to build better the future of the Learning, Training and Capacity Building Sector targeting Local Governments in Africa;
- To discuss and define, together, the main lines of progress for 2022;
- To exchange on the modalities of participation in the 9th edition of the Africities Summit scheduled in Kisumu, Kenya from May 17 to May 21, 2022.

Target Audience:
- Representatives of the African Anchoring Institutes of ALGA;
- Representatives of the Global Partners Network.

Date and venue:
Thursday, December 09, 2021, from 10:00am to 2:00 pm.
Kingdom of Morocco, Marrakech, Complexe Administratif et Culturel MOHAMMED VI des Habous, Bab Ighly.

Modality of participation: In Hybrid mode.

Partners:
The anchoring Institutes in Africa.

Number of Participants:
44 Participants (27 online and 17 face-to-face).

Link to the activity documents: Documents 6th Meeting of the Academic Council of ALGA of UCLG Africa
GOAL 4
Training and Capacity Building for at least 2,000 people
(face-to-face, distance learning or e-learning)

1. Webinar: Organization and facilitation of a conference to present the results of the major consultation conducted by the NGO Urbanistes Sans Frontières (USF)

Main Objectives:

- Presentation of the Sustainable Africa Cities program;
- Presentation of the 2020 Consultation Method;
- Presentation of the Survey Results;
- Presentation of priorities and recommendations per country (TOP 10);
- Debate with the participants;
- Making the general summary of the recommendations;
- Presentation of perspectives and next steps;
- Presentation of the results of the consultation.

Target Audience:

- Representatives of the States and National Governments;
- Representatives of international organizations;
- Local and Regional Governments;
- National Associations of Local and Regional Governments;
- Local elected representatives;
- African Territorial Managers;
- Universities and Training Institutions;
- Small businesses and professionals Associations;
- Non-Governmental Organizations (NGOs);

Date and venue:

25 February 2021 on UCLG Africa’s Zoom platform.

Modalities of participation: Online.

Partner:

The NGO Urbanistes Sans Frontières (USF).

Number of participants:

❖ 90 Participants on Zoom;
❖ 1272 Views on UCLG Africa’s Facebook Page.

Link to the activity documents: GENERAL REPORT OF THE CONFERENCE
2. **Online Capacity Building Workshop on: “Local approaches to guaranty Women’s Rights”**

**Main Objective:**

In addition to promoting the importance of Human Rights at the local level, this online Capacity building workshop made it possible:

- To increase the political will, commitment and social demand for inclusive and sustainable cities, anchored in the fundamental principles of Human Rights, of the 2030 and 2063 Agendas, of the New Urban Agenda, and of the African Charter on the Values and Principles of Decentralization, Local Governance and Local Development;
- To increase the commitment of local political actors in the field of Human Rights, as well as the appreciation, capacity and determination of urban planners and decision-makers to promote inclusion through various systems, policies and processes;
- The implementation of field-tested methods and policy instruments for the promotion of Human Rights at the local level, such as the Toolkit for Urban Inclusion in Arab Cities, according to the specific contexts of the participants;
- The opportunity for Local Governments, experts, local civil servants as well as components of the Civil Society to improve their capacities in the field of Human Rights;
- The provision of a platform to exchange experiences and good practices, and to initiate in-depth learning among participants.

**Target Audience:**

- Representatives of the Government of Morocco;
- Presidents of Local Authorities or Associations of Local Governments, Mayors, local elected officials, local decision-makers, heads of Local Governments, councilors and staff of Local Authorities;
- Chairs of Local Government Commissions in charge of projects or issues on Gender;
- The Local Women Mayors from the 5th REFELA Regional Caucuses and the 30 REFELA countries across Africa;
- Members of REFELA National Chapters across Africa;
- Representatives of Institutions intervening in Local Government;
- Representatives of Civil Society;
- International Organizations and Partners;
- Members of the Academia, Training and Capacity Building Schools and Institutes, as well as Researchers and Experts.

**Date and venue:**

From 9 to 10 March 2021, on UCLG Africa Zoom Platform

**Modalities of participation:** Online.

**Partners:**

- The International Centre for the Promotion of Human Rights at the Local and Regional Levels, under the Auspices of UNESCO;
- UNESCO Regional Bureau for Sciences in the Arab States-Cairo.
- The Network of Locally Elected Women of Africa (REFELA), UCLG Africa Standing Committee on Gender Equality.

**Number of beneficiaries:**
- Day 1: 97 beneficiaries;
- Day 2: 89 beneficiaries;
- 186 beneficiaries accumulated during the two (2) days on the Zoom platform;
- 380 views accumulated during the two (2) days on UCLG Africa Facebook page.

**Link to the activity documents:** [WORKSHOP REPORT]

3. **Capacity Building Workshop on Social and Solidarity Economy (SSE): Global strategy of co-construction of SSE public policies for a sustainable post-COVID recovery and an inclusive and sustainable development of territories**

**Main Objective:**
In a desire to share this experience and following its inaugural edition co-organized with the Seoul Human Resource Development Centre (SHRDC) in 2019, this capacity building program is in line with the mission of the Global Social Economy Forum (GSEF) to support Local Governments around the world in building ecosystems in partnership with SSE actors, so that SSE can develop and take root in their territories.

In this context, the training participants benefited from concrete examples of successful policies and practices implemented to develop SSE through the sharing of the experience of the city of Seoul and other cities in Africa, Europe, and North America, as well as contributions from international experts. Participants also learned more about the challenges and opportunities of establishing an SSE ecosystem, and how to overcome these challenges and make the most of these opportunities. Finally, the training provided a platform for a week-long exchange and mutual learning on SSE development in their respective territories and in the Francophone space.

**Target Audience:**
French-speaking civil servants, officials and elected representatives of local, regional, and metropolitan cities & governments and networks & civil society organizations active in the field of SSE.

**Date and venue:**
From 19 to 22 April 2021 via UCLG Africa's Zoom platform

**Modalities of participation:** Online.

**Partners:**
The Global Social Economy Forum (GSEF).

**Number of beneficiaries:**
- 38 beneficiaries
- 2 Observers
- 23 Experts
- 63 Participants in total

**Link to the activity documents:** [WORKSHOP REPORT]
4. Information webinar on UCLG’s Survey on the Role of Local and Regional Governments and their Associations in the localization of the SDGs and the 2030 Agenda

Main Objective:
Informing, raising awareness, and introducing the reporting process to the United Nations on the localization of the SDGs in 2021 and the survey to collect data on the progress made in localizing the SDGs in each African Country. The process seeks to give voice to local and regional governments in the international forums.

Target Audience:
The Secretary Generals/Permanent Secretaries, and representatives of Local and Regional Governments Associations, members of UCLG Africa and the UCLG World Secretariat.

Date and venue:
April 20, 2021, via UCLG Africa's Zoom platform.

Modalities of participation: Online.

Partners:
United Cities and Local Governments (UCLG), World Secretariat, Policy Department.

Number of beneficiaries:
❖ 48 Participants

Link to the activity documents: DOCUMENTS OF SURVEY
5. Two (2) Webinars of Mobilization of Local Government for the Support Fund for International Decentralized Cooperation of the DGCT of the Ministry of Interior - Kingdom of Morocco

Main Objective:
These two (2) webinars were information and awareness-raising platforms for African local and regional governments to join and benefit from the funding opportunities offered by the Support Fund for International Decentralized Cooperation (FACDI) of the General Directorate of Territorial Communities (DGCT) of the Moroccan Ministry of the Interior.

Target Audience:
African Local and Regional Governments and National Associations of Local Governments.

Date and venue:
From 06 to 7 May, 2021 on the Zoom platform.

Modalities of participation: Online.

Partners: The Ministry of the Interior (DGCT) of Morocco.

Number of beneficiaries:
❖ 43 French-speaking participants;
❖ 45 English-speaking participants;
❖ 88 participants in total for the two webinars.

Link to the activity documents: DOCUMENTS OF FACDI
6. Two (2) Capacity Building Workshops on the theme: "Conflict Management"

Main Objective:
- Strengthening conflict analysis skills.
- Increasing understanding of approaches to mediation and negotiation.

Target Audience:
Mayors and Local Government Leaders in Africa.

Date and venue: From 20 to 21 May 2021 on the Zoom platform:
- 20 May 2021: English Session
- 21 May 2021: French Session

Modalities of participation: Online.

Partners:
The African Centre for the Constructive Resolution of Disputes (ACCORD), South Africa.

Number of beneficiaries:
- 50 English-speaking beneficiaries;
- 59 French-speaking beneficiaries;
- 109 beneficiaries for the two Training Workshops.

Link to the activity documents: WORKSHOP REPORT
7. **Webinar on the Expert Group Meeting for the revision of the Voluntary Local Review (VLR) Guidelines for Africa Expert Group Meeting to Review the Africa VLR guidelines**

**Main Objective:**

The purpose of the Expert Group Meeting (EGM) was to review the draft Africa Voluntary Local Review Guidelines to ensure its quality and practicality. The EGM brought together experts and localities from African countries and relevant partner organizations and stakeholders.

