A year of adaptation and resilience for local Africa
Who we are?

UCLG Africa is the umbrella organisation and the united voice representing subnational and local governments in the African continent.

How to use the report?

This report presents the activities carried out by UCLG Africa in 2021. It starts off with the message of the Secretary General, then gives an overview of the actions performed by UCLG Africa and by the different programmes throughout the past year.

It provides the elements to appreciate what UCLG Africa has done and what needs to be improved, which UCLG Africa’s team would be grateful to receive from readers.

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Our Programs and Events
Our Institutional Partners
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The year 2021 was strongly marked by the Covid-19 health crisis, the impacts of which continue to be felt around the world in terms of populations being quarantined, restriction of movements, and in terms of everyone’s adaptation to this new environment. Due to the pandemic, the 9th edition of the Africities Summit, which should have been held in November 2021 in Kisumu, Kenya, has been postponed to May 2022.

Adapting to the health crisis has resulted from 2020 in the ramping up of the digitization of human activities, both in the business world and in the governance of public affairs. E-government is on the agenda everywhere, while the conditions for its development in terms of infrastructure, financing, and institutional and regulatory frameworks are barely in place in most African countries. To avoid widening the digital divide of local authorities compared to their counterparts in other regions of the world, UCLG Africa has launched the digitalization of its academy which contributes to the digital transformation of its members. The Africa Local Government Academy (ALGA) has embarked on the digitalization of its training courses and the development of an e-learning platform allowing remote access to courses and adaptation to the current environment of travel restrictions while greatly reducing training costs. This option is all the more likely to prosper since Africa is among the regions of the world where the adoption of digital solutions is among the fastest to solve the problems encountered by populations in their economic activities, in everyday life, or in the governance of public affairs.

The area of intervention where a decisive impetus has come from is that of climate. UCLG Africa has successfully gained a foothold in the institutional ecosystem set up at the international level to address issues related to climate change. Through their continental umbrella organization, local and regional authorities in Africa are now present in international bodies dealing with climate action and of the
E-government is on the agenda everywhere, while the conditions for its development are far from being met.

The other concern that caught the attention during the year 2021 is the reorganization of the General Secretariat of UCLG Africa to align the 2021-2030 strategy with the institutional, human, and financial means for its implementation. A great effort has been made to restructure the Secretariat and the Regional Offices of UCLG Africa, an effort that will be continued over the next three years. Among the major innovations, the launch of the technical assistance pillar for the preparation and implementation of projects that was identified as the missing link, and for which an effort to strengthen the capacities of members and their national associations has been identified as crucial. This pillar should reach maturity in 2024 when each Regional Office of UCLG Africa will have been equipped with a unit providing technical assistance to members for setting up projects and seeking their funding.

The year 2021 has truly put UCLG Africa on a new, very demanding trajectory in terms of adapting to a rapidly changing environment. This new trajectory requires us to be very rooted in the reality experienced by the members and to seek with them concrete responses to bring to the populations, in order to improve their conditions and their living environment. This concern requires also greater proximity in the organization of UCLG Africa’s interventions, hence the ramping up of Regional Offices which will gradually be equipped with the capacity to provide local technical assistance to members. The goal of rapidly achieving results, particularly in the implementation of national policies and global agendas, does position local and regional authorities as strategic agents for initiating the dynamics of structural transformation of the continent. This goal also encourages the diversification of the partnerships that local authorities must establish with other relevant actors so that both the ecological transition with a view to sustainable human development and the adoption of reflexes of solidarity within the communities are everyone’s business.

For UCLG Africa, the year 2021 marked a milestone for this mutation with the aim of becoming a definitively mature and useful organization by 2030. This is the whole meaning of the 2021-2030 ten-year strategy adopted by the governing bodies of the organization (GADDEPA 2.0).
Understanding UCLG Africa

Being the African chapter of UCLG, the world organization of local and regional governments, UCLG Africa supports cooperation between cities and territories, defends the interests of local and regional governments, and facilitates the implementation of development programs for cities and territories on the African continent.

UCLG Africa promotes the adoption and implementation of decentralization among the priorities of the political agenda of African States and of the African Union as a whole. UCLG Africa also works to anchor local governments as agents of development, endowed with autonomy in terms of initiative, administration, and management. To this end, UCLG Africa supports the establishment of national associations of local governments and the strengthening of their capacity for dialogue with other actors interested in improving the living conditions and environment of the populations. UCLG Africa strengthens the capacities of leaders and elected officials of local governments and of their administrations in the exercise of their mandate, as well as the exchange of experience, peer learning, and decentralized cooperation between local authorities in Africa and between them and their counterparts in other regions of the world. UCLG Africa is particularly keen on improving the performance of local and regional governments in Africa in the area of planning, the provision of basic public services, and the implementation of the SDGs and of the Climate Agenda, as well as budgetary, financial, and accounting management.

• Building African unity from the territories

The mission statement adopted at the founding congress of UCLG Africa in 2005 sets several goals for the organization:

1. Promote decentralization in Africa and local governments as autonomous spheres of governance, that are distinct and complementary to national governments.

2. Support the establishment of national associations of local governments and support them in supporting their members, and in representing the voice of the latter in dialogue with the central State and other actors.

3. Promote the exchange of experience and best practices between local governments in Africa, and with local governments in other regions of the world, in particular through the Africities Summit.

4. Contribute to the unity of the African continent, thanks to the dynamism of local authorities, and work for the emergence of “Africa of the Peoples” beyond “Africa of Nation States”.

UCLG

51 National Associations of Local Governments

UCLG Africa

2000 Direct Members Regions/Provinces/Cities

365 million citizens
The Presidents of UCLG Africa

Father Smangaliso Mkhathwana
2003 - 2007
Tshwane

Hugues Ngouelondele
2007 - 2009
Brazzaville

Taraya Ole Kores
2009 - 2012
Algak

Khalifa Sall
2012 - 2015
Dakar

Soham El Wardini
2015 à 2018
Dakar

Rose Christiane Ossouka Raponda
December 2018 - February 2019
Libreville

Léandre Nzué
March 2019 - September 2020
Libreville

Eugène Mba
December 2020 - May 2021
Libreville

Christine Ndutume Mba
July 2021 - May 2022
Libreville
Our GADDEPA 2.0 Strategic Plan

Adopted in October 2007, the first version of GADDEPA - "Governance, Advocacy and Decentralized Development Program for Africa" - defined the aspirations and strategy of UCLG Africa from 2008 to 2021. It included key issues that need to be addressed to improve the quality of life and well-being of African citizens, ensuring a balance between socio-economic growth, social equity, and environmental sustainability, while increasing the resilience of the most vulnerable populations.

Based on the results obtained by GADDEPA 1.0, the new strategic plan of UCLG Africa is a continuation, following four main pillars: pursuing decentralization reforms; strengthening the role of national associations in their dialogue with central governments; improving capacity building and position ALGA as a key player in the training landscape; as well as developing programs and linking local and sub-national governments with financial institutions.

The first GADDEPA plan has shown its relevance over the past 15 years. Maintaining the same global orientation makes it possible to build on the lessons learned from the past decades, while responding effectively to the new challenges of African territories.

The 2030 Strategy was designed with the support of PwC, through a series of consultations with UCLG Africa stakeholders (employees, members, networks, regional offices, strategic and financial partners, etc.) in order to meet the needs and expectations of all, and to deal effectively with the main challenges of African cities and territories.

Rigorous process of consultation of the members of UCLG Africa

More than 30 interviews were conducted with members of the General Secretariat, directors of regional offices, and about 10 interviews conducted with national associations of local and subnational governments, as well as mayors, in the 5 regions of Africa.

