



**In Partnership with the Ministry of the Interior of the Kingdom of Morocco, the Association of the Regions of Morocco, the Moroccan Association of Mayors and the International University of Rabat (IUR)**



**UCLG-Africa and its African Local Governments Academy (ALGA)**



**Organize the First Forum of Territorial Managers and Training Institutes Targeting Local Authorities in Africa**

*on the subject of:*

**"HUMAN RESOURCES AT AFRICAN LOCAL LEVEL:  
THE TIME TO ACT ... IS NOW !!!"**

**Kingdom of Morocco, International University of Rabat,  
September 18-20, 2017**

# *«Together for an Effective Local Africa»*

## **AIDE-MEMOIRE**

### **BACKGROUND**

At the global level, the United Nations General Assembly (UNGA) declared June 23rd as the United Nations Public Service Day through Resolution A/RES/57/227, thus celebrating the value and merit of Public Services for the community, and the participation of the Public Service in the development process, while recognizing the work of public servants and encouraging young people to pursue a career in the Public Sector. The UNGA also recognizes that democracy and successful governance are built on a committed, competent, professional and ethical Public Service. Since the first Awards Ceremony in 2003, the United Nations have received and acknowledged a significant number of initiatives and projects by Institutions and Government officials from around the world. UNGA also invited and encouraged UN Member States to organize

special events on this Day to highlight the contribution of the Civil Service to the development process.

In the same vein, the African Union has adopted two legal instruments concerning both Public Service and Decentralization, namely:

**1) *The African Charter on Values and Principles of Public Service and Administration (Addis Ababa, Ethiopia, on Jan. 31, 2011)*** which aims to:

- promote the principles and values contained in the Charter,
- provide innovative and quality services that meet the needs of all users,
- encourage Member States' efforts to modernize public administration and strengthen capacity to improve public service delivery,
- encourage citizens and users of Public Service to actively and effectively participate in administrative processes,
- promote the moral values inherent in the activities of Public Service agents in order to ensure transparent service delivery,
- improve the working conditions of Public Service agents and ensure the protection of their rights,
- encourage the harmonization of policies and procedures relating to the Public Service and Public Administration between Member States to promote regional and continental integration,
- promote equality between men and women and equality in the Public Service and Public Administration,
- strengthen cooperation between Member States, the Regional Economic Communities and the International Community with a view to improving the Public Service and Public Administration,

- and encourage the exchange of experience and best practices with a view to establishing a database between Member States.

These goals emphasize the crucial role of Public Service in the socio-political and economic development of each country: a great reason for celebrating the Public Service Day, especially at the African Local level.

**2) *The African Charter on Values and Principles of Decentralization, Local Governance and Local Development (Malabo, Equatorial Guinea, June 27, 2014)*** based on the fundamental values of community-based participation and inclusiveness, solidarity, respect for human and peoples' rights, diversity and tolerance, justice, equality and equity, integrity, civic responsibility, citizenship, transparency and accountability, as well as responsiveness, adopts as targets :

1. Promote, protect and stimulate Decentralization, Local Governance and Local Development in Africa;

2. Promote and support Local Governance and Local Democracy as pillars of Decentralization in Africa;
3. Promote resource mobilization and local economic development to eradicate poverty in Africa;
4. Promote a common understanding and vision shared by Member States of the issues of Decentralization, Local Governance and Local Development;
5. Promote the fundamental values and principles of Decentralization, Local Governance and Local Development;
6. Guide the development, implementation, monitoring and evaluation of Decentralization, Local Governance and Local Development policies at the continental, regional, national and sub-national levels;
7. Encourage effective coordination, harmonization and sharing of knowledge relating to Decentralization, Local Governance and Local Development within the Member States, and between the Regional Economic Communities;
8. Promote the association and cooperation between local Governments at the local, national, regional and continental levels;
9. Promote the participation of civil society, the private sector and the population in the decentralization, local governance and local development initiatives.