**Specific Objectives:**

- Collecting feedback from experts and localities to improve the quality and practicality of the Africa VLR Guidelines;
- Identifying opportunities for their implementation and suggestions on how to proceed with the dissemination of these Guidelines, and increase their use as capacity building tool.

**Target Audience:**

- United Nations Resident Coordinators, AU, OSSA, SDG/VNR secretariats of countries and other UN and non-UN entities;
- The United Nations Human Settlements Program;
- United Cities and Local Governments of Africa;
- Experts from African countries/localities.

**Date and venue:**

20 May 2021 on UCLG Africa's Zoom platform

**Modalities of participation:** Online.

**Partners:**

- UN-Habitat;
- United Nations Economic Commission for Africa.

**Number of beneficiaries:**

❖ 60 Participants

**Link to the activity documents:** [WEBINAR DOCUMENTS](#)
8. Two-Day Hybrid Seminar on: "Resilient Sustainable & Smart Cities"

Main Objective:
Promoting and giving visibility to the best practices on Green Resilient and Smart Cities through solid and sustainable partnerships.

Specific Objectives:
- To enhance the development of Cities in line with Sustainable Development Goals (SDGs);
- To urge Cities to actively make changes to become more environment-friendly while preserving the national heritage;
- To foster cities to actively raise citizens environmental awareness and involvement;
- To incentivize other cities to start the transformation and progress towards sustainability;
- To ensure the economic recovery in cities and urban resilience building in times of crises (e.g. COVID-19).

Target Audience:
- Representatives of Ministries, Municipalities, and other Authorities;
- Universities and Research Centers;
- Industries;
- NGOs.

Date and venue:
June 03 and 04, 2021 at ICESCO Headquarters and in Virtual mode.

Modalities of participation: In Hybrid mode.

Partners:
- ICESCO;
- UNESCO;
- UCLG-Africa/ALGA and the Climate TaskForce;
- The Ministry of the Interior of Morocco;
- The Ministry of Energy, Mining and Environment, Department of the Environment of Morocco.
- The City of Agadir, Morocco.

Number of beneficiaries:
- 120 Participants on the Zoom platform;
- 30 Participants in person at the ICESCO Headquarters in Morocco;
- More than 3000 on ICESCO's Social Networks.

Link to the activity documents: SEMINAR DOCUMENTS
9. Two (2) "Special REFELA" Capacity Building Workshops on the theme of: 
"Conflict Management"

Main Objective:

- Strengthening the conflict analysis skills of REFELA’s locally elected women members;
- Enhancing and mastering the approaches on mediation and negotiation.

Target Audience:

- Representatives of REFELA Network;
- Women Mayors and Local Government Leaders in Africa.

Date and Venue: From June 07 to June 08, 2021

- June 07, 2021: English Session;
- June 08, 2021: Francophone Session.

Modalities of Participation: Online.

Partners:

- The African Centre for the Constructive Resolution of Disputes (ACCORD), South Africa;
- The REFELA Network.

Number of Beneficiaries:

- 54 English-speaking beneficiaries;
- 60 French-speaking beneficiaries;
- 114 beneficiaries for the two training Workshops.

Link to the activity documents: WORKSHOP REPORTS
10. Lab debate of UCLG-Africa on Sustainable Urbanization: "Joining efforts and cooperating around Innovative and Sustainable Cities", on the occasion of the European Development Days (EDD-2021)

Main Objective:
As UCLG Africa used to do, this organization took the advantage of the EDD-2021 opportunity to show and share practical cases and sharing experiences and approaches on Innovative and Smart Sustainable Urbanization, and raising awareness on the centrality of partnerships at all levels.

Target Audience:
- Policy makers at national, subnational, regional, and local levels;
- Networks and Representatives of Local and Regional Governments;
- International and Regional Organizations;
- Public and Private sector professionals;
- Architects and urban designers;
- Civil Society organizations;
- The Academia;
- The Community of Experts;
- Women and Young Leaders.

Date and venue:
June 15, 2021, in Brussels and Via Zoom.

Modalities of organization and participation: In Hybrid mode.

Partners:
- European Commission;
- United Cities and Local Governments(UCLG), and its Regional Section in Africa, UCLG Africa;
- UN-Habitat;
- Cities Alliance;
- The Cities of Chefchaouen (Morocco) and Cluj-Napoca (Romania);
- EDD Young Leaders.

Number of beneficiaries:
More than 60 participants

Link to the activity documents: [VIDEOS OF THE DEBATE LAB PANELISTS](#)
11. Online Forum on: "Joining efforts to promote Sustainable Innovation in Africa's Public Service", on the occasion of the Celebration of the United Nations Public Service Day (June 23)

Main Objective:
Celebration of the United Nations Public Service Day by UCLG Africa, to Honor and Value the Human Capital of African Local and Regional Governments, with a focus on the transformation dynamics.

Target Audience:
- Representatives of Central Governments.
- Representatives of Local and Regional Governments.
- Representatives of International Organizations.
- Public Servants, in particular the Local and Regional Civil Servants.
- Civil Society Organizations.
- The Academia, Universities and Research Centers.
- The students, youth, minorities…

Date and venue: Monday, June 21, 2021

Modality of organization and participation: Online.

Partners:
- Division for Public Institutions and Digital Government(DPIDG) of UNDESA, New York.
- The Members and Networks of UCLG-Africa.
- The African Association for Public Administration and Management(AAPAM), Nairobi.
- The University of Stellenbosch/School of Public Leadership, South Africa.
- The American Society for Public Administration (ASPA) and FIU University, Miami, USA.
- Public Services International (PSI).
- The Anchoring Institutes and Partners of ALGA of UCLG-Africa.

Number of beneficiaries:
- 119 Participants on the Zoom platform
- 162 views on UCLG Africa Facebook page

Link to the activity documents: PRESENTATIONS OF WEBINAR
12. Awareness-raising and Coaching Sessions on Digital acculturation and the e-Learning Platform of UCLG Africa

**Main Objective:**
To allow a gradual ownership and mastering of the e-Learning culture by UCLG-Africa staff.

**Specific Objectives:**
- Introduction to Digital Learning and its main concepts in order to facilitate the orientation of UCLG Africa towards e-Learning;
- Presentation of the Training offer of the UCLG-Africa e-Academy Platform;
- Presentation of the procedures and processes on how to extract follow-up reports, how to manage coaching requests, and how to handle coaching bookings.

**Target Audience:**
UCLG Africa Staff, in particular the Focal Points for the e-Academy at the level of UCLG Africa’s Clusters and Departments.

**Date and venue:**
From July 12 to July 15, 2021.

**Modalities of organization and participation:** Hybrid.

**Partners:**
The Ideo Factory Company, Morocco.

**Number of beneficiaries:**
❖ 30 UCLG Africa Focal Points benefited from this learning and coaching Sessions.

**Link to access the platform:** [https://www.uclga-e-academy.com/](https://www.uclga-e-academy.com/)
13. Preparation and facilitation of the 3rd Conference of the Moroccan Observatory of Public Administration (OMAP) on theme of: "The place reserved to Territories and Local and Subnational Governments in the New Development Model (NMD) of Morocco"

Main Objective:
This activity is part of UCLG Africa's willingness and commitment to support the structural reforms carried out by the Kingdom of Morocco, which hosts the headquarters of this Organization, and also to support Civil society initiatives.

Target Audience:
- The Members of the Moroccan Observatory of Public Administration (OMAP);
- Schools and Training Institutes;
- Professors, Lecturers, and Students.

Date and venue:
July 15, 2021.

Modalities of participation: Online.

Partners:
The OMAP Observatory.

Number of beneficiaries:
❖ 50 participants

Link to the Video of the Conference: CONFERENCE VIDEO
14. Webinar Panel debate & MoU launch event on: "Quality Local Public Services in Africa and the Arab Countries: what can PSI and UCLG Africa do together?"

Main Objective:

- The Panel was an opportunity to discuss how UCLG Africa and PSI Africa and Arab Countries and their constituencies can be stronger together as they are called upon to address the multiple challenges facing the world and the continent (pandemic of Covid-19, urbanization, climate, employment, migration, financing, human rights, etc...).
- It opened up insights on how the two Organizations can support each other to ensure access to quality public services and equitable delivery to the communities they serve, and localize the Sustainable Development Goals (SDGs), as well as the African Agenda.
- The event also was marked by the official signing and launch of the Memorandum of Understanding and served to highlight the next steps of cooperation, including reciprocal contributions and participation in UCLG Africa's flagship event (Africities 9, Kisumu, Kenya, May 17 to May 21, 2022), and at PSI AFRECON in 2023.

Target Audience: Representatives of the PSI Network and of UCLG Africa, and their Partners and Networks.

Date and venue: Friday, September 24, 2021.

Modalities of participation: Online.

Partners: Public Services International (PSI) Africa and the Arab Countries

Number of beneficiaries:

❖ 85 participants on the Zoom platform;
❖ 144 views on Social medias.