An online questionnaire was sent to each member - national associations, local authorities and members of UCLG Africa networks - to assess the relevance of the achievements, and to collect the various proposals and areas for improvement to be integrated into the 2030 Strategy. Analyzes were developed during the meetings of the decision-making bodies of UCLG Africa, in particular during the meetings of the General Assembly, the Pan-African Council, and the Executive Committees. Before the definition of the 2030 strategy, a strategic diagnosis was carried out to identify the key success factors of the organization's strategy and the challenges it faces (organization, activities, priority themes, financial balance sheet, governance, communication, ...).

The definition of the 2030 strategy is also based on lessons learned from a benchmark of similar organizations. This analysis focused on various international practices and highlighted areas for improvement to strengthen the positioning and leadership of UCLG Africa, as well as global and continental challenges and priorities to be taken into account.

Learning from the lessons of the past two decades and face the current challenges of African cities and territories.
7 focus areas

GADDEPA 2.0 prioritizes the 7 focus areas identified by UCLG Africa members as the most pressing issues to be addressed in Africa for the fulfillment of their mandates. Each of these 7 focus areas becoming a department within the organizational structure of the UCLG Africa:

- **Economy and local finance**
- **Climate, biodiversity, and food systems**
- **Gender and Youth**
- **Migration**
- **Culture**
- **Access to basic services and localization of the SDGs**
- **Peace and security**

To respond to these priorities, UCLG Africa's interventions under GADDEPA 2.0 as well as under GADDEPA 1.0 are organized around three main pillars: advocacy and mobilization; capacity building and knowledge management; and technical assistance for the design and operationalization of projects and their financing.

This new pillar will make it possible to respond concretely to the needs of the populations in the cities and territories where they live, and to strengthen the presence of UCLG Africa in each of the five regions of the continent. The organization aims to be a one-stop-shop for members seeking support to develop programs and for partners wishing to collaborate and/or do business with sub-national and local governments in Africa.
Brief history

1975
- Creation of the Union of African Cities (UVA) with its headquarters in Dakar (Senegal)

1988
- Transfer of the UVA headquarters from Dakar to Rabat (Morocco)

1996
- Establishment of the Council of African Municipalities and Regions (CCRA), bringing together the three groupings of local governments according to the official language of the countries of origin (English-speaking, French-speaking, and Portuguese-speaking)

1998
- Adoption by the African Union’s Heads of State and Government of the African Charter on the Values and Principles of Decentralisation, Local Governance, and Local Development

2000
- Adoption of the new statutes of UCLG Africa at the Extraordinary General Assembly; the acronym adopted is UCLG Africa instead of UCLGA

2013
- Launch of the African Forum of Regions
- Establishment of the Council of African Municipalities and Regions (CCRA) at the Africities 3 Summit in Yaoundé (Cameroon), later renamed United Cities and Local Governments of Africa (UCLGA)

2014
- Creation of the Council of African Municipalities and Regions (CCRA), bringing together the three groupings of local governments according to the official language of the countries of origin (English-speaking, French-speaking, and Portuguese-speaking)

2015
- Adoption of the Charter of African Local Governments on Migration
- Official launch of the “African Cities without Street Children” Campaign by its Sponsor, Princess Lalla Meryem of Morocco

2016
- First African Forum of Territorial Managers and Training Institutes targeting Local Governments (FAMI)

2017
- Launch of the Climate Task Force
- Establishment of the Resource Centre at the UCLG Africa’s General Secretariat (Knowledge Hub)

2018
- Launch of the Observatory of Local Governments’ Human Resources in Africa
- Adoption of the new statutes of UCLG Africa at the Extraordinary General Assembly; the acronym adopted is UCLG Africa instead of UCLGA

2019
- Establishment of UCLG Africa’s Regional Offices

2020
- Adoption of the new statutes of UCLG Africa at the Extraordinary General Assembly; the acronym adopted is UCLG Africa instead of UCLGA

2021
- Launch of the Territorial Coaching Programme
- Creation of the African Observatory on Local Finance
- Creation of the Africa MAGNET and Africa FINET professional networks

2022
- First Africities Summit in Abidjan (Côte d’Ivoire)
The COVID 19 pandemic has led to a redeployment of assistance endeavours in favour of subnational and local governments on the ground. Living up to its commitments to its members and partners, UCLG Africa has focused its efforts on the digital transition and the engagement of African local governments in climate action.

**OVERVIEW 2021**

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<th>January</th>
<th>February</th>
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<tr>
<td>- World Day of African and Afro-descendant Culture</td>
<td>- REFELA: Ten years is something to celebrate!</td>
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<td>- European Union 2021-2027 programming process: Local and regional governments in Africa hold their national seminars.</td>
<td>- Workshop on &quot;Post-Covid-19 Response and Recovery Interventions for Migrants, City of Rabat&quot;</td>
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<th>March</th>
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<td>- Celebrating 10 years of existence of the Network of Locally Elected Women of Africa (REFELA): encouraging results for the pioneers of egalitarian action</td>
<td>- Webinar on &quot;Capitalization and experience-sharing on Migration during the Covid-19 period in Rabat and Oujda&quot;.</td>
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<tr>
<td>- International Women's Day 2021: speech by the President of REFELA</td>
<td>- Publication of the book “Alioune Badiane, Man of the Future, Tribute to a Giant”, a work that traces the rich heritage bequeathed by Dr. Alioune Badiane in the sector of urban planning and housing in Africa.</td>
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| - Framework Partnership Agreement between UCLG Africa and the University of Lomé | - Webinar on "African Cities and Local Governments at the Heart of Post-Covid-19 Economic And Financial Recovery: The Role of the Africa Territorial Agency (ATA)"

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<tr>
<td>- Celebration of Africa Day: Youth Invited to Actively Build the Africa of Tomorrow</td>
<td>- 25th session of the Executive Committee of UCLG Africa: signing of the headquarters agreement and inauguration of the Regional Office for North Africa</td>
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<tr>
<td>- Webinar on &quot;African Cities and Local Governments at the Heart of Post-Covid-19 Economic And Financial Recovery: The Role of the Africa Territorial Agency (ATA)&quot;</td>
<td>- Regional forum - WAEMU space: Local governments call for their integration into climate finance</td>
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<tr>
<td>- Framework Partnership Agreement between UCLG Africa and the University of Lomé</td>
<td>- Presentation of the “UCLG Africa e-Academy&quot; online training platform.</td>
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<td>- EDD 2021- Lab Debate: &quot;Joining efforts and cooperating around Innovative and Sustainable Cities&quot;</td>
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Expanded consultation workshop on the Local Government Charter for Gender Equality in Africa

Framework Partnership Agreement between UCLG Africa and the International Institute of Governance (IIG)

Partnership between UCLG Africa and 01Talent Africa for the involvement of local governments on the continent in accelerating the digital transformation process

Memorandum of Understanding between UCLG Africa and Public Services International (PSI) to promote quality local public services in Africa and Arab countries

Publication of the book on “Delegated management of public services in Africa: A new approach, Case of the drinking water sector”, published under the aegis of UCLG Africa.

On the occasion of the CoM SSA Day at the Climate Chance Africa Summit 2021, webinar on “The challenges of financing local climate action: what prospects for CoM SSA signatory cities?”

UCLG Africa regional caucus: Central Africa takes its mark for the ninth edition of the Africities Summit in Kisumu, Kenya, from May 17 to May 21, 2022

The First Lady of Côte d’Ivoire, Mrs. Dominique Ouattara, receives in audience the President of REFELA, Mrs. Macoura Coulibaly Dao.

