



**UCLG AFRICA**  
United Cities and Local Governments of Africa  
Cités et Gouvernements Locaux Unis d'Afrique  
**CGLU AFRIQUE**



## **First Forum of the Territorial Managers and the Training Institutes targeting Local Governments in Africa**

**Salé, Morocco, 18-20 September 2017**

### **Salé Declaration**

We, the participants in the first Forum of Local Government Managers and Training institutions targeting the Local Level, met from 18 to 20 September 2017 in the City of Salé, Morocco, including Ministers; Presidents and Councillors of Regions, Counties, Provinces, Districts; Mayors and Local Elected Officials; Directors of Training Institutions; Representatives of Professional Networks, Leaders from Civil Society Organizations, and Citizen at large;

- Conscious of the structural change in the settlement patterns of Africa from a majority rural Continent 30 years ago towards a Continent that will become majority of urban dwellers within 30 years;
- Knowing that the urban population of Africa is distributed nearly equally between: 56 metropolitan areas with a population of more than 1 million inhabitants, totaling 174 million people or 37% of the urban population of the Continent; 1,100 intermediary cities from 0.1 to 1 million inhabitants totaling 175 million people or 37% of the urban population of the Continent; and over 10,000 small cities with a population between 10,000 and 100,000 inhabitants totaling 125 million people or 26% of the urban population of the Continent;
- Considering the fact that by the year 2030, in less than 20 years from now, African cities will host 1.2 billion inhabitants, the equivalent of the population of the Continent to date, 3 times the population of the USA, 4 times the population of the European Union;

- Given the political will expressed at the highest level in favor of decentralization through the adoption in June 2014 by the Heads of State and Government of the African Union of the African Charter on Decentralization, Local Governance and Local Development and the creation of the High Council of Local Authority as a Consultative organ of the African Union;
- Taking into account the pivotal role of African Local Governments in managing the challenge of rapid urbanization and sustainable development, ensuring that shelter, basic services, infrastructure and equipment, but also jobs and economic activities are provided to the citizen, and rooting democracy, and the rule of law at the local level;
- Whereas the Local Governments' Elected Officials and officers of Africa are challenged to perform their mandates in an environment characterized by uncertainty in the devolution of powers, financial resources limitations, and low attractiveness of Local Governments careers;
- Concerned by the weakness of Local Government Administration in terms of availability of skilled human resources, in particular, in medium size and small cities, compared to the new responsibilities they should take pertaining to the localization and implementation of the global Agendas adopted by the International Community, namely the 2030 Agenda on Sustainable Development Goals, the Climate Change Agenda, and the New Urban Agenda; and also by the continuing gender imbalance at the detriment of women;
- confirming our attachment to south/south and international cooperation as a way to share experiences and learn from practices of the different Local Governments across Africa and other regions of the world; and to networking and promote team work for benchmarking purposes and comparison of performance in local governance;

- adhering to the sense of urgency and call for action expressed during this Forum in Sale, Morocco, and appreciative of the fact that we have a window of opportunity of only 10 years before the management of Local Governments goes out of control;

**Declare the following:**

1. We reaffirm our commitment to people-centered, human rights and service-oriented Local Governments, equipped with skilled and dedicated local elected officials and officers, working hand in hand with citizens and all stakeholders for the benefit of the citizens;
2. To this end, we call on all African Countries to implement effective decentralization policies, with a real devolution of powers and resources to Local Governments, in compliance with the provisions of the African Charter on Values and Principles of Decentralization, Local Governance and Local Development adopted by the Heads of State and Government of the African Union. In that regard, we urge African countries that have not yet done so to sign and ratify this African Charter;
3. We affirm that no real and effective progress will be realized in the management of African Local Governments if the situation of inequalities affecting women in Local Government is not adjusted, including through the adoption of gender sensitive policies and budgetary processes, affirmative action for gender equality at both the political and administrative levels, empowerment of and support to the Network of Female Mayors and women elected councilors (REFELA);
4. We appreciate the added value of setting up and developing Pan-African networks and national chapters of senior staff of African Local Governments, and encourage the respective senior staff to adhere to the Networks of City Managers (Africa MAGNET), City Chief Financial Officers (Africa FINET), and Chief

Technical Officers (Africa TECHNET). We further request UCLG Africa to consider setting up the network of chief human resource officers (Africa HRNET). These Networks should be considered as the professional and technical arms of the National Associations of Local Governments. Every effort should be made to ensure that these Networks develop relations and conclude partnership agreements with their counterparts in the other regions of the world;

5. We strongly support the launching and development of the African Local Government Academy (ALGA), which we consider as the key Pan-African Center of Excellence for the improvement of Training Institutions dedicated to Local Government capacity building; and for the supply and implementation of innovative approaches and curricula development for modernizing and professionalizing Local Government Administration;
6. We encourage African and other Training Institutions dedicated to Local Governments capacity building to submit their candidacy to become members of ALGA and be part of the ALGA's accreditation and labeling mechanism, in order for them to be recognized as qualified providers of training courses for Local Governments elected officials and officers, and to benefit from ALGA's peer-learning, study tours and support programs;
7. We request UCLG Africa-ALGA to strengthen and develop the Observatory on Human Resources of Local Governments for it to be a repository of good practices in the management of local and subnational administrations, a platform for exchanging experiences on ethical behavior, benchmarking, and performances comparison in the management of local administrations. The Observatory shall publish a Report on the state of human resources of Local Governments in Africa to be released at the Africities Summit, starting with the 8th edition

scheduled in Brazzaville, Congo, on 4 to 8 December 2018. The Observatory should also be used to organize peer-to-peer learning and mentoring programs;

8. We stress the urgent need to tackle the issue of sustainable financing of training and capacity building for the benefit of Local Governments' Elected officials and officers. We urge African National and Local Governments to put in place a regular financing mechanism by devoting at least 1% of the total amount of wages paid to Local Government staff as a contribution to the financing of training and capacity building activities. We further recall that the magnitude of the demand in that regard is in favor of mobilizing additional financial resources from National Governments, Development Partners and the Private Sector companies in the framework of their social responsibility;
9. We mandate UCLG Africa-ALGA to sensitize all interested parties on the need to engage in a strong Local Governments capacity building, peer learning and technical assistance endeavor in Africa for them to be up to the promise to effectively and efficiently contribute to the structural transformation of the Continent and to the implementation of the Sustainable Development Goals, the Climate Change Agenda and the New Urban Agenda;
10. We congratulate the National Government and the Local Governments Associations of the Kingdom of Morocco, as well as the International University of Rabat (IUR) for their welcoming and the competent organization of this first Forum; we further recommend that this Forum is organized on an annual basis here at the IUR under the leadership of UCLG Africa-ALGA.

**Done in Salé, Morocco, 20 September 2017**

**The Participants in the First Forum of the Territorial Managers and the Training Institutes targeting local governments in Africa**