Link to the activity documents: MOU SIGNED
15. Awareness-raising and Training Program on: "Metropolitan Governance in Africa”

1st webinar on: “Metropolitan Governance Models”, on the occasion of the World Metropolitan Day

Main objective:

Based on educational and pedagogical content designed by Metropolis and its Alliances, this Learning program presents the metropolitan reality and how metropolitan governance from a gender perspective can be the key to facing the challenges and threats facing metropolises. Additionally, the course introduces governance models, including through a peer-to-peer learning segment, based on their level of institutionalization. The course emphasizes the importance of reconsidering the Right to the city in a metropolitan context in order to consider metropolises as spaces that guarantee rights, such as the protection of people against accelerated urbanization processes and to expand the goal of improving people's quality of life.

Target Audience:

- African Metropolises;
- Local and Regional Governments;
- National Associations of Local/Regional Governments;
- Local Elected Representatives;
- Territorial Managers;
- Others Partners of UCLG Africa and of Metropolis.

Date and venue:

Friday, 1st October 2021.

Modalities of participation : Online.

Partners:

- Metropolis
- UN-Habitat
- UCLG Africa/ALGA.

Number of beneficiaries:

- 50 beneficiaries via Zoom.
- 304 via UCLG Africa’s Facebook Page.

Link to the activity documents: PRESENTATIONS OF WEBINAR
16. Support to the Training Session for Participatory Budgeting’s Facilitators organized by the NGO ASSOAL in Cameroon

**Main Objective:**
The Training Session targeting the Facilitators of Participatory Budgeting was an opportunity to strengthen the knowledge (knowledge, understanding), the know-how (skills, aptitudes) and the interpersonal skills (attitudes, behaviors) of the participants called upon to support and facilitate the process of anchoring Participatory Budgeting locally.

**Specific objectives:**
- To have a better understanding of Participatory Budgeting (PB) and its contribution to inclusive local governance and Program Budgeting;
- Master the concepts, approaches, methods, and tools for implementing Participatory Budgeting and Program Budgeting;
- Outline an action plan for the implementation of the Participatory Program Budgeting (PPB) in Local and Subnational Governments.

**Target Audience:**
- Elected representatives, councilors and agents of Local Governments who wish to improve their knowledge and skills in implementing the PB in their Local Governments;
- Heads of institutions involved in African local governments;
- The Heads of the Ministerial Departments in charge of Decentralization, Governance and Local Development;
- Training managers of NGOs, programs and projects, the various components of civil society (associations, trade unions, etc.), academics and training centers that contribute to improving the governance of local governments;
- Practitioners of decentralization, local governance, and local development, as well as other civil society actors.

**Date and venue:**
From 25 October to 5th November, 2021, in the Commune of Bertoua, Cameroon.

**Modalities of participation:** In person and via Zoom.

**Partners:**
- The NGO ASSOAL, UCLG-Africa’s ALGA anchoring Institute in Central Africa.

**Number of beneficiaries:**
- 51 Beneficiaries Certified.
17. The 2nd Webinar on: "Metropolitan Governance in Africa: The Right to the Metropolitan City in the context of the New Urban Agenda and the 2030 Agenda"

Main Objective:

- Addressing the importance of reconsidering the right to the city in a metropolitan context that reflects the current reality of urban dynamics;
- Analyzing patterns of movement from a gender perspective based on five of the basic parameters that define the right to mobility: universal access, security, resilience, cost effectiveness and reduced contribution to climate change, sustainability of the model.

Target Audience:

- African Metropolises;
- Local and Regional Governments;
- National Associations of Local and Regional Governments;
- Local Elected Representatives;
- Territorial Managers …

Date and venue:
Friday, October 29, 2021.

Modalities of participation: Online.

Partners:

- Metropolis
- UN-Habitat

Number of beneficiaries:

- 81 beneficiaries via Zoom
- 97 Via UCLG Africa's Facebook Page.

Link to the activity documents: PRESENTATIONS OF WEBINAR
18. Hybrid Session on: "Joining efforts and Cooperating to promote an Enabling Environment for Capacity Building in Local Africa Climate Action", during the COP 26, 3rd Capacity-building Hub, Adaptation & Resilience Day

Main Objective:
- Organizing a Peer Learning moment on the engagement of Female Mayors in Africa as a cross-cutting issue in Climate Action;
- Showing practical cases and sharing experiences and approaches on how UCLG-Africa Academy is tackling adaptation & resilience issues through sound, strategic and diverse Partnerships;
- Raising awareness about the main challenges facing capacity building in terms of Adaptation and Resilience, in particular at the Regional and Local Level in Africa;
- Sharing our vision, methodology, and activities concerning UCLG-Africa Climate Action through the empowerment of Human Capital at African local/regional level;
- Promoting a community of practice on Capacity Building for Climate Action.

Target Audience:
- Representatives of Governments;
- Representatives of Local and Regional Governments;
- International Organizations;
- Civil servants, especially those of African Local and Regional Governments;
- Civil Society Organizations;
- Academia and Training Institutes and Centers;
- The Network of African Experts and Researchers;
- Students, Youth, Minorities…

Date and venue: Friday November 5th, 2021, COP 26, 3rd Capacity-Building Hub, Adaptation & Resilience Day, Glasgow, United Kingdom, Blue Zone, Level 1, Section D, Room 9.

Modalities of participation: In Hybrid mode.

Partners:
- The Ministry of Energy Transition and Sustainable Development of the Kingdom of Morocco and its 4C-Morocco;
- Female Presidents of Local and Regional Governments: The Region of Nouakchott, Mauritania; the City of Libreville, Gabon; the City of Benguérir, Morocco, the City of Banjul, Gambia;
- ADEME Agency, France;
- UCLG - Learning Department;
- UNESCO;
- UNDRR.

Number of beneficiaries:
- 1500 people followed the Session through Social Media, beside participants in presence, in Glasgow.

Link to the activity documents: PRESENTATIONS OF THE ACTIVITY

Main Objective:

The main objective of the Conference organized by the African Public Service Human Resources Managers Network (APS-HRMnet) was to share experiences, ideas, and innovations that will propel Africa’s human resource practitioners into strengthening Public Sector Institutions to remain relevant and responsive to the needs of both the workforce and the citizens at all times.

Specific Objectives:

- To identify strategies that will facilitate Africa’s Public Sector Institutions to undergo digital transformation, become resilient and better restructure operations to the hybrid mode of work (office/home);
- To agree on the fundamental values that all HR Practitioners must adopt in nurturing institutional human resources based on country specificities;
- To review and endorse the APS-HRMnet Innovations Awards Framework to trigger its operationalization as part of the strategy for the promotion of innovation amongst Africa’s HR Fraternity.

Target Audience:

- Human Resources Managers (HRM) in the Public Service;
- HRM of Local and Regional Governments;
- National Associations of Local Governments;
- Local and Regional Governments;
- Local Africa HRNet of UCLG Africa;
- Representatives of International Organizations, States and National Governments;
- Representatives of International Organizations;
- Local Elected Officials;
- African Territorial Managers

Date and venue: From 23 to 25 November, 2021.

Modalities of participation: Online.

Partners:

- APS HRMNet Network;
- Ministry of Public Service of Uganda.
- UNDESA
- UCLG-Africa/ALGA.
- APS-HRMNet-Uganda National Chapter

Link to access the documents of the activity: PRESENTATIONS DE LA CONFERENCE
20. Team Building Training Program for UCLG Africa Staff

Main Objective:
- To strengthen Team Spirit among UCLG Africa Staff;
- To improve teamwork and communication;
- To encourage reflection;
- To cultivate a sense of belonging and family within the organization.

Target Audience:
The Staff of UCLG Africa.

Date and venue:
Saturday 4 December 2021, Hotel Atlas Asni, Marrakech, Kingdom of Morocco, in the framework of the organization of FAMI5_2021.

Modalities of participation: In person.

Partner: The Cabinet LMS-RH, Morocco.

Number of beneficiaries:
- 14 beneficiaries.
- 2 Trainers/Coaches.

Main Objective:
The webinar was an opportunity, first, to understand the issues of sustainability, resilience and urban intelligence, second, to elucidate how they are embodied at the metropolitan scale, and third, to focus on the challenges and obstacles that African cities and metropolises are facing in deploying resilience strategies and innovative digital solutions.

Specific Objectives:
- Identify urban systems and challenges requiring a metropolitan approach and encourage changes in governance models on issues of inter-municipal concern;
- Embody a metropolitan approach on the process of deploying resilience strategies and implementing digital solutions;
- Build partnership and share experiences with other cities facing similar metropolitan challenges;
- Identify good practices in the deployment of digital solutions for urban planning and management;
- Focus on experiences of social innovation in Africa;
- Promote participatory digital platforms: e-democracy, e-urban services, e-gender, e-urban mobility, etc…;
- Share feedback from pilot urban innovation initiatives in Africa and develop networks for knowledge sharing and exchange.

Target Audience:
- Government Representatives.
- Representatives of Local and Regional Governments.
- International Organizations Representatives.
- Civil servants, especially those of African Local and Regional Governments.
- Civil Society Organizations.
- Universities, Schools and Research Centers.
- Network of African Experts and Researchers.

Date and venue: Thursday, December 09, 2021, in the framework of the FAMI5_2021.

Modalities of participation: In Hybrid mode.

Partner: Metropolis

Number of beneficiaries:
- 19 Face-to-face participants;
- 61 Participants on Zoom;
- 155 Views on the UCLG Africa Facebook Page.