COP 26: UCLG Africa carries the voice of local authorities in Africa and forges key partnerships to address the climate emergency

Memorandum of Understanding between the Global Center for Adaptation and UCLG Africa to strengthen local adaptation in Africa

Memorandum of Understanding between UCLG Africa and the Saqqara Training Center (Egypt)

Memorandum of Understanding between UCLG Africa and Libra Capital for the industrial and economic program of African cities and communities through crowdfunding

Executive Committee and Pan-African Council of UCLG Africa: preparation of the elective General Assembly of UCLG Africa; climate challenges at the heart of discussions

5th edition of the African Forum of Territorial Managers and Training Institutes targeting Territorial Governments (FAMI-5)

International Migrants Day 2021: Message from the Secretary General of UCLG Africa
Prioritizing Climate Action

The year 2021 marked a decisive turning point in the recognition of the role of local authorities in the implementation of measures to adapt to climate change and in increasing climate ambition. Significant progress has been made in the three strategic areas of the Paris Agreement: mitigation, adaptation, and means (financing, capacity building, innovation).

Faced with the growing impacts of climate change on territories and the urgency of supporting low-carbon development models, it is necessary for local and regional governments to become more involved in the implementation of climate action in Africa. This involvement presupposes the establishment of a favorable institutional environment, the strengthening of planning and programming capacities for climate action at the territorial level, the access of local authorities to climate finance, and the establishment of appropriate tools for measuring, reporting and verifying the impact of territorial action on the Climate Agenda at the national and international level. This involvement should also foster the exchange of experience and best practices between local and regional governments within the same country, across the African continent and at the global level with the aim of creating a vast movement of territorialization of determined contributions at the national level in application of the Paris Agreement signed in 2015 by the States Parties to the United Nations Framework Convention on Climate Change.

Institutional anchoring of UCLG Africa in the climate ecosystem

Thanks to the sustained advocacy efforts carried out with the various actors of the Climate Agenda, through UCLG Africa, local and regional governments in Africa now have a channel enabling them to establish ongoing relations with the various governance bodies of the international ecosystem of the Climate Agenda.

Strengthening Partnerships

During the year 2021, UCLG Africa has developed partnerships to anchor local and regional authorities in Africa in the climate action, following on the 3 pillars of the Paris Agreement.

Adaptation and resilience

- Partnership with the Global Centre On Adaptation (GCA), signed at COP 26 to speed up the involvement of local authorities in Africa in the implementation of actions of adaptation to climate change and resilience.

- Agreement in principle with Egypt, host country of the technical support unit of the African Adaptation Initiative (AAI), to house this unit in Cairo in the premises of the UCLG Africa Regional Office for North Africa (NARO).

Mitigation

- Partnership under negotiation with the International Renewable Energy Agency (IRENA) to support energy efficiency actions and the adoption of renewable energies within African local governments.

Financing

- Strategic partnership established with the Green Climate Fund, which granted UCLG Africa the status of: Delivery Partner for the implementation of project preparation programs for the benefit of local authorities (pilot project for the territorialization of NDCs in the Souss-Massa Region in Morocco; programme of preparation for projects eligible for the GCF for the benefit of local authorities in the WAEMU space); and the status of Implementing Partner for the implementation of projects led by entities accredited by the Green Climate Fund targeting local governments.

The Climate, Biodiversity, and Food Systems

Department has been tasked with preparing local authorities in Africa to face the challenges of climate change, in particular the loss of biodiversity, and the risks they pose to food systems. The watchword is to integrate these issues into the implementation of the United Nations' 2030 Agenda and the African Union's Agenda 2063.
In order to operationalize the partnerships that have been entered into, UCLG Africa has mobilized 1.2 million Euros from the Bill & Melinda Gates Foundation to support local authorities in Africa and finance actions for resilience and adaptation to climate change.
Strengthening decentralized cooperation in the field of climate action

The government of the Kingdom of Morocco has set up an African Support Fund for International Decentralized Cooperation (FACDI) to encourage cooperation between Moroccan local government and local governments of other African countries, within the framework of the promotion of international decentralized South-South and triangular Cooperation. Thus, UCLG Africa has supported the establishment of partnerships between Moroccan local governments and their counterparts in other countries of Africa around adaptation to climate change, building resilience, energy efficiency actions, and the use of renewable energies. It is around this issue that the partnership between the cities of Jinja (Uganda) and Essaouira (Morocco) is implemented with the technical support of UCLG Africa and the financial support of FACDI.

Alignment of internal practices and procedures of UCLG Africa

In consistency with the requirements of financial partners, in particular the GCF, UCLG Africa has revised its procedures manual to bring it into line with the two major projects which are the linkage to the Green Climate Fund and the Adaptation Fund.

UCLG Africa at COP26 (Glasgow, October 31 - November 12, 2021)

Led by the President, Mrs. Christine Mba N´Dutume, Mayor of Libreville, the UCLG Africa delegation participated in several panels on strategic climate issues for local authorities in Africa, such as multi-level governance and the territorialization of NDCs, the accelerating adaptation to climate change and of resilience, access to climate finance, capacity building, or even the establishment of systems for measuring, reporting and verifying the performance of climate action (MRV) which are adapted at the level of the territories. The delegates also held several bilateral meetings with the country delegations, to invite them to participate in the Africities Summit in Kisumu and take advantage of the Climate Day to launch various programs, in particular the Regional Readiness Programs for Central Africa and for East Africa, as well as the "Green City" prize whose political sponsorship will be carried by Gabon.

Strengthening cooperation was at the center of the concerns of the UCLG Africa delegation, which continued its negotiations with the key partners of climate finance and of local climate action, in particular with FACDI to create a line dedicated to strengthening cooperation between African local authorities in the field of climate. UCLG Africa and its partners have agreed to work to strengthen the structured dialogue between the central level and the local level.

COP26 was an opportunity to record the inclusion of local Africa in the COP27 program in Egypt as well as the organization of the Forum of Local Authorities on the acceleration of resilience and the mobilization of climate finance, led by UCLG Africa.

UCLG Africa supports partnerships between African local governments through the FACDI.
UCLG Africa has developed a guide for the preparation of Voluntary Local Reviews (VLRs) and for reporting on the implementation of the Sustainable Development Goals and of Agenda 2063 within the local governments in Africa, in collaboration between the Economic Commission for Africa (UNECA) and UN-Habitat. VLRs are expected to contribute to the development of Voluntary National Reviews (VNRs) to be presented by UN Member States to the High-Level Political Forum of the UN Economic and Social Council. In partnership with UCLG, RVLs were conducted in 2021 in Cabo Verde, Tunisia, and Zimbabwe. The process has been launched in Côte d’Ivoire, Botswana, and Cameroon.

- **Advocacy and mobilization with the United Nations**
- **Status of UCLG Africa within UNFCCC bodies**

- Observer status with the United Nations Framework Convention on Climate Change (UNFCCC)
- Member of United Nations Climate Technology Center and Network (CTCN)
- Coordinator of the Covenant of Mayors for Climate and Energy in Sub-Saharan Africa (CoM SSA) and regional focal point for Africa of the Global Covenant of Mayors for Climate and Energy (GCoM)
- Member of the Paris Committee on Capacity-building (PCCB)

Source: First continental report on the status of implementation of Agenda 2063, published by the African Union and AUDA-NEPAD in February 2020

United Nations Agenda 2063 on Sustainable Development Goals
As a champion of COP 27 What is your vision for further advancing and strengthening climate action under the Marrakech partnership?

