UCLG-Africa, through its African Local Governments Academy (ALGA) elected to the Board of Management of the International Association of Schools and Institutes of Administration (AISIA) for the term 2019-2022

In the framework of the annual Conference of AISIA in Partnership with ISCTE Instituto Universitario de Lisboa (ISCTE-IUL) in Portugal, Lisbon, from 22 to 26 July 2019

With the Support of the European Commission
As a member of the International Institute of Administrative Sciences (IIAS) and the International Association of Schools and Institutes of Administration (AISIA) since 2017, on the occasion of the organization of the annual Conference of AISIA in Lisbon (Portugal), from 22 to 26 July 2019, and thanks to the support of the Department of Economic and Social Affairs of the United Nations/Directorate of Public Institutions and Digital Governance (DPIDG), UCLG-Africa, through ALGA and the Network of African Local Human Resources Managers (Local Africa HRNet), took part in the work of this Conference where were represented some 70 Countries (230 participants representing States, Governments, Schools and Institutes, Researchers, Lectures, Professionals, International organizations and many other actors and stakeholders interested in the issue of public administration).

The UCLG-Africa delegation was composed of representatives from Central Africa, Côte d'Ivoire, Madagascar, Morocco, Mozambique, Namibia and Senegal.

**Theme of the Conference**

"Missions and Objectives of the Public Administration for the Achievement of the SDGs"

**Election of UCLG-Africa - ALGA to the Board of Management of AISIA for the Term 2019-2022**

A General Assembly met on Tuesday, July 23 2019 for the election of the new Board of management of AISIA.
The Board of Management is composed of 21 members in addition to the former President of AISIA, distributed by Region as following:

<table>
<thead>
<tr>
<th>Regions</th>
<th>Number of Seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>4</td>
</tr>
<tr>
<td>Latin America</td>
<td>3</td>
</tr>
<tr>
<td>North America</td>
<td>2</td>
</tr>
<tr>
<td>Asia</td>
<td>4</td>
</tr>
<tr>
<td>Australia and South Pacific</td>
<td>1</td>
</tr>
<tr>
<td>Europe</td>
<td>5</td>
</tr>
<tr>
<td>Middle East</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21 members</strong></td>
</tr>
</tbody>
</table>

Through a rigorous and transparent election process, ALGA was elected to the Board of Management by 36 votes out of 39 votes for the Africa Region with two South African Universities and Uganda Management Institute (UMI) of Uganda.

On the same day, the Board of Management elected Ms. Dong Qian of the Chinese Academy of Governance as the new President of AISIA by acclamation.
The Panel proposed by ALGA and accepted by AISIA and ISCTE-IUL of Lisbon aimed to highlight the important role played by human resources in the performance of public action and in the achievement of the Sustainable Development Goals (SDGs), as well as the need to invest in human capital through the modernization and professionalization of the HRM function.
The Panel was held on two Sessions on Monday 22 July 2019 from 13:30 to 15:00 and Tuesday 23 July 2019 from 9:00 to 10:30 with 9 Presentations, 76 participants from 30 Countries. The official opening of the Panel was marked by the opening and welcoming speeches of Dr. Najat Zarrouk, Director of ALGA on behalf UCLG-Africa, Dr. John Mary Kauzya, Chief of the Division of Innovation in the Public Service, UNDESA-DPIDG), New York, Dr. Elisabete Reis, Vice Rector of ISCTE-IUL Lisbon and Mrs. Albertina Franscesco Tivane, President of Local Africa HRnet, from Mozambique.
The main topics discussed in this panel focused on:

- Implementing the 2030 Agenda requires a transformational leadership that can lead the economic, social and environmental development and change. The challenge for Africa is how to build and anchor this transformational leadership?
- The position of the HRM is still a transactional function while it needs to be strategic;
- The professionalization of the HR function;
- Lack of an efficient Local Government Staff Statute;
- Inadequate professional qualifications of HR at local level;
- Low provision of education and health services to Civil Servants;

- The need to invest in the Human capital of African Local Authorities as an inevitable way if we want to promote and anchor the professionalism and performance at this level.
The main conclusions and recommendations adopted:

- Transforming leadership is not an easy matter: we need to change mindset and have mental change, to believe in the existing potential and capacities, to have new strategies, approaches and methods, inclusive, participatory and accountable;

According to the presentation of Dr. John Mary Kauzya, from UNDESA, the Agenda 2030 on the ODD is based on principles and values such as: The concept of transformation, the 5 Ps (People, Prosperity, Planet, Partnership, Peace), integration, inclusion, leave no one behind and accountability.
Transformational Leadership can be verified from the following parameters:

<table>
<thead>
<tr>
<th>The speech</th>
<th>The action</th>
<th>The achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>(What do you say or announce?)</td>
<td>(What you are doing concretely? Which action are taking)</td>
<td>(What did you realize and achieve?)</td>
</tr>
<tr>
<td>The Society</td>
<td>The Society</td>
<td>The Society</td>
</tr>
</tbody>
</table>

As for the competencies and skills needed to develop at Public Sector level, we need to focus on administrative skills, integrative skills, operational skills and entrepreneurial skills, which necessarily requires new mentalities and a change of mindset.