Link to the activity documents: WEBINAR PRESENTATION
GOAL 5
Deployment of the UCLG Africa e-Academy and Online Training in the form of MOOCs

As part of the promotion of online learning and training (e-Learning), the ALGA Staff continues to finalize this project carried out in partnership with the Cabinet Ideo-Factoy, through the following main activities and achievements:

- Awareness raising and coaching on digital acculturation, administration of the e-Learning Platform for the benefit of 30 UCLG-Africa Focal Points among its Staff;
- The provider has also made available to UCLG-Africa a package of courses for capacity building on Soft Skills, free of charge;
- The finalization of the Business Plan and the Communication Plan;
- The initiation of the preparation of the digitalization of an awareness course on Participatory Budgeting in English, postponed due to the Covid-19 pandemic;
- Organization of two (2) Learning Sessions on Digital Learning during the FAMI5_2021 in Hybrid mode in Marrakech on December 7 and 8, 2021.
- Thanks to IEEE Alliance on Smart Cities, about 15 Modules on Digital Transformation and Smart Cities were presented to the participants to FAMI5_2021.

Live Stream Link (Day 2): https://fb.watch/9MZ50IY2ut/

Similarly, within the framework of the Partnership with the French Development Agency (AFD) and the ADEME Agency, UCLG Africa contributed to the development, launch and dissemination of the MOOC in French on "Innovative Sustainable Cities in Africa" for which registration was open until 1st December 2021.

Also, within the framework of the collaboration with IHS Holland and the Coursera Platform, the two (2) UCLG-Africa ALGA MOOCs on climate change in Africa and on the financing of urban infrastructure respectively continued to be deployed during the 2021 financial year.
Main Objective:
The main goal of this first Training of Trainers (ToT) was to empower and build the capacities of a first group of Local and Territorial Managers in charge of Decentralized Cooperation (DC) who will serve as focal points for UCLG Africa, in order to promote and anchor the DC on the bases of good governance, professionalism and performance, and to better use it in the dynamics of the localization of the Sustainable Development Goals (SDGs).

Specific Objectives:
This first ToT Session brought together representatives of African Local and Subnational Governments and their National Associations, as well as territorial managers in charge of DC, civil servants from ministries, experts and practitioners from Anglophone countries, with the aim of strengthening their capacities and skills to locate, implement, monitor, evaluate and report on the implementation of the localization of the SDGs by linking them to DC.

More specifically, this Session aimed to achieve the following specific goals:

- Presentation and taking ownership of Module 4 designed and developed by the Learning Department of UCLG and Platforma on the Localization of the SDGs through DC;
- Sharing knowledge on the vision, concepts, principles, and commitments related to the SDGs globally and how to prioritize them in the development and implementation of public policies;
- Grasping the concept of localizing the SDGs and DC, situating them in both the global and African perspective;
- Sharing knowledge on transformative engagements for sustainable development at the local level through demonstrations, learning and peer-to-peer exchange, by illustrating its proven results in terms of specific benefits for the planning and management of local and territorial development;
- Contributing to the construction of governance structures that can accommodate, manage, and facilitate the process of linking the localization of the SDGs and DC at the local and territorial level;
- Defining effective means of implementation at the local level with the aim of harmonizing implementation goals between the global, regional, and local levels to ensure consistency;
- Mastering the processes for monitoring, reporting, communication, and evaluation of DC projects and activities.

Target Audience:
- Mayors of Municipalities;
- The Permanent Secretaries of the National Associations of Local Authorities;
- Territorial Managers responsible for the management of DC and/or International Relations within Local Authorities;
• Experts and Trainers with experience in delivering DC training or training of trainers.

**Date and venue:**
From June 28 to July 1st, 2021, on UCLG Africa Zoom platform.

**Modalities of participation:** Online.

**Partners:**
• UCLG through its Learning Department;
• Platforma;
• SIDA, Sweden;
• The European Commission.

**Number of beneficiaries:**
❖ 72 participants.
❖ 25 Beneficiaries from 12 countries have completed the entire ToT, coming from Botswana, Gambia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Sierra Leone, South Africa, Uganda, Zambia, and Zimbabwe.

**Link to the activity documents:** [MODULE 4 IN ENGLISH](#)

### 2. Training of Trainers on Module 4: "Localization of the SDGs through Decentralized Cooperation" - Francophone Session

**Main Objective:**
The main goal of this second Training of Trainers (ToT) was to empower and build the capacity of a second group of local and territorial managers in charge of DC who will serve as focal points for UCLG Africa in order to promote and anchor DC on the basis of good governance, professionalism, and performance, and to better use it for the localization of the SDGs.

**Specific Objectives:**
The specific objectives of this second Session of ToT are similar to the ones of the first Session, but targeting French speaking Countries.

**Target Audience:**
• Mayors of Communes;
• Permanent Secretaries of the National Associations of Local and Regional Governments;
• Territorial Managers in charge of the management of Decentralized Cooperation and/or International Relations within the Local and Regional Governments;
• International Relations within the Local and Regional Governments;
• Experts, Trainers with experience in the delivery of training in DC or training of trainers.

**Date and venue:**
From 13 to 16 September, 2021, on the UCLG Africa Zoom platform.

**Modalities of participation:** Online.

**Partners:**
• UCLG through its Learning Department;
• Platforma;
• SIDA, Sweden;
• The European Commission.

Number of beneficiaries:
❖ 46 beneficiaries from 14 Countries: Benin, Burkina Faso, Cameroon, Congo Brazzaville, Guinea Conakry, Madagascar, Mali, Morocco, Mauritania, Niger, DRC Congo, Senegal, Togo, and Tunisia.

Link to the activity documents: MODULE 4 IN FRENCH

**Main Objective:**
- Applying the Urban Inclusion Toolkit to promote the human rights-based approach to local policy making within the context of the target participants;
- Providing knowledge and training skills on human rights training methodology;
- Providing an opportunity for trainers and multipliers to improve and enhance their capacity;
- Serving as a platform to share experiences and best practices and to initiate deep learning among participants;
- Empowering the "Toolkit Ambassadors" who appreciate the relevance of the Toolkit, applying it, promoting it and helping shape it further.

**Specific Objectives:**
- Recognizing the importance of human rights for inclusive and sustainable cities;
- Applying the Toolkit in the training of their respective target groups;
- Increasing sustainability and the impact of their capacity building efforts by building on the experiences of other cities and by using the Toolkit;
- Appreciating the integration of Human-Rights-Based Approach (HRBA) in their training activities as a matter of professionalism;
- Identifying strategies to reach and motivate their respective target group.

**Target Audience:**
- Members of the Network of Human Resources Officers of Local Governments in Africa (Local Africa HRNet) who can act as multipliers and now integrate human rights standards into the training program of their personnel;
- Members of the ALGA Network of coaches, trainers, experts, and resource persons who are already certified trainers and who could benefit from human rights expertise;
- The qualified staff of the ALGA Anchoring Institutes in Africa;
- Members of the Academia;
- Trainers and educators on different subjects;
- Civil servants in charge of human resources development in local administrations;
- Consultants.

**Date and venue:** From 22 to 23 September, 2021, on the UCLG Africa Zoom platform.

**Modalities of participation:** Online.

**Partners:**
- The International Centre for the Promotion of Human Rights at the Local and Regional Levels under the Auspices of UNESCO;
- UNESCO Regional Bureau for Sciences in the Arab States – Cairo.

**Number of beneficiaries:**
- 36 beneficiaries.

**Link to the activity documents:** TRAINING MODULES
4. Training of Trainers on “Access to Information and Public Participation”

Main Objective:
- Applying the Toolkit for Urban Inclusion to promote a HRBA to local policy making to the context of target participants;
- Providing knowledge and training skills on the human rights training methodology;
- Providing an opportunity for trainers and multipliers to enhance their capacities;
- Serving as a platform to share experiences and best practices and initiating in-depth learning among participants;
- Empowering “Toolkit Ambassadors” who appreciate the relevance of the toolkit, applying and promoting it and helping to shape it further.

Specific Objectives:
- Recognizing the importance of human rights for inclusive and sustainable cities;
- Applying the Toolkit in the training of their respective target groups;
- Increasing sustainability and impact of their capacity building efforts by building on the experiences of other cities by using the Toolkit;
- Appreciating the integration of HRBA in their trainings as a matter of professionalism;
- Identifying strategies to reach and motivating their respective target group.

Target Audience:
- The Members of the Network of Human Resources Officers of Local Governments in Africa (Local Africa HRNet) who can act as multipliers and now integrate human rights standards into the training program of their staff;
- The members of the ALGA Network of coaches, trainers, experts and resource persons who are already certified trainers and who could benefit from human rights expertise;
- The qualified staff of the ALGA Anchoring Institutes in Africa;
- The members of the academia;
- The Trainers and educators on different subjects;
- Civil servants in charge of human resources development in local administrations;
- The Consultants.

Date and venue: From September 28 to September 29, 2021, on the UCLG Africa Zoom platform.

Mode of participation: In Virtual mode (online).