In my capacity as High Level Climate Action Champion on behalf of the incoming Egyptian Presidency of COP 27, I seek to build on and push forward the intensive level of dialogue and practical interaction with all actors be it city and regional governments, the business community, investors, think tanks, academia, etc., in particular from developing countries to ensure their full participation and mobilization through a reach out strategy. I am keen to connect the climate action of city and regional governments as well as non-state actors with national governments and their climate goals and to strengthen collaboration between them with a view of accelerating near-term action and highlighting transformational solutions. I totally believe in the important role of subnational and local and governments as well as non-party stakeholders in contributing towards progress in achieving the objective of, and the goals of the Paris Agreement, in particular by supporting Parties in reducing emissions and adapting to the impacts of climate change.

How we can move from engagement to implementation in COP 27

Having spoken recently with incoming COP27 President Minister of Foreign Affairs Sameh Shoukry, I can assure you that Egypt strongly believes that now is the time for implementation. With the Paris Agreement work program mostly completed, it is incumbent on us all to move immediately to its full and effective implementation. I will exert every possible effort to facilitate through strengthened high-level engagement in the period of my mandate the successful execution of existing efforts and the scaling-up and introduction of new or strengthened voluntary efforts, initiatives and coalitions. There is a recognized need to mobilize action to the urgent adaptation needs of developing
countries and to enable them to deliver on their NDCs... be it through predictable climate finance, access to and transfer of technology, just transition or capacity building. Mobilization of capital to developing countries across the themes of mitigation, adaptation, considering loss and damage and response measures, and in light of equity and the best available science is a priority. I will be keen to drive alignment and synergy among mobilizations by clarifying the overall green finance architecture needs and landscape, supporting private sector engagement in country platforms and catalytic initiatives, and establishing regional networks in Africa and Asia.

How can we further strengthen the position of subnational and local governments in the action agenda?

As the UN Special Envoy on Financing 2030 Agenda for Sustainable Development and as an economist, I totally believe in the absolutely indispensable need for a holistic approach when addressing sustainable development issues foremost among them the challenge of climate change.... This requires the mobilization of collaborative efforts and clear vision of leaders in all sectors of the economy. I will be keen to drive convergence across different partners and coalition programs to accelerate momentum to that effect.

The latest IPCC reports are unequivocal: our emissions trajectories are constantly increasing and, without sudden and immediate change, the consequences will be irreversible and devastating. The COP26, organized in Glasgow in November 2021, has taken up this urgency and the Glasgow Pact invites States and all stakeholders to increase their ambition. It also calls for strengthening multi-stakeholder and multi-level cooperation, particularly the role of cities and territories. Everyone agrees on the essential role that cities and territories play in the achievement of the Paris Agreement through the commitment of local and regional authorities in the two important initiatives “Race to zero and Race to Resilience”. At the level of Africa, subnational and local governments are multiplying efforts to provide to the growth of climate change impacts, and in this context I would like to welcome the efforts that are undertaken through UCLG Africa by the mobilization that will be made through the organization of a Climate Day during the 9th edition of the Africities Summit to be held in Kisumu, Kenya, on 17 – 21 May 2022.

However, despite these commitments, it is clear that the political agenda of the negotiations and the associated means of implementation remain largely inaccessible or very difficult to mobilize for subnational local governments. Hence our call for a constant effort to help cities and territories being among the main players in climate mitigation and adaptation to have better and easier access to climate finance.
Digital transformation at the heart of UCLG Africa’s commitment

**Drawing lessons from the Covid-19 pandemic, UCLG Africa places information and communication technologies as a cross-cutting axis of its strategic plan, GADEPPA 2.0 2021-2030. Several projects are open to lead the digital transformation of the organization, its governance and its service offering in terms of training, capacity building, and skills development. The goal is to become a “Smart” pan-African international organization.**

**Specific goals**

- Investing in Information and Communication Technologies (ICTs) as a lever for change and transformation
- Gain visibility, influence, performance, and proximity
- Reduce training and capacity building costs
- Design and roll out a training and capacity building offering adapted to the specific context of UCLG Africa members and networks
- Reach a greater number of beneficiaries, whether national and regional associations of local governments, local elected representatives, or officials and agents of these entities.

**E-learning, digital transformation at the service of training and capacity building**

In 2021, UCLG Africa launched several online training programs, with renowned online institutions and platforms.

The e-learning training platform [www.uclga-e-academy.com](http://www.uclga-e-academy.com), launched in November 2020 by the African Local Government Academy of UCLG Africa (ALGA), makes it possible to reduce training costs and achieve a greater large number of beneficiaries, made up of elected officials and staff of national and regional associations of local governments. Three training courses - on Participatory Budgeting, Territorial Coaching, and Service Management - have been digitized. Thirty focal points were trained and coached on digital acculturation and administration of the e-learning platform.

Through Ideo Factory, UCLG Africa offers a package of language courses and online training on Soft Skills to build the capacity of its staff.

From the start of the Covid-19 pandemic, UCLG Africa has provided training and coaching to its members, Networks and UCLG Africa staff in the use of online platforms, such as Zoom and Microsoft Teams.

A partnership agreement has been signed with the 01Talent company for coding training for 500,000 young Africans in different part of the continent, including Cabo Verde, Kenya, and Morocco.

In collaboration with the Institute of Electrical and Electronic Engineers (IEEE, United States), UCLG Africa has developed, adapted, and disseminated a questionnaire on Smart Cities, aimed at taking stock of African Cities engaged in digital transformation, and more particularly in the use of standards of excellence.

UCLG Africa contributed to the “DEeP-GOV – Digital Education Partnership for Effective and Sustainable Governance in the MENA Region and Switzerland” project, in partnership with the Università della Svizzera Italiana de Lausanne and the Faculty of Law of the Mohammed V University of Rabat, Morocco.

"As part of the support to local authorities for the mobilization of local financial resources, UCLG Africa is developing a program to digitize the payment of taxes and the establishment of a one-stop shop for fiscal and parafiscal resources."
**Online Courses**

On the COURSERA platform, UCLG Africa offers two MOOCs (Massive open online course) on climate and urban infrastructure financing.

As part of the Partnership with AFD and the French agency ADEME de France, UCLG Africa contributed to the development and launch of the MOOC in French on “Innovative Sustainable Cities in Africa”; The MOOC project on “Urban Development and African Cities for Professionals”, in partnership with the Research and Technological Exchange Group (GRET-Senegal) is currently being designed and rolled out.

More than 100 virtual or hybrid meetings

During 2021, UCLG Africa organized around a hundred virtual or hybrid activities.

UCLG Africa organized in Marrakech, Morocco, from December 05 to 11, 2021, the 5th edition of the African Forum of Territorial Managers and Training Institutes targeting Local and Regional Governments (FAMI5_2021), in hybrid mode. The theme chosen for this Forum is: "The Digital and Smart Transformation of Local Africa: The Time to Act is Now!!!".