On the other hand, and based on the mixed results of the Millennium Development Goals (MDGs), since 2015, the geopolitical context of decentralization and territorial communities has been marked, challenged and impacted by the adoption of several new global Agendas, especially :

- Agenda 2030 for the achievement of Sustainable Development Goals (SDGs), New York, September 2015;
- The Paris Agreement on Climate Change, Paris, December 2015;
- The New Urban Agenda, Quito, October 2016;
- The Sendai Framework for Disaster Risk Reduction, Sendai, March 2015;
- The Addis-Ababa Action Agenda on Financing for Development, Addis Ababa, July 2015.

The International Community recognizes that most of these commitments and goals will not be achieved and are not feasible without strong and active involvement of Local Authorities, as it is at the territorial level where populations live, and where the battle for sustainable development, against global warming and for more inclusive, safe, sustainable and resilient cities and settlements will be won or lost, hence the call by the international community to sub-national governments to play a greater role in the implementation of the SDGs, in particular through their “localization”.

These are many challenges and promising projects facing not only institutions (National Governments, Local authorities, Private sector, Civil society components), but especially Local Elected Officials and Territorial Managers both in Africa in everywhere else around the world.

Human resources, long considered as a cost to be borne by Public Administrations in Africa are now seen as a real investment that must be continually improved, driven, and motivated to collectively make it possible to make the most of such investment. There is also a belief that efforts to modernize African national governments can only be successful if those governments have both at the central and local levels a strong Public Administration and Public Service that are designed to meet the new challenges in terms of economic, social and environmental development.

Similarly, within the framework of the political and institutional reforms undertaken to date, at national, central, regional and local levels, African public administrations are now required to provide services to populations and communities that are becoming increasingly demanding and increasingly informed about their rights and obligations. The development of civil liberties and the vibrancy of the political and NGO life are factors that promote and encourage the renewal of Public Administrations, especially at the regional and local levels.

Calls for the establishment of an effective Public Service are increasing, especially in Africa. Economic policies, which are now adopted by most African countries, tend to lead to greater openness and free trade, which means that other modalities need to be drawn up for the intervention of National Governments in economic matters and for the adoption of a more dynamic approach to attracting and supporting business as well as public and private investment. In many fields, the role and mission of Public Administrations have yet to be defined. Public administrations are also confronted with the question of determining their contribution to solving social problems in areas such as employment, health, education, housing and leisure, in the face of a rapid urbanization in Africa.

In all these areas, it is expected from the Public Administration to be innovative, to improve the quality of services provided, to develop and improve the skills of its human resources, and to improve the management of its administrative machinery and procedures to better address the aspirations, expectations, needs and requirements populations and territories.

The conclusions and recommendations made at many international conferences and meetings, including during the various editions of the AFRICITIES Summit, show the growing importance that African national governments attach to the development of a public administration that is modern, viable, less expensive, and managed by a qualified staff. What is expected from the Public Service in Africa is that it should become a dynamic and flexible institution that inspires trust and that is credible in the eyes of its users, and which meets the needs of the people, supports and helps the development of efficient, coherent and inclusive public policies. The actions that are necessary in this area should result from a clear understanding of the challenges faced by African National and Local Governments.

Many studies, experts and public administrators have pointed to what does not work and to what it takes to improve Public Administrations in Africa, including at the local level. The various recommendations include the stabilization or reduction of payroll, the reorganization of government ministries, administrative and territorial decentralization, the strengthening of economic planning instruments, improved expenditure control systems, tax management reforms, management of external debt, training and capacity-building for the staff, and other reforms. However, few studies or reports have analyzed the management of human resources at the level of the African Territorial Authorities in terms of perception, status, recruitment, career management, motivation, training, capacity building, skills development, mobility, and other fields.<sup>1</sup> The management of human resources at the local level emerges as last issue of the reforms relating to modernization of the African Local Public Administration.

Similarly, despite the fact that several initiatives have emerged in Africa over the last decades, aiming to create learning, education, training and capacity-building schemes targeting African local governments, there are only very few studies conducted or opportunities offered to unite efforts, create synergies or promote partnerships.