Partner:
- The International Centre for the Promotion of Human Rights at the Local and Regional Levels under the Auspices of UNESCO;
- UNESCO Regional Bureau for Sciences in the Arab States – Cairo.

Number of beneficiaries: ❖ 34 beneficiaries.

Link to the activity documents: TRAINING MODULES
5. Training-of-Trainers Program with ADEME

As a part of the training-of-trainers program foreseen by the Financing Agreement between UCLG Africa and the French Agency for Ecological Transition (ADEME), ALGA and ADEME organized online interviews to identify African Experts and Resource Persons on July 2nd, 2021. As a result of these interviews, four (4) African experts were selected to work on the adaptation of the ADEME Training Modules with the European Experts.

The training modules cover the following topics:

- The ecological transition of territories;
- Climate change adaptation strategy;
- Climate and energy planning in Africa.

GOAL 7
Preparation of the Launch of the Executive Master in African Cities Management (MEMVA) in Partnership with Al Akhawayn University of Ifrane (AUI) of Morocco

Within the framework of the preparation of this training offer and the implementation of the 16 scholarships received from the African Fund for Support to International Decentralized Cooperation (FACDI), Al Akhawayn University has received the share of financing from this Fund, the share of the Region of Fez-Meknes, while those of the Regions of Rabat-Salé-Kénitra and Souss-Massa, are in progress. The registration files of the scholars have been transmitted to the University or are being completed. ALGA and AUI are also working on the pedagogical content of the Master.

The Academy also organized a coordination and preparation meeting on the deployment modalities of the MEMVA between UCLG Africa, AUI, the Councils of the Regions of Morocco and the African Local and Subnational Governments that are beneficiaries of the scholarships, on May 27, 2021.

| The beneficiaries of the FACDI Scholarships |
|-----------------------------|---------------|-----------------|-----------------|
| Councils of Regions of Morocco | Number of Scholarships | Country Partner | Beneficiary Region/City |
| Council of the Region of Fez-Meknes (05 Grants) | 5 | BENIN | City of Cotonou |
| Council of the Region of Rabat-Salé-Kénitra (07 Grants) | 2 | BURKINA FASO | Hauts Bassins Region |
| | 2 | MAURITANIA | Nouakchott Region |
| | 2 | COTE D'IVOIRE | Grands-Ponts Region |
| | 1 | MALI | Timbuktu Region |
| Council of the Region of Souss-Massa Region (04 Grants) | 4 | COTE D'IVOIRE | Region of San-Pédro |
During FAMI5_2021, ALGA also held another meeting to mobilize experts and resource persons to prepare and finalize the pedagogical content of the Master.

**Link to the activity documents of MEMVA:** DOCUMENTS OF MEMVA

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**GOAL 8**

**Conduct a study for the establishment of an Accreditation and Quality Assurance Cluster for training and capacity building targeting African Local Governments**

Within the framework of the second mission of ALGA as an accreditation center for institutes and training programs targeting Local Governments, the Academy has launched a study for the establishment of an Accreditation and Quality Assurance Cluster at the level of UCLG Africa for the promotion and anchoring of Standards of Excellence and Quality in Training Institutes and Training Programs targeting African Local Governments.

The study entrusted to the International Institute of Governance (IIG) of Morocco and should be completed by the end of December 2021.

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**GOAL 9**

**Design of the Concept Note of the Second Edition of the Report on the state of HRM at the level of African Local Governments**

Within the framework of the preparation of the Second Edition of the Report on the State of HRM at the level of Local Governments in Africa; Report to be presented during the Africities 9 Summit, the Academy is finalizing a Conceptual Note that will serve to prepare this Report.

A meeting was held for this purpose during the FAMI5_2021 to identify best practices as well as the Partners who will be mobilized to support the Academy in the collection and analysis of data.

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**GOAL 10**

**Organization of at least 3 Study Tours**

1. **September 15, 2021:** Preparation and organization of the Study trip of a Delegation of the ASAN Agency of Azerbaijan (2 participants) with the objective of exchanging on the 2022 action plan. As a reminder, ASAN has signed a partnership agreement with UCLG Africa since 2017.

**Link to the report of the Visit:** Link to the report of the Visit
2. From 25 to 29 October 2021: organization of a Study trip to Morocco for a Delegation of 4 participants from the Commune of Golfe 1 of Togo on the issue of intercommunality. The delegation was led by the Honourable President of the Commune of Golfe 1 accompanied by his Staff.

3. November 1st, 2021. Based on the instructions from the Secretary General of UCLG Africa, the Academy organized and facilitated the visit to the Headquarters of UCLG Africa of a Delegation of the City of Daejoon of Korea (21 persons); City chosen to host the World Council of UCLG in October 2022.

4. December 14, 2021. Based on the instructions from the Secretary General, the Academy organized and facilitated the visit to the Headquarters of UCLG Africa of a Delegation of 32 students and lecturers from Cadi Ayyad University of Marrakech, Morocco.
On the occasion of the FAMI5_2021, the Academy has released the 5th edition of "The African Local Manager Voice" on the theme of "Digital Transformation at the level of Local Government in the era of the Covid-19 Pandemic and beyond: Benchmark of regional and local experiences". This issue was a special edition in line with the general theme of FAMI5_2021.

Link to this publication: 5th Issue of the African Local Manager Voice
GOAL 12
Support for the creation of National Chapters of the Local Africa HRNet Network

1. Creation of the Ghana National Chapter of Local Africa HRNet

Main Objective:
Organization of the Constitutive General Assembly for the establishment of the National Chapter of the Local Africa HR-Net in Ghana.

Specific Objectives:
- Stock taking on the progress made in the field of HRM at national and local levels: Challenges and perspectives, through presentations and exchanges between peers around practical cases and/or successful experiences;
- Discussing and adopting the statutes and internal regulations of the Local Africa HR-Net Ghana;
- Setting up the National Executive Bureau;
- Making a statement on the creation of the Ghana National Chapter.

Target Audience:
- The Representatives of UCLG Africa;
- Representatives of the Government of Ghana in charge of the Local Civil Service;
- Representatives of the National Association of Local Authorities of Ghana (NALAG);
- Human Resource Managers of Ghana Municipalities;
- Partners and experts.

Date and venue: Tuesday, October 12, 2021

Modalities of participation: In hybrid mode.

Partner:
- UCLG-Africa/ALGA;
- Local Africa HRNet of UCLG Africa;
- Local Government Service of Ghana;
- National Association of Local Authorities of Ghana (NALAG);
- UN-DESA and APS-HRMINet.

Number of beneficiaries:
- 60 participants on the UCLG Africa Zoom platform and in person.

Link to access the activity: https://fb.watch/a3V-4EYYty/
2. Creation of the Mozambique National Chapter of the Local Africa HRNet Network

Within the framework of the FAMI5_2021 program, the Africa Local HRNet held a meeting on: "Capacity Building of Human Resources of Local Governments as a driver for a successful digital transition during the Covid-19 pandemic & creation of the Mozambique National Chapter".

Main Objective:
To mobilize and sensitize the professionals of Human Resources of the Local Governments of Africa, to innovate the practices and methods of management in the context of the pandemic of Covid-19, for a better effectiveness and efficiency.

Specific Objectives:
• Take stock of the activities carried out by the Local Africa HRNet Bureau;
• Exchange on the activities carried out by the HRM of the Local Authorities, during the COVID-19 pandemic period;
• Discuss the challenges and obstacles encountered by the HRM due to the pandemic;
• Discuss best practices in terms of HRM during the COVID-19 pandemic;
• Mobilize HR Managers to support networking;
• Set up the National Section of the Network of Local Africa HRNet in Mozambique.

Target Audience:
• Human Resources Managers of Local and Regional Governments;
• The Local Africa HRNet of UCLG Africa.

Date and venue:
Thursday 9 December 2021, in the framework of FAMI5_2021, at the Cultural and Administrative Complex MOHAMMED VI of Habous, Bab Ighly, Marrakech, Kingdom of Morocco, and on the Zoom platform of UCLG Africa.

Modalities of participation: In Hybrid mode.

Partners:
ALGA of UCLG Africa and Local Africa HRNet Network of UCLG Africa

Number of beneficiaries:
❖ 41 online Participants.
❖ 3 Participants in face-to-face
❖ 69 Views on UCLG Africa Facebook Page.

Link to access the activity: https://fb.watch/a2IY-nC-4J/
Within the framework of the mobilization of UCLG-Africa for the African Support Fund for International Decentralized Cooperation of the General Directorate of Territorial Collectivities of the Ministry of the Interior of Morocco, the Academy supported, in collaboration with the Moroccan Association of Presidents of Prefectoral and Provincial Councils (AMPCPP) and the International Institute of Governance (IIG), nine (9) African Local Governments, in searching, identifying and mobilizing Moroccan partners, the preparation of applications and their submission to the Fund, in accordance with its terms of reference.