The FAMI5 allowed the sharing of more than 80 experiences and best practices.
It focused on the various initiatives leading to digital and smart transformation at the local and regional level in Africa. The discussions focused on the dynamics of digital and smart transformation at the level of African local governments in times of the Covid-19 pandemic and beyond, with a focus on the commitments made, the progress made, the innovations relating to governance and development at the local and territorial level, the challenges, the obstacles, and the most relevant ways to overcome these.

https://www.coursera.org/learn/climate-change-africa
https://www.coursera.org/learn/financing-infrastructure-in-african-cities
• **FAMI5_2021 recommendations**

- Define a roadmap for the implementation of the digital transformation strategies of local authorities in Africa taking into account their specific context, their infrastructures, their means, their vision, and their priorities.
- Identify, master, and adapt standards of excellence/indicators/standards in terms of digital technologies and adapt them to the context of local Africa;
- Identify all the actors and collaborate with those who have the expertise, knowledge, and methodology;
- Develop digital strategies with local action plans with budgets and timelines;
- Carry out pilot experiments in the conduct of digital transformation strategies in voluntary cities and local governments;
- Set up awareness, training, and capacity building programs for local elected officials and territorial managers of cities and territories of Africa;
- Ask the Secretariat of UCLG Africa to work on the development of an action program to support the digital transformation of cities and local governments of Africa to be submitted for approval to the governing bodies of UCLG Africa during the 9th edition of the Africities Summit in Kisumu from May 17 to May 21, 2022;
- Set up an African Network of Smart Cities and Territories (African Smart Cities) bringing together the cities and territories of Africa engaged in digital transformation.

• **The performance of the FAMI5-2021**

Virtually through Zoom Platform: 1481 attendees

- 642 participants in person
- 21 non African countries
- UCLG Africa Facebook page on live streaming: 3 542 visitors
- 46 African countries
5th African Forum of Territorial Managers and Training Institutes targeting the Local Government

under the Theme:

« Local Africa goes Digital & Smart: Time to Act is Now !!! »

Marrakech-Safi Region, Kingdom of Morocco
Marrakech, Complexe Administratif et Culturel MOHAMMED VI DES HABOUS, BAB IGHLY

From December 06 to December 11, 2021

« Together for an Effective Local Africa »
Covid-19: Lessons from the pandemic

During 2021, we are still in the midst of the Covid-19 pandemic, and we are also experiencing the impacts of the climate and ecological crisis. This triple crisis - health, climate, and ecological - is changing in a lasting way the environment in which UCLG Africa operates now.

Hit hard by the health crisis which has severely impacted the revenues and living conditions of the populations, the cities and territories of Africa have multiplied initiatives to fight the spread of the virus and the collapse of local economies. As soon as they were able to have adequate resources and responsibilities, local and regional Governments were able to play a strategic role in the implementation of rapid and effective responses.

Three important lessons have been learned by local governments in Africa faced with the Covid-19 pandemic:

First lesson: Africa must urgently improve its self-sustainance to cover the essential needs of its population, particularly in terms of food and health, and particularly within the local authorities which are the living environments of the populations;

Second lesson: we cannot overcome a health crisis of this magnitude or any other major crisis as long as the weakest peoples in society are not protected. Collective security therefore dictates including solidarity among all and with the weakest, as well as concerted action with the central government, among the means of action enabling crises to be effectively tackled.

Third lesson: the Covid-19 pandemic indeed puts on the agenda the fundamental issue of the resilience of African cities and territories in the face of external shocks. In fact, it invites us to rethink the contribution of local authorities to the economic development and structural transformation of the African continent.

On the basis of these lessons, many decision-makers and experts express the need to strengthen the dynamics of development at the level of regions and territories, to limit the vulnerability of national economies to the risks of excessive dependence on flow of the globalized economy. To this end, African States are called upon to deepen the decentralization process, to intensify their efforts to mobilize resources and relaunch investments at the territorial level, and to anchor the achievement of national policies and sustainable development objectives in the different concrete implementation contexts.

In this regard, local governments must fully play their role: first, show their ability to improve the attractiveness of territories and availability of skilled workforce; then identify and structure projects that can attract funding, stimulate private investment and corporate engagement in the process of inclusive growth and sustainable human development.

The primary calling of UCLG Africa is precisely to give a voice to local Africa, to bring together local authorities in the exercise of their mandates, as well as to support them in the search for funding and in the strengthening of their technical and organizational capacities.

The impact of the Covid-19 pandemic has thus prompted most national and territorial governments to embark on the digital transformation of their governance tools and to adapt their mode of organization to the new digital environment in full development. This new environment needs new talents, particularly in the field of computer coding, the number of which is estimated in Africa at around 500,000 persons per year over the next 10 years, while the traditional training system produces barely 100,000 persons per year.

This is why UCLG Africa has entered into negotiations with the 01Talent company, to speed up the training of talents in computer coding following an original method targeting young
people having a potential in the field of digital intelligence and selected only on this basis, in all social segments of society, without any prerequisite requirements in terms of school or university training. The creation of Zone 01 in the voluntary communities is one of UCLG Africa’s contributions to the digital transformation of the governance of cities and territories in Africa, the acceleration of which is due to the impact of the Covid-19 pandemic on the transformation of our ways of living and acting.

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**Investment in local governments**

*A research note has been produced on the impact of Covid-19 on the financial resources and investment expenditure of local authorities.*

The attempt to estimate the impact of COVID-19 on the financial resources and capital expenditure of African local governments is done according to a double precaution. First of all, the impact is assessed with regard to the three sources of income: resources collected from the informal sector; the resources collected from the modern sector, and finally the financial transfers from the Central Government to the local governments. Then, two simulations are made concerning the total operating income on the one hand and about the investment expenditure on the other hand. The first simulation is an extension of the current situation; it fixes the level of economic activity in general at a third of the usual annual activity. The second simulation is more optimistic; it takes as an assumption a rapid end of the quarantine measures, and only 4 months of inactivity in the year. This implies 8 months of activity of the informal sector, and half of the year for the activity of the modern sector. As for the financial transfers received from the central Government, this simulation does not consider any drop in the level of financial transfers which are renewed as such.

On average, for all African local authorities, we expect a drop in financial resources of the order of 30% to 65%. These figures suggest that if current trends continue, it is to be feared that local authorities will lose two-thirds of their resources, thus jeopardizing the provision of local public services to the populations. In the best of cases, one will have to expect a drop in local finances equivalent to one third of local budgets, which is a real concern. However, this African average hide strong regional disparities. In terms of the investment expenditure of African local and regional governments, the drop is of about 63% if the current situation continues and of 26% for an optimistic scenario. It is therefore a real collapse of investment in African local and regional governments that is to be feared.
Main events in preparation

9th World Water Forum
Dakar-Diamnadio, Senegal
March 21-26, 2022

9th Africities Summit
Elective General Assembly of UCLG Africa
Kisumu, Kenya
May 17-21, 2022

Celebration of Rabat, African Capital of Culture
May 25, 2022 – May 25, 2023

11th World Urban Forum
Katowice, Poland
June 26-30, 2022

United Nations High-Level Meeting for the New Urban Agenda
New York, United States
April 27-30, 2022

9ème Congrès Mondial de CGLU
Deajeon, Corée du Sud
10-14 octobre 2022

COP27
Sharm-El-Sheikh, Egypte
7-18 novembre 2022
Organized every three years since 1998, the Africities Summit brings together between 5,000 and 8,000 participants representing actors interested in decentralization policies in Africa: Heads of State, Ministers, Leaders and Elected representatives of local authorities, national and territorial administrations, public and private companies, civil society organizations, researchers and academics, media, international institutions, and development partners.

The Africities Summit aims to improve coordination between the national Governments, the local and regional governments, and their partners, with two priority goals: to define relevant shared strategies for improving the living conditions of populations at the territorial level; and contribute to peace, integration, and unity in Africa by taking the territories as starting points.

For the first time, the event will be held in an intermediary city on the theme of “The role of intermediary cities of Africa in the implementation of the United Nations’ 2030 Agenda and the Agenda 2063 of the African Union”. This is a strong signal of the attention that must be paid to intermediary cities, taking into account the fact that they are home to almost one third of the continent’s urban population, with overall higher growth rates than those of large and small cities.