UCLG-Africa's Strategic Vision and Priorities include Priority 3 on "**Human Capital Development, Capacity Building and Intellectual Exchange**". It is within the framework of the implementation of this Priority and at the request of local elected representatives that UCLG-Africa has set up an African Local Governments Academy (ALGA) as a strategic lever and spearhead of UCLG-Africa for investment in Local Human Capital, and for the promotion of

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<sup>1</sup> See Report published by UCLG-Africa on the Institutional Environment of Local Governments in Africa, in partnership with Cities Alliance, 2nd Edition, 2015; Cities Alliance, Richard Slater, Human Resources Capacity Benchmarking: A Preliminary Toolkit for Planning and Management of Cities in Africa, 12 August 2016.

Professionalization and Performance at the level of the African Territorial Governments and this, by following four Strategic Guidelines:

1. Developing and anchoring a Quality Approach in the Education, Training and Capacity Building System targeting African Local Authorities;
2. Designing and promoting a Training and Capacity Building Offering for developing Local political leadership, the trades and tools of these entities;
3. Building a balanced economic model for ALGA funding;
4. Developing result-oriented Management.

As part of the celebration of the World Public Service Day in 2017, and an opportunity to arise awareness on the African Charter on decentralization in order to motivate, celebrate and boost Local human capital, especially through learning, training, capacity building, ALGA of UCLG-Africa, organizes the first African Forum of Territorial Managers and Training Institutes targeting Local Authorities in Africa.

#### **THEME OF THE CELEBRATION AND OF THE FORUM**

The general theme of these events is : " Human Resources of African Local Authorities: Time to act ... is now !!!! ".

#### **MAIN GOAL**

The event will be an opportunity to highlight the challenges and stakes of modern Human Resources Management at the local level and how Training Institutes can contribute to it.

It will also be an opportunity to convene the ALGA Academic Council to validate its Constitution, its organizational and operational modalities, and its training offering.

#### **SPECIFIC GOALS**

- Informing and sharing views with Local Elected Officials, Territorial Managers and Training Institutes concerning the challenges of the current geopolitical context of Decentralization in Africa, and raising awareness and encouraging reflection on the growing challenges related to the promotion of Good Local Governance;
- Sharing the best practices existing around the world in terms of Human Resources, learning, training, capacity building and networking;

- Initiating the creation of the 1<sup>st</sup> African Network of Training institutions targeting Territorial Governments;
- Sharing the progress made in the operationalization of ALGA;
- Celebrating and motivating African Territorial Managers.

#### **DATE AND VENUE**

The International University of Rabat (IUR), Technopolis of Sale, Kingdom of Morocco.

The Forum will take place from September 18 to September 20, 2017.

#### **ORGANIZATION OF THE EVENT**

The celebration of the International Day for Public Service and the Forum will be organized around the following activities:

- 1- An Official Opening Ceremony;
- 2- Two (2) Plenary Sessions concerning the new geopolitical context of Decentralization in Africa, on the challenges of the 21<sup>st</sup> century in terms of human resources management, the Standards of Excellence and Quality in learning and Training for Public Administration, and the relevance of the networking between professionals;
- 2- Workshops to present and share country case studies highlighting best practices in this areas;
- 3- The presentation and validation of the progress made in ALGA's the operationalization;
  
- 5- The holding of the General Assembly of the Training Institutes targeting the African Territorial Communities.

#### **PARTNERS (TBC)**

- UCLG Africa;
- The Moroccan authorities;
- The Association of Regions of Morocco;
- The Moroccan Association of Presidents of Municipal Councils (AMPCC);
- The International University of Rabat (IUR);
- The European Commission;
- ISESCO (TBC);
- UN-DESA (DPADM) (TBC)
- The Elected Official House of Marrakech
- The International organizations
- The Development Partners.

## **PARTICIPANTS EXPECTED**

- The Members of UCLG-Africa (the National Associations of Local Authorities and Cities) and the Permanent Secretaries of the Associations;
- Representatives of International and Continental Organizations;
- Representatives of African Governments and of the Diplomatic Corps;
- The Networks of Professionals of UCLG-Africa;
- The Networks of Foreign Territorial Professionals;
- The Presidents and Directors of Training Institutes;
- The representatives of the Private Sector, of Civil Society, and of the Media.

## **WORKING LANGUAGES**

The working languages will be English, Arabic and French.

## **EVENT MANAGEMENT**

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