<table>
<thead>
<tr>
<th>Partners</th>
<th>Themes</th>
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<tbody>
<tr>
<td>Council of the Province of Figuig and Kayes Region in Mali</td>
<td>Employability of youth</td>
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<tr>
<td>Council of the Prefecture of Mohammedia and Commune Golfe 1 of Togo.</td>
<td>Employability of youth</td>
</tr>
<tr>
<td>Council of the Province of Ouarzazate and Commune of Koito 1 of Togo</td>
<td>Solidarity tourism</td>
</tr>
<tr>
<td>Council of the Prefecture of Skhirate-Temara and Kaduna State of Nigeria.</td>
<td>School Dropouts</td>
</tr>
<tr>
<td>Commune of Lagfifat and the City of Banjul of Gambia</td>
<td>Empowering women and girls through the improvement of the living and working conditions.</td>
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<tr>
<td>Council of the Province of Nador and the City of Bizerte of Tunisia</td>
<td>Digital Transformation</td>
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<tr>
<td>Council of the Prefecture of Agadir and the City of Mahdia of Tunisia</td>
<td>Solidarity tourism</td>
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<tr>
<td>Council of the Province of Tiznit and the City of Lagos in Nigeria</td>
<td>Solidarity tourism</td>
</tr>
<tr>
<td>Commune of Tetouan and Municipal Council of Bonthe in Sierra Leone</td>
<td>Training and support for the elaboration of a local development plan aligned with the SDGs</td>
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GOAL 14
Sharing and dissemination of information, documentation, and communication tools

During the year 2021, on the occasion of each of its activities or participation in international and regional events, ALGA Staff ensures the preparation and dissemination of documentation and communication tools on the various initiatives of the Academy or its Partners: Reports, Flyers, Postcards, Calls for expression of interest, briefcases, etc...

In order to allow Members, Networks and Partners of UCLG-Africa to access information, especially on learning, training and capacity building activities, the Academy ensured:
- The preparation and dissemination of an Online Activity Table (OAT);
- The preparation and dissemination of a second table of MOOCs dedicated to Decentralization, Local Governance and Territorial/Local Development.

These two Tables are also inserted periodically in the ALGA Website, transmitted via e-mail and through WhatsApp Groups.
GOAL 15
Delivery of Certificates to the beneficiaries of the Training and Capacity Building activities

During the year 2021, the Academy delivered Certificates duly signed by the Secretary General of UCLG Africa and by the Partners to the beneficiaries of the Academy activities, namely those of the Training of Trainers, the Training of Facilitators of Participatory Budgeting or the participants in FAMIS5_2021.
GOAL 16
Coordination of the Mobilization Task Force for the preparation of the Africities Summit 9

Within the framework of the Mobilization Taskforce entrusted to ALGA, the Deputy Secretary General, the Special Advisor in charge of Decentralized Cooperation, the Regional Directors, and the Trombino/Africa Verify Cabinet in charge of Data collection on UCLG Africa members, and in accordance with the terms of reference defined by the Secretary General, the Taskforce has undertaken the following:

- Holding, since July 12, 2021, of 6 periodic meetings to discuss the progress of the mobilization process in each region, to identify and discuss the difficulties encountered and to propose measures for improvement;
- Elaboration of the Mobilization Kit, in French and English composed of the following documents: a presentation of UCLG-Africa, a presentation of the Africities Summit, the Concept Note of the Summit, the principles and procedures for the organization of the Regional Caucuses, the call for expression of interest to organize Sessions during the Summit and a technical sheet presenting the International Exhibition of the Summit;
- Collection of information and data on Members and African Local Governments, to feed the UCLG-Africa Trombino entrusted to the Cabinet Trombino-Africa Verify;
- Drafting and transmission of letters on the Summit to all the Members of UCLG-Africa;
- Drafting of the letters concerning the Actors and Operators called to organize sessions, in the process of validation at the level of the Content Task Force;
- Elaboration of the text of the Mailchimp and of a Postcard announcing the Africities 9 Summit, distributed by the Communication Department;
- Response to the questions and requests raised by the Regional Offices of UCLG-Africa or by its Members.
### ALGA of UCLG Africa in features...

<table>
<thead>
<tr>
<th>Topics</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of activities carried out (organized, co-organized or</td>
<td>93</td>
</tr>
<tr>
<td>facilitated)</td>
<td></td>
</tr>
<tr>
<td>2. Number of Days of Human Capital Empowerment</td>
<td>152</td>
</tr>
<tr>
<td>3. Number of Beneficiaries</td>
<td>14,000</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 of the Website of ALGA of UCLG-Africa <a href="http://www.uclgafrica-alga.org">www.uclgafrica-alga.org</a></td>
<td>6,700</td>
</tr>
<tr>
<td>6. Publication of the African Local Manager Voice</td>
<td>1 Special Issue</td>
</tr>
<tr>
<td></td>
<td>11 contributions</td>
</tr>
</tbody>
</table>

All these activities are subject of Reports, in general both in French and English, and are published in:

- The Portal of UCLG-Africa: [www.uclga.org](http://www.uclga.org)
- The Website of ALGA of UCLG Africa: [www.uclgafrica-alga.org](http://www.uclgafrica-alga.org)
- The Intranet (IIMS) of UCLG-Africa.
DON'T HESITATE TO CONTACT US:

- Dr. Najat ZARROUK, Director of Development, Capacity Building, Knowledge Management and ALGA Academy of UCLG-Africa, Rabat, Morocco
  e-mail: nzarrouk@uclga.org et najat_zarrouk@yahoo.fr
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  e-mail: Fchabi@uclga.org /Phone : +212 700991848
- Ms. Philomène Dabire, Support Staff
  e-mail: pdabire@uclga.org /Phone : +226 70 26 67 03 / +226 25 30 25 67
- Mr. Koffi Abalo, Support Staff
  Email: kabalo@uclga.org/ Phone : +212632084972
- Ms. Abir Achour, Engineer, Intern
  e-mail : aachour@uclga.org/ Phone : +212 688429510
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  e-mail : klaissaoui@uclga.org / Phone : +212 643285711
- Ms. Chamsseddine Sidha Walae, Intern
  e-mail : WSidha@uclga.org / Phone : +212 680470415

NB: These contacts may all be reached also by WhatsApp.

Do not hesitate to visit the Portal of UCLG-Africa: www.uclga.org and
The Website of its Academy ALGA: www.uclgafrique-alga.org
APPENDICES
## Appendix 1: Financial Statement of ALGA of UCLG Africa activities for Fiscal Year 2021

<table>
<thead>
<tr>
<th>PARTNERS</th>
<th>ACTIVITIES</th>
<th>EXPENSES</th>
<th>TOTAL COST (in Euros)</th>
<th>CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Carrying out the study on the Accreditation and Quality Assurance Pole in terms of training and capacity building targeting the CTAs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Institute of Governance (IIG)</td>
<td>Realization of the study on the Accreditation and Quality Assurance of Training Institutes and Programs Targeting African Local Governments at the level of ALGA of UCLG-Africa</td>
<td>Cost of the service</td>
<td>30 000</td>
<td>30 000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal</strong></td>
<td></td>
<td>30 000</td>
<td>30 000</td>
</tr>
<tr>
<td></td>
<td><strong>Expansion of the Partners Network</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Institute of Governance (IIG)</td>
<td>Organization of a signing ceremony for the Framework Agreement</td>
<td>Interpretation fees</td>
<td>779</td>
<td>779</td>
</tr>
<tr>
<td>Public Service International (PSI)</td>
<td>Organization of a Panel and signing of experts and launching event of the Memorandum of Understanding</td>
<td>Interpretation fees</td>
<td>1 440</td>
<td>1 440</td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal</strong></td>
<td></td>
<td>2219</td>
<td>1 440</td>
</tr>
<tr>
<td></td>
<td><strong>Preparation of the UCLG Africa e-Academy Platform</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Mounir Zougari</td>
<td>Digitization of the Delegated Management Training Course</td>
<td>• Pedagogical engineering</td>
<td>8 000</td>
<td>8 000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fees</td>
<td>7 812</td>
<td>7 812</td>
</tr>
<tr>
<td>CORTEX Training</td>
<td>Digitization of the Awareness Raising Course on Territorial Coaching within the framework and with the support of the Territorial Coaching Program of UCLG-Africa</td>
<td>• Pedagogical engineering</td>
<td>7 820</td>
<td>7 820</td>
</tr>
<tr>
<td>SYMBIOSE CONSEIL</td>
<td></td>
<td>• Fees</td>
<td>12 030</td>
<td>12 030</td>
</tr>
<tr>
<td>BETAF, Coaching Consulting &amp; Training firm</td>
<td>Organization of an awareness session on the UCLG-Africa e-Learning Platform.</td>
<td>Interpretation fees</td>
<td>1 398</td>
<td>1 398</td>
</tr>
<tr>
<td>Idéo Factory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal</strong></td>
<td></td>
<td>37 059</td>
<td>27 662 Support by the Territorial Coaching Program</td>
</tr>
</tbody>
</table>