On the sidelines of the Summit, the Africities Exhibition is held, an international exhibition for cities and local authorities in Africa. Nearly 100 exhibitors present their experience, their know-how, as well as their products and tools in the service of the sustainable development of cities and territories. The Africities Exhibition hosts a Project Exchange which generates some 150 business meetings.

During the year 2021, UCLG Africa validated with the Kenyan co-organizers the concept note of Africities and continued the development of the detailed program of the Summit.

General architecture of the Summit

**May 17, 2022**
- Official opening
- Opening of the Exhibition
- Thematic Sessions
  - Climate Day
  - Diaspora Day
  - Open sessions

**May 18, 2022**
- Sessions on Local Policies and Strategies
  - Africities Investment Forum
  - Culture Day
  - Recode our world Day
  - General Assembly REFELA
  - General Assembly YELO
  - Open Sessions

**May 19, 2022**
- Women’s Day
- Youth Day
- Urban Development Day
- General Assembly: MAGNET / FINET
  TECHNET / HR-NET /PS-NET
- UCLG Africa Elective General Assembly
  - Open Sessions

**May 20, 2022**
- Official Opening of the Political Meetings
  - Meeting of Ministers
- Meeting of Mayors and Leaders of Local Authorities
- Meeting of Regional Economic Communities
  - Meeting of Development Partners
  - Open Sessions

**May 21, 2022**
- Tripartite Dialogue Meeting between Ministers, Mayors and Leaders of local authorities and Development Partners
- Presentation and Adoption of the 9th Africities Summit Declarations and Roadmap / Ministers Declaration / Mayors and Subnational leaders Declaration / Development Partners Declaration / Africities 9 overall Declaration
- Official Closing Ceremony
- Official Gala Dinner
The forum is devoted to a better understanding of the constraints and opportunities of investment.

As part of the preparation of Africities, UCLG Africa supports the implementation of the economic development approach of Kisumu County, based on the Ecoloc method, in partnership with the Kenya Institute of Public Policy and Research Analysis (KIPPRA). This method makes it possible to measure the wealth produced within each local or regional Government and to identify the levers on which it is necessary to act to promote the economic development of territories. The study carried out in Kisumu will produce a social accounting matrix of the economy of Kisumu, as well as the local economic accounts of Kisumu (Gross Domestic Product, Income, Stock of public and private capital, jobs and productivity, spatialization of the Gross Operating Surplus of businesses, and other items).

Socio-economic surveys have been conducted for several months, particularly on households, the informal sector, and businesses. An in-depth survey was carried out concerning daily migrations. It is a question of understanding the economic importance of the daily arrival of thousands of people in Kisumu from neighboring counties, which means that the city of Kisumu easily goes from 400,000 inhabitants at night to 800,000 inhabitants during the day.

An open session of the Africities Summit will be dedicated to the presentation of Kisumu's local economic accounts and to an initial assessment of the implications for the local economic development strategy rolled out by the Governor.

Kisumu adopts the Ecoloc approach

Highlight of the 9th Africities Summit, the first edition of the Africities Trade and Investment Forum (ATIF)

For the first time, a permanent platform for connecting local authorities in Africa and investors interested in local Africa will be set up to explore the business opportunities available in African territories and discuss the investment strategies that are best suited to the demographic, economic, and financial contexts and to Africa's potential, which may lead to the signing of partnership contracts with a view to making investments within local and regional governments in Africa. This matchmaking fills a gap since cities and territories are the second largest public investor after the national Government, which is not always well known to investors. ATIF also aims to bring out innovative solutions in terms of setting up projects and institutional mechanisms or financing in response to the investment needs of cities and territories in Africa, including intermediary cities.

The Africities Trade and Investment Forum (ATIF) will bring together leaders of African cities and territories, public, and private sector investors, as well as service providers who help turn project ideas into bankable projects that can to attract the attention of investors. On the occasion of ATIF, a dialogue between project promoters at the level of cities and territories, and public or private investors (including those from the diaspora), as well as intermediation service providers will make it possible to better know the investment opportunities and constraints within cities and territories in Africa, the final goal being to improve the living conditions and environment of local populations and to establish the conditions for sustainable economic development and decent employment, particularly for women and young people.

Under the High Patronage of His Excellency Uhuru Kenyatta, President of the Republic of Kenya
Rabat, African Capital of Culture

The African Capitals of Culture program launched by UCLG Africa aims to include culture as the fourth pillar of the sustainable development of local governments in Africa. The goals of this program are to promote the adoption of cultural and artistic policies at the level of cities and territories; to structure and support artists, professionals, and creative and cultural businesses, and to show the potential for jobs for African youth.

Designated as the first African Capital of Culture, the city of Rabat will in 2022-2023 host a series of artistic and cultural events, transformative or occasional events, and projects bearing a label. The choice of Rabat demonstrates the recognition of the efforts made by this city and by the Kingdom of Morocco to promote culture as a vector of tradition and modernity, authenticity, and openness to the universe.

The proposed program will have the city of Rabat showcase African culture and contribute to its influence so that Africa regains its place in the cultural heritage of mankind.
UCLG Africa, Actor of Culture

Organizer of the African Capitals of Culture, UCLG Africa is recognized as an important player in culture in Africa and has included a Culture Day in the program of the Africities 9 Summit.

Capitalizing on the strength of its partnerships in Africa and on the international scene, in particular with the Luanda Biennial Festival, Africa in Colors, MOCA, or Culture and Development, UCLG Africa is working closely with Commission 21 of UCLG World to create Commission 21 Africa. UCLG Africa also participates in the “Create in Central Africa” project of the European Union, ensuring the moderation of a panel and training on monitoring and evaluation.

An event to celebrate African cultures in Morocco, Africa and the in the rest of the world.
• DIGITAL ARTS
• MUSIC AND SINGING
• PAINTING AND SCULPTURE
• LITERATURE AND STORYTELLING
• CINEMA AND THEATRE
• DESIGN, FASHION, CRAFTS, AND DECORATIVE ARTS
• ARTS OF LIVING AND GASTRONOMY
• STREET ART
• DANCE
• CIRCUS
TRANSFORMATIONAL PROGRAMS
Advocacy and mobilization for decentralized governance in Africa

Being the main defender of decentralization in Africa, UCLG Africa takes its mission of dialogue, advocacy, and mobilization to heart. To this end, the General Secretariat is developing reference methods and tools to encourage the establishment of an environment conducive to decentralized governance and to strengthening the capacity of local governments to carry out their mandates in the service of the populations.

African Charter of Values and Principles of Decentralization, Local Governance, and Local Development

UCLG Africa has continued its advocacy for the ratification and implementation of the African Charter of Values and Principles of Decentralization, Local Governance, and Local Development, which entered into force on January 13, 2019.

In 2021, South Africa joined the group of 17 signatory States, while Cameroon and Seychelles joined the group of countries that have ratified and filed the instruments of the Charter with the African Union, bringing the total to 8 countries. 15 ratifications are needed for the Charter to become an instrument of the African Union.