- **Repositioning the HR function from a transactional function to a strategic position, considering the human resources manager as a developer of the human potential;**
- Professionalizing HRM, including the legal framework, in particular at the local level is crucial and central;
- Reconsidering the recruitment strategy as a process based on merit and equality;
- The key role of Networking among professionals, training and capacity building, availability of data and statistics on HR, promoting good practices, peer-to-peer exchange;
- The Successful implementation of any Development Agenda requires effective, professional, accountable, ethical and innovative leaders and human resources;
- Setting up standards operating Service delivery especially at the local level;
- Promoting experience sharing and peer-to-peer exchange;
- A good HR Administration approach must be focused on creating, improving and sustaining performance;
- The importance of having a good knowledge of the legal framework and procedures of sanctions in the Public Sector;
- A modern HRM is based on modern tools: data/statistics, dashboards, performance evaluation, HR forecast management, audit, job description, a training strategy, design and implementation of appropriate training/capacity building programs.
As the Chairperson of the AISIA Working Group II on ethics and culture of the Public Sector, the Director of ALGA conducted the work of this Group through the presentation of nine (09) contributions from South Africa, China, South Korea, France, Palestine and Morocco.

The main conclusions and recommendations of the Working Group are as follows:

1. Corruption and unethical behavior are global issues existing at all levels;
2. Informing and raising awareness on the existed legal instruments (UN Convention, African Union Convention on Corruption ...), toward citizen, academia, civil society organizations, youth, and all stakeholders involved in governance;
3. The issue of effectiveness of the legal instruments: adopted but not implemented;
4. The role of the Medias and Social medias to prevent and fight against corruption;
5. The centrality of creating an enabler environment at all levels to prevent and fight corruption;
6. The key role of discipline, the social contract, the values, the culture, the mentalities, from the family to workplace place;
7. Acting by example from the leaders and top managers, and rulers;
8. Taking into account the local cultural dimension and the national context in adopting ethical standards in work places;
9. A good public servant is the one who abiding laws and regulations, who is people and citizen oriented, who serves people sincerely, and who build connections between people instead of separating them; who is a benevolent man who places the human beyond all consideration. A civil servant must mean the goodness of love, sympathy, empathy and consideration for others (Chinese conception of culture and ethics);
10. We need to absorb the good from the traditional culture and transform the part does not conform the present time;
11. Cultural heritage can contribute to the socialization of people.
- **ALGA participation in the Panel organized by UNDESA on "Developing transformational leadership and change attitudes in the Public Sector Institutions for the realization of Agenda 2030 and the ODD"**

During the Panel organized by UNDESA-DIPGD, the Director of ALGA of UCLG-Africa presented the role, the achievements and the projects of the UCLG Africa Academy as a strategic lever of this Organization for the promotion of professionalism and performance at local level in Africa, rican Territorial Communities,
- The closing Ceremony of the Conference

It was highlighted by:

- The speeches of the Organizers;

- The presentation of Certificates of Recognition to the former President of AISIA, the Organizers, the General Rapporteur and the Chairpersons of the Working Groups;

- The announcement of the hosting Country of the annual Conference of AISIA, which is South Africa, from 19 to 25 July 2020 in the City of Limpopo.

Discovering the Heritage and Culture of Portugal

The AISIA International Conference was also an opportunity for participants to discover and explore the culture and heritage of Portugal, especially during the gala Dinner and the excursion.
The delegation mobilized by UCLG Africa/ALGA

- Dr. Najat Zarrouk, Director of ALGA;
- Mr. Salomon Nehemiah, Councilor, Swakopmund Municipal City, Namibia;
- Mrs. Albertina Franscesco Tivane, President of the Network Local Africa RHNet, Mozambique;
- Mrs. Kodono Makanda Marie-Reine, Vice-President of the Network Local Africa RHNet, Central Africa Region, the Centrafrican Republic;
- Mr Samb Badara, Vice-President of the Network Local Africa RHNet, West Africa Region, Senegal;
- Mrs. Boane Irene Tomas and Mr Luísa Massinge Ana, Representatives of the Municipality of Maputo, Mozambique;
- Mrs. Anne Lise Choquet, Director of the Circle of Innovative Public Leaders, France;
- Dr. Ismael Kamate, Officer in charge of the Observatory of African Local Governments Human Resources;
- Mrs. Lova Ramilijaona, Officer in Charge of Training and Academic affairs./.