Supported by the Territorial Coaching Program
<table>
<thead>
<tr>
<th><strong>Training and Capacity Building Activities</strong></th>
<th><strong>Activities</strong></th>
<th><strong>Costs</strong></th>
</tr>
</thead>
</table>
| **UCLG World** | Organization of an information session on the Questionnaire on Localization of the SDGs and of 2 Training-of-Trainers Seminars in English and French on Module 4 on Localization of the SDGs through Decentralized Cooperation | • Design of the Training Module  
• Translation and interpretation costs | 105 260 1 420 103 840 |
| **World Social Economy Forum (GSEF)** | Organization of a capacity building program on the Social Solidarity Economy (SSE) | • Speakers' fees  
• Mobilization fees  
• Certificate fees | 5 285 285 5 000 (Estimate made by ALGA) |
| **International Centre for the Promotion of Human Rights at the Local and Regional Level, under the auspices of UNESCO and the UNESCO Regional Office for Science in the Arab States for Science in the Arab States - Cairo GRAZ Center** | Organization of a webinar and two Training of Trainers Seminars on Access to Information, Sports and Youth | • Design of the Urban Inclusion Toolkit  
• Mobilization of stakeholders  
• Translation fees | 23 831 3 831 20 000 |
| **METROPOLIS** | Organization of a Webinar Series on Metropolitan Governance in Africa (3 Webinars conducted) | • Design of 3 training modules.  
• Modeling of the modules.  
• Translation of the 3 Modules.  
• Interpretation fees  
• Fees of the Experts/Resource Persons | 16 929 6 129 10 800 |
<table>
<thead>
<tr>
<th>Organization</th>
<th>Event Description</th>
<th>Activities</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSOAL</td>
<td>Organization of a Training Session for Participatory Budget Facilitators</td>
<td>• Pedagogical engineering.</td>
<td>10 342</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mobilization and fees for trainers.</td>
<td>342</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Mobilization of the beneficiaries of the training.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Media coverage</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Logistics</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Design and printing of Certificates</td>
<td>10 000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Estimate made by ALGA)</td>
<td></td>
</tr>
<tr>
<td>ICESCO</td>
<td>Organization of a Hybrid Seminar on Smart and Sustainable Cities</td>
<td>• Pedagogical engineering</td>
<td>12 434</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Interpretation services</td>
<td>2 754</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Logistics (coffee breaks, printing of documents...).</td>
<td>9 680</td>
</tr>
<tr>
<td>The African Centre for the</td>
<td>Organization of 4 webinars on Conflict Management</td>
<td>• Design of the Concept Note.</td>
<td>5 961</td>
</tr>
<tr>
<td>Constructive Resolution of</td>
<td></td>
<td>• Speakers’ fees</td>
<td>74</td>
</tr>
<tr>
<td>Disputes (ACCORD)</td>
<td></td>
<td>• Mobilization of the participants</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Design, printing, and transmission of the Certificates of Participation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Translation and interpretation services</td>
<td>5 887</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Estimate made by ALGA)</td>
<td></td>
</tr>
<tr>
<td>Urbanists Without Borders (USF)</td>
<td>Organization of a Conference</td>
<td>Speakers’ fees</td>
<td>2 000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2 000</td>
</tr>
<tr>
<td>UN-DESA AAPAM APS-HRNet Members</td>
<td>Organization of a Hybrid Conference on the occasion of the celebration of the</td>
<td>• Elaboration of the Concept Note</td>
<td>3 840</td>
</tr>
<tr>
<td>and Networks of UCLG Africa</td>
<td>United Nations Public Service Day (June 23) of 2021.</td>
<td>• Mobilization of Speakers and participants</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Interpretation fees</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Estimate made by ALGA)</td>
<td></td>
</tr>
<tr>
<td>Moroccan Observatory of Public</td>
<td>Organization of the 3rd Conference of the Moroccan Observatory of Public</td>
<td>• Interpretation fees</td>
<td>466</td>
</tr>
<tr>
<td>Administration (OMAP)</td>
<td>Administration (OMAP)</td>
<td></td>
<td>466</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Cities of Banjul-Lagffiat</td>
<td>Organizing an Online Meeting</td>
<td>• Interpretation fees</td>
<td>714</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------</td>
<td>-----------------------</td>
<td>-----</td>
</tr>
</tbody>
</table>
| ASAN of Azerbaijan       | Organization of a study trip to Morocco | • International transportation  
                          • Accommodation and catering.  
                          • Reception expenses (coffee break). | 3 800 | - | 3 812 |
| Golfe 1 Municipality of the Republic of Togo | Organization of a study trip to the Kingdom of Morocco | • International transportation  
                          • Accommodation and catering.  
                          • Reception expenses (coffee breaks, lunches).  
                          • Internal transportation.  
                          Delivery of documents | 5 766 | 166,04 | 5 600 |
| Cadi Ayyad University    | Visit to the Headquarters of UCLG-Africa by the students of the University | • Reception expenses (Coffee break)  
                          • Transportation of students  
                          • Delivery of documents | 338 | 38 | 300 (Estimate made by ALGA) |
| Local Africa HRNet of UCLG Africa | Organization of two meetings of the Local Africa HRNet of UCLG Africa | • Interpretation fees | 627 | 627 | - |

**Subtotal ..........................**  
| 197 591 | 16 845 | 180 746 |

**Organization of the FAMIS_2021**

<table>
<thead>
<tr>
<th>UCLG Africa /Operating Grant from the European Commission</th>
<th>Budget allocated to this activity by UCLG-Africa</th>
<th>30 000</th>
<th>30 000</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting up of the PSs of NALAs and MCD Networks</td>
<td>Grant awarded to FAMIS_2021</td>
<td>19 173</td>
<td>-</td>
<td>19 173</td>
</tr>
<tr>
<td>The DGCT of the Moroccan Ministry of the Interior</td>
<td>Grant awarded to FAMIS_2021</td>
<td>19 173</td>
<td>-</td>
<td>19 173</td>
</tr>
<tr>
<td>ADEME</td>
<td>Subsidy granted to FAMIS_2021 in the framework of the financing agreement between UCLG-Africa and ADEME (Interpretation and participants expenses)</td>
<td>17 121</td>
<td>-</td>
<td>17 121</td>
</tr>
<tr>
<td>AMPCPP</td>
<td>Grant awarded to FAMI5_2021</td>
<td>9 492</td>
<td>-</td>
<td>9 492</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------------------------</td>
<td>-------</td>
<td>---</td>
<td>-------</td>
</tr>
<tr>
<td>ICESCO</td>
<td>Grant awarded to FAMI5_2021</td>
<td>2 639</td>
<td>-</td>
<td>2 639</td>
</tr>
<tr>
<td>METROPOLIS</td>
<td>Support for Interpretation Services for the 3rd Webinar</td>
<td>3 800</td>
<td>-</td>
<td>3 800</td>
</tr>
<tr>
<td>Region of Marrakech-Safi</td>
<td>Catering for one day (2 coffee breaks and lunch).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilitation of field visits.</td>
<td>4 106</td>
<td>-</td>
<td>4 106</td>
</tr>
<tr>
<td>Region of Marrakech-Safi</td>
<td>Provision of the Complex to hold the FAMI5_2021 works.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduction of 50% of the entrance tickets to the Water Museum of Habous.</td>
<td>4 793</td>
<td>-</td>
<td>4 793</td>
</tr>
<tr>
<td>Mohammed VI</td>
<td>Provision of the Complex to hold the FAMI5_2021 works.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative and Cultural Complex of the Ministry of Habous and Islamic Affairs</td>
<td>Reduction of 50% of the entrance tickets to the Water Museum of Habous.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province and Provincial Council of Essaouira</td>
<td>Preparation and organization of the excursion to Essaouira.</td>
<td>799</td>
<td>-</td>
<td>799</td>
</tr>
<tr>
<td></td>
<td>Catering: Welcome cocktail and lunch.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province and Provincial Council of Essaouira</td>
<td>Coverage of registration fees for University Representatives.</td>
<td>3 000</td>
<td>-</td>
<td>3 000</td>
</tr>
<tr>
<td>Cadi Ayyad University, Marrakech</td>
<td>Coverage of registration fees for University Representatives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Territorial Coaching Sessions</td>
<td>Budget supported by the Territorial Coaching Program</td>
<td>15 039</td>
<td>-</td>
<td>15 039</td>
</tr>
<tr>
<td>Registration fees for participants</td>
<td>Registration fees</td>
<td>2 327</td>
<td>-</td>
<td>2 327</td>
</tr>
<tr>
<td>Grants from Partners received and spent and to date in the framework of the FAMI 5_2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>122 288</td>
<td>85 396</td>
<td>82 288</td>
</tr>
</tbody>
</table>
### Printing of documents

<table>
<thead>
<tr>
<th></th>
<th>Printing activity</th>
<th>Printing costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grapho Pub Company</td>
<td></td>
<td>3 081</td>
</tr>
<tr>
<td>Other various expenses</td>
<td></td>
<td>3 081</td>
</tr>
<tr>
<td></td>
<td><strong>Subtotal</strong></td>
<td><strong>3 081</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Various activities</th>
<th>Various expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other suppliers</td>
<td></td>
<td>1 000</td>
</tr>
<tr>
<td>Other suppliers</td>
<td><strong>Subtotal</strong></td>
<td><strong>1 000</strong></td>
</tr>
</tbody>
</table>

**ALGA of UCLG Africa Total Budget and Partners Contributions**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>393 238</td>
</tr>
<tr>
<td></td>
<td></td>
<td>146 498(*)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>292 136 (**)</td>
</tr>
</tbody>
</table>