Goals of the Charter

1. Promote, protect, and act as a catalyst for decentralization, local governance, and local development in Africa.
2. Promote and defend local governance and local democracy as cornerstones of decentralization in Africa.
3. Promote resource mobilization and local economic development to eradicate poverty in Africa.
4. Promote a common understanding and vision of Member States in terms of decentralization, local governance, and local development.
5. Promote the fundamental values and principles of decentralization, local governance, and local development.
6. Guide policy formulation, implementation, monitoring and evaluation at the continental, regional, state, and sub-national levels concerning decentralization, local governance, and local development.
7. Encourage effective coordination, harmonization, and knowledge sharing within Member States and between Regional Economic Communities on decentralization, local governance, and local development.
8. Promote the association and cooperation of local governments or local authorities at local, national, regional, and continental levels.
9. Promote the participation of civil society, the private sector, and populations in decentralization, local governance, and local development initiatives.
Local authorities in Africa: state of play and challenges

**UCLG Africa published in 2021 the 2nd edition of the report entitled “Local governments in Africa: state of play and challenges”. The first edition was published in 2018.**

There are 14,973 local governments active in Africa: 14,282 grassroots authorities, 171 intermediary level authorities, and 520 higher level authorities (Regions, Federated States, Provinces). The region with the largest number of local authorities is North Africa, nearly 30% of the total, 4,481 local authorities. West Africa comes in second place, with 4,074 local authorities, all levels combined. East Africa represents 25.51%, or 3,819 local governments. Central Africa and Southern Africa have 1,781 and 818 local governments, respectively.

On average, 77% of decentralized governments operate in an unfavorable environment, particularly in Central Africa (nearly 100%) and West Africa (80%). This restriction of the leeway offered to decentralized governments is likely to jeopardize the decentralization process.

Southern Africa stands out by its democratic specificity; it is the only region where all councils and executives are elected. In East Africa, 83% of local governments are run by elected councils and executives. This region has the largest deficit of democratic legitimacy in decentralized governments with a percentage of unelected councils and/or executives of 14%, higher than the African average (12%).
ATA, an instrument to facilitate access of local governments in Africa to the financial market

Fifty cities and local governments from 25 African countries have subscribed to the Africa Territorial Agency, a financial vehicle created by UCLG Africa to enable local governments to issue bonds on the financial market. This financing is intended for infrastructure, equipment, and urban services.

Aiming to materialize the recommendations of the Addis Ababa Action Agenda, the ATA is made up of two entities: a cooperative society formed by the local authorities of Africa, and a bank agency whose capital is held at 50.1% by the cooperative society, 33% by the African Development Bank, and the rest by public or private investors.

Benin, Senegal, Mali, Côte d’Ivoire, Burkina Faso, The Gambia, Liberia, Nigeria, Cabo Verde, Sierra Leone, Kenya, Burundi, Uganda, Mauritius, Madagascar, Tanzania, Cameroon, the Central African Republic, Gabon, Congo, Malawi, Libya, Tunisia, Morocco, and Sudan have confirmed their subscription.

The ATA Founding Members Club was formalized in November 2020 in Durban, on the sidelines of the UCLG Congress. On May 26, 2021, a first virtual meeting took stock of the implementation of the ATA, with more than 250 guests including ministers, mayors, Chief Financial Officers, and local African actors on the theme of “African cities and local authorities at the heart of post-COVID economic and financial recovery: the role of the Africa Territorial Agency (ATA)”.

The ATA places among its priorities the upgrading of local and regional leaders, and the training of Chief Financial Officers, to prepare the access of cities and local authorities to the financial market.

● Our publications on local finances

- The State of Local Finances in Africa is based on the financial data of local governments in the five regions of Africa - North, West, East, Central, and Southern Africa - collected from administrative accounts, processed and analyzed by the Observatory of Local Finances. The seven financial management ratios, established on the basis of the harmonized African nomenclature, are presented according to five areas of analysis: budget volume, operating revenue, operating expenditure, savings capacity, and investment. The 2021 edition deals with the executed and approved 2018 financial accounts of 67 cities, representing 20 countries from the five regions of Africa.

- The African Review of Local Finance (RAFL) has two goals: to measure progress in terms of financial decentralization in the different countries; and to become a space for debate and position-taking on local finances and financial decentralization. The journal aims to break this deafening silence of African actors, by offering a place of expression widely open to decision-makers, professionals, and academics in Africa. The 2021 edition deals with the financing of local authorities in Uganda, the explanatory factors for the collection of the local development tax (TDL) in Benin, the financialization of the city, the improvement of investments in terms of infrastructure in County Governments of Kenya, and finally the legislation of the countries of the West African Economic and Monetary Union (WAEMU).
Capacity building, knowledge management and technical assistance

UCLG Africa offers training and capacity building actions to ensure the regular and efficient provision of basic services to populations, contribute to sustainable economic, social, and local development, promote the establishment of healthy, safe, and prosperous territories, and finally, improve local governance, particularly through the involvement of populations in political life and the management of local public affairs.

UCLG Africa provides technical assistance to local authorities and to States, particularly in the development, implementation, and monitoring-evaluation of programs and projects for local economic development, adaptation and resilience to climate change, local finance, and financial decentralization. Technical assistance also covers the economic, social, and political advancement of young people and women, as well as the promotion of culture.

ALGA, a reference academy in Africa

Created to promote standards of quality and excellence in learning, training, and capacity building for local authorities in Africa, ALGA’s mission is to transform local leadership by enabling local elected officials, managers, executives, and territorial employees to make gains in terms of professionalism and to anchor performance at the level of local and regional governance. Thus, ALGA contributes to the upgrading and modernization of local and regional public administration.

In order to carry out these missions, ALGA has developed since 2016 the Network of Anchoring Institutes in Africa, with the support of international partners. In 2021, the network was extended to six institutions: the University of Lomé (Togo); the Higher Institute of Information and Communication (ISIC, Morocco); the International Institute of Governance (IIG, Morocco); Public Services International, Africa Branch (PSI); the Directorate of Public Institutions and Digital Governance under the United Nations Department of Economic and Social Affairs (UN-DESA, DIPGD); and the Local Development Training Institute (Sakkara Center, Egypt).

During 2021, ALGA organized more than 90 activities for the benefit of 14,000 people, in hybrid or virtual mode, focused on training, capacity building, good governance of local authorities and digital transformation. With its international partners, the Academy has contributed to various awareness and training programs, webinars, and study tours.

Drawing lessons from the pandemic and following the strategic orientations of UCLG Africa to accelerate the digital transition, ALGA continued to develop its e-learning platform set up in November 2020, with three training courses (Participatory budgeting; Delegated management of local public services; Territorial coaching).

ALGA has launched a study for the establishment of an Accreditation and Quality Assurance center within UCLG Africa, with a view to promoting standards of excellence at the level of Institutes and Training Programs targeting African local authorities. The launch of this cluster should take place on the occasion of the Africities 9 Summit (May 17-21, 2022).

Other key projects are in preparation for 2022: the official launch of the UCLG Africa e-Academy, with the digitization of new training courses; the

The fifth issue of The Voice of the African Local Manager, was published on the occasion of FAMI5.
start of the 1st Francophone Promotion of the Executive Master (MEMVA) with the Al Akhawayn University of Ifrane; the organization from July 25 to July 29 of the Annual Conference of the International Association of Schools and Institutes of Administration (AISIA) for the first time in Morocco, in partnership with the Faculty of Legal, Economic and Social Sciences of the University Mohammad V of Rabat; and finally, the organization of FAMI6 2022, from December 05 to 10 in Morocco, with the program of the 7th meeting of the Academic Board of ALGA.

93 activities carried out

6 700 visitors to the ALGA Website

6 MoU signed

4 Organized Study Trips

14 000 Beneficiaries

Organization of FAMI5 2021

The fifth issue of The Voice of the African Local Manager
Technical assistance to members for the preparation of their applications

As part of the promotion of decentralized cooperation and international relations, UCLG Africa carried out several activities, including the training of 71 Anglophone (25) and Francophone (46) trainers on "The localization of the SDGs through Decentralized Cooperation", in partnership with UCLG Learning Department, World Secretariat and Platforma.