(*) The amount of 146,498 euros corresponds to the amount in the accounts (expenses and/or payments made to date).
(**) The amount of 292,136 euros corresponds to all the contributions received from the Partners.
## Appendix 2: Activities organized by the Partners in 2021

<table>
<thead>
<tr>
<th>Date</th>
<th>Organizers</th>
<th>Theme</th>
<th>Number of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 09, 2021</td>
<td>GRAZ Center</td>
<td>Human Rights Go Local Online Conference</td>
<td>-</td>
</tr>
<tr>
<td>February 11, 2021</td>
<td>Life Beyond Tourism &amp; Fondazione Romuald del Bianco</td>
<td>Webinar on &quot;Florence in the world, the world in Florence&quot;.</td>
<td>30</td>
</tr>
<tr>
<td>February 12, 2021</td>
<td>Rabat City Council, UCLG Africa and IOM</td>
<td>Webinar on &quot;Towards Shared Governance of Migration&quot;</td>
<td>89</td>
</tr>
<tr>
<td>From 15 to 22 February 2021</td>
<td>UCLG</td>
<td>UCLG Retreat &quot;A Community that Cares&quot;.</td>
<td>-</td>
</tr>
<tr>
<td>February 16, 2021</td>
<td>UNDESA</td>
<td>UNDESA Workshop on “Sound Policymaking for Sustainable Development”</td>
<td>-</td>
</tr>
<tr>
<td>February 17, 2021</td>
<td>ECHOS COMMUNICATION</td>
<td>Exchange and sharing workshop on &quot;the implementation of the new Belgian Common Strategic Framework” (CSF) in Morocco</td>
<td>45</td>
</tr>
<tr>
<td>February 17, 2021</td>
<td>CAMPC</td>
<td>Inaugural conference on &quot;Competitiveness of organizations in times of crisis: how to reinvent and create value?&quot;</td>
<td>-</td>
</tr>
<tr>
<td>February 23, 2021</td>
<td>OIDP</td>
<td>Webinar on &quot;Contributions of participatory budgets to climate change adaptation and mitigation&quot;</td>
<td>58</td>
</tr>
<tr>
<td>February 24, 2021</td>
<td>European Union Commission</td>
<td>EDD 2021 Stakeholders</td>
<td>186</td>
</tr>
<tr>
<td>February 25, 2021</td>
<td>UCLG and PLATFORMA</td>
<td>Launch by PLATFORMA and UCLG Learning Decentralized Cooperation and the Sustainable Development Goals (SDGs)</td>
<td>133</td>
</tr>
<tr>
<td>February 26, 2021</td>
<td>Enda ECOPOP</td>
<td>Webinar for the &quot;Local Leadership Excellence Awards &quot;</td>
<td>90</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 04, 2021</td>
<td>Webinar &quot;Arab Maghreb and Circular Economy&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 11, 2021</td>
<td>Celebration of the 10th anniversary of REFELA &quot;Local Approaches for the Guarantee of Women Rights&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 16, 2021</td>
<td>Webinar: &quot;The creation of a regional platform for the strengthening of municipalities and inter-municipal solidarity in the Maghreb&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 17, 2021</td>
<td>Celebration of the REFELA 10th anniversary at the global level on the theme: &quot;Local Feminist Leadership: Putting Care First&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 22 to 26, 2021</td>
<td>2020-21 Executive Training for Policy Makers on the 2030 Agenda and the Sustainable Development Goals (SDGs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 23, 2021</td>
<td>Low carbon Investments for city councils and SMEs as an opportunity to thrive after the pandemic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 24, 2021</td>
<td>General Assembly of ALGON</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 29, 2021</td>
<td>Webinar on: &quot;Unmuted Voices on Sustainable Urban Development Confirmation&quot;.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 30, 2021</td>
<td>OECD Ministerial Conference on Public Service Delivery -SIGMA</td>
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<tr>
<td>March 31, 2021</td>
<td>Guidance session on the CIB-MEL</td>
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<tr>
<td>April 09 to 12, 2021</td>
<td>Symposium on &quot;Governance of the African Development after the disruptions and setbacks of COVID-19&quot;.</td>
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<tr>
<td>April 13, 2021</td>
<td>Consultation for the Establishment of the IOPD Africa / North Africa Bodies</td>
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<tr>
<td>April 27, 2021</td>
<td>Consultation for the establishment of IOPD Africa, Central Africa</td>
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<tr>
<td>April 27, 2021</td>
<td>Webinar on &quot;Adapting to Climate Change: Building Resilience at the Local and Regional Levels&quot;</td>
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<tr>
<td>April 27, 2021</td>
<td>Online International Seminar on &quot;Women and Local Politics: Citizens' Participation&quot;</td>
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<tr>
<td>April 28, 2021</td>
<td>Awareness-raising and coaching session on the Action Plan preparation process</td>
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<tr>
<td>Date</td>
<td>Organization/Event</td>
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<tr>
<td>May 07, 2021</td>
<td>UNDESA - PSID - The University of Southern California Sol Price School of Public Policy</td>
<td>Webinar on &quot;Bridging the Gap through Cooperative Negotiation: Best Practices for Advancing the 2030 Agenda&quot;</td>
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<tr>
<td>May 23, 2021</td>
<td>African Union of Architects (AAU)</td>
<td>AAU 40th Anniversary Celebration</td>
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<tr>
<td>May 25, 2021</td>
<td>UCLG Africa</td>
<td>Hybrid celebration of UCLG Africa Day</td>
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<tr>
<td>May 25 to 27, 2021</td>
<td>MILE</td>
<td>Webinar on &quot;Knowledge Management in the Age of Covid-19&quot;</td>
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<tr>
<td>May 26, 2021</td>
<td>UCLG Africa and Programs Department</td>
<td>Webinar on &quot;African Cities and Local Governments at the Heart of Post-COVID Economic &amp; Financial Recovery: The Role of TA&quot;</td>
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<tr>
<td>June 14, 2021</td>
<td>UCLG</td>
<td>Webinar on &quot;Towards the Malaga Global Coalition for Municipal Finance Meeting in 2022&quot;</td>
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<tr>
<td>June 15, 2021</td>
<td>PSI</td>
<td>Webinar on &quot;Quality Universal Public Services - What needs to be done?&quot;</td>
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<tr>
<td>June 18, 2021</td>
<td>DGCT</td>
<td>Webinar on the Support Fund for International Decentralized Cooperation</td>
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<tr>
<td>June 23, 2021</td>
<td>UN-DESA</td>
<td>Celebration of the United Nations Public Service Day (June 23)</td>
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<tr>
<td>June 23, 2021</td>
<td>UCLG-CIB</td>
<td>Webinar on the Official Launch of the CIB Publication on Gender Equality</td>
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<tr>
<td>June 24, 2021</td>
<td>UCLG &amp; PLATE-FORMA</td>
<td>Working session on &quot;Africa - Europe Partnership: Connecting young local leaders!&quot;</td>
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<tr>
<td>June 25, 2021</td>
<td>The Hague Academy</td>
<td>Training on Local Governance</td>
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<tr>
<td>June 29, 2021</td>
<td>WeGO</td>
<td>Africa Smart City Network Seminar on &quot;The importance of digital skills to meet urban challenges&quot;</td>
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<td>July 8, 2021</td>
<td>UN-Habitat, ECA &amp; OSAA</td>
<td>Side event on &quot;Scaling up Voluntary Local Reviews in Africa: Responding to COVID-19 and the Needs of the Decade of Action&quot; as part of the UN 2021 High Level Political Forum on Sustainable Development</td>
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<tr>
<td>July 15, 2021</td>
<td>ENSIAS (School for Applied Statistics)</td>
<td>Forum &quot; Smart Cities track &quot; from &quot;IEEE World Forum on ToT&quot;.</td>
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<td>July 16, 2021</td>
<td>UCLG Learning Department</td>
<td>Training on the &quot;MURAL&quot; exercise</td>
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<tr>
<td>From 26 to 30 July 2021</td>
<td>AIEIA/IISA (Intl Association of Schools and Institutes of Administration) &amp; UNISA University</td>
<td>Virtual Conference on “Public Administration in the Fourth Industrial Revolution&quot;</td>
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<tr>
<td>Date</td>
<td>Organization</td>
<td>Event Description</td>
<td>Location</td>
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<td>August 09, 2021</td>
<td>PNFMV</td>
<td>Facilitation of the Session in hybrid mode on: &quot;Developing activities around cultural heritage as a way to build the City's identity and promote a city's brand and Territorial Marketing&quot;</td>
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<tr>
<td>August 30 to 31, 2021</td>
<td>UCLG</td>
<td>Module II Training-of-Trainers Session: &quot;Resilience Learning Module II Global Training of Trainers&quot;</td>
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<td>From Nov. 17 to Nov. 19, 2021</td>
<td>PNFMV</td>
<td>&quot;Territories and Jobs&quot; Professional Days of the PNFMV on the theme of &quot;The Secretary General of a Decentralized Local Government (DLG) : roles, challenges, and prospects of a key profession in local administration in the light of the implementation of the General Code of Decentralized Local Governments (DLGs)&quot;</td>
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