Decentralized cooperation and the international relations of local governments were the subject of a specific session during FAMI5_2021 for the benefit of local managers.

In May 2021, UCLG Africa organized two webinars to mobilize African local governments and national associations to access the African Support Fund for International Decentralized Cooperation (FACDI) created by the General Directorate of Local Authorities (DGCT) of the Ministry of the Interior of the Kingdom of Morocco. At the end of these two awareness-raising, ALGA supported 11 projects of local governments in Africa, all of which were selected. These projects focus on the employability of young people, the promotion of solidarity tourism, the fight against school dropout, digital transformation, training, and support for the development of a local development plan aligned with the Sustainable Development Goals.

Assistance for the Request for Financing

UCLG Africa continues its work of mobilizing and supporting national associations of local governments of Africa for their participation in the 2021-2027 cycle of European cooperation with African countries within the framework of the Neighborhood, Development, and International Cooperation Instrument (NDICI). This work consists in responding to requests for support expressed by members in their dialogue with governments and delegations of the European Union for the implementation of the roadmaps of territorial authorities defined within the framework of the Neighborhood, Development, and International Cooperation Instrument.
Support to members for the conduct of the Territorial Coaching Program

The Territorial Coaching Department coordinates several projects whose purpose is to revitalize territories by relying on Territorial Coaching tools. The most important project involves the Multistakeholder Program in the Oriental Region of Morocco.

Following an internal restructuring, a Territorial Coaching Department was set up to meet the support needs expressed by African local governments and their associations in the field of Territorial Coaching. The department has a permanent team based in the cities of Rabat and Oujda. This team relies on the skills of 60 territorial coaches trained in 15 African countries, and on those of the Territorial Coaching Center of Excellence based in Oujda (Morocco), as well as those of the Territorial Coaching Center based in Kaolack (Senegal).

Throughout 2021, the Territorial Coaching department supported decentralized cooperation actions between African territories. Thanks to its interventions, several territories are committed to strengthening, through the implementation of cooperation projects, a partnership approach. The role of the department is to identify the motivations of each territory showing an interest in entering into an inter-territorial “relationship”.

In 2021, the Territorial Coaching Program gained visibility at national and international level through the organization and participation in various workshops and seminars, as part of an external marketing strategy, intended to identify new markets.

Organized face-to-face, online, or even in hybrid form, these events saw the massive participation of African or European elected officials, representatives of territories on the continent or elsewhere, or even new partners who are interested in the concept of territorial coaching.

The program has 60 territorial coaches trained in 15 African countries and two centers of excellence in Morocco and Senegal.

Facilitating the economic integration of the populations most affected by the pandemic

The Territorial Coaching Department is carrying out several awareness-raising projects with institutions, civil society, and public authorities concerning the categories of population most affected by the Covid-19 pandemic - migrants, domestic workers, and young people – with a view to facilitating their economic integration and strengthening their skills.

“Promoting the integration of migrants in the cities of Rabat and Oujda: towards shared migratory governance”.

Implemented by the branches of the International Organization for Migration in Morocco and Spain, this project aims to promote the integration of migrants in the cities of Rabat, Oujda, and Madrid by addressing public health problems posed by Covid-19.

Beneficiaries: Elected officials and civil servants from the cooperation departments of the cities of Rabat and Oujda; 15 associations of migrant people; and community leaders.

“Migrants, actors of economic and social development in Morocco, in the region of Rabat-Salé-Kénitra”

This project, implemented by the Moroccan Network for Social and Solidarity Economy (REMESS), the Belgian NGO Echos Communication and UCLG Africa, shows the importance of the integration of migrants through economic integration and empowerment.

Beneficiaries: 100 regularized migrants trained in self-employment and salaried employment.

“Professionalization of domestic workers in the city of Rabat”

Organizing and training domestic workers, strengthening their skills and giving them a legal basis, provide them with donations of suitable equipment, facilitate their registration according to the new law in Morocco, these are the goals of this project.

Beneficiaries: Elected officials and civil servants from the Rabat region; 300 domestic workers (gardeners, cleaners, caretakers, drivers).
"Relying on youth to strengthen economic cooperation between the Oriental region in Morocco and its partner regions in sub-Saharan Africa: pilot case of economic cooperation between the Oriental region and the Kaolack department in Senegal"

This project relies on youth to strengthen economic cooperation between 2 regions. It aims to set up an incubation platform for start-ups in the two regions for the benefit of several hundred young people. The project is partly financed by the Ministry of the Interior of the Kingdom of Morocco.

Beneficiaries: 1,500 young people from the Kaolack department and 2,000 young people from the Oriental region, including 900 young students from sub-Saharan Africa.

Capitalization Program - Communication

The goal of this evaluation is to determine the level of progress of the project after one year of implementation, on the one hand, to improve the interventions of the Center of Excellence of Territorial Coaching and of its partners, and, on the other hand, capitalize on the achievements for subsequent projects.

Support Program for Civil Society Organizations (CSOs). The goal is to enable as many people as possible to benefit from Territorial coaching tools through various programs: Citizen Debate Program; Border Area Development Program; and Training of Animators in Territorial Coaching.

Beneficiaries: +2,500+ citizens / 100 CSOs / 25 institutions.

Opening of registrations for the “Territorial Coaching Profession” certificate-granting training

As part of the continuing education offering of the African Local Government Academy (ALGA) of UCLG-Africa, this online program gives participants the opportunity to acquire business skills in territorial coaching, to leverage their expertise, share their experiences and support the anchoring of participatory and inclusive local governance, leaving no one behind. The training is organized in partnership with the Oriental Region in Morocco, a pioneer in this field.

Beneficiaries: 25 to 30 participants from the African continent.

Digitization of Territorial Coaching on the E-Academy

Through this project, the Territorial Coaching Program is continuing its commitment to setting up an initial and continuous digital training offering that is open to the entire African continent, with the support of ALGA and the service provider Ideo Factory.

This training platform aims to develop the skills of Territorial Coaches.

Beneficiaries: Territorial coaches, actors, and stakeholders involved in local governance and local development.

The major projects of the Territorial Coaching Program

- Recruitment of the Director General of the Center of Excellence in Territorial Coaching in Oujda
- Support program in Territorial Coaching with the elected officials of Mauritania
- Start of the project – Gender and women’s empowerment in 3 countries (Morocco, Burkina Faso, and Senegal)
- Continuation and finalization of the activities of the FACDI project – Cooperation between the Oriental Region (Morocco) – Kaolack Department (Senegal)
- Start of registrations for the “Territorial Coach profession” online training course with the Mohammed 1st University of Oujda.
Support to members for the management of migrations

For this year 2021, UCLG Africa has focused its efforts on strengthening partnerships with the main migration organizations working on the continent.

As a continuation of the dialogues and activities initiated in 2020, the General Secretariat contributed to the regional consultations of the Mayoral Mechanism within the framework of the work of the Global Forum on Migration and Development (GFMD).

The project “Towards shared migration governance: promoting the integration of migrants”, funded by IOM-Morocco and the City of Madrid, was finalized in 2021. It made it possible to establish a map of the actors involved in the management of migration in two pilot sites, Rabat and Oujda, as well as that of the actions carried out in the field and any coordination activities put in place between the communes concerned and the associative fabric working with migrants and their associations.

The agreement for the “Equal Partnerships – African Intermediary/Secondary Cities as Actors and Partners in Urban Migration Governance” program was signed between UCLG Africa and FAU Erlangen. This project explores the opportunities and challenges of collaborative governance of urban migration in African intermediary cities.

The program will be developed by the German Development Institute, Friedrich-Alexander-University Erlangen-Nuremberg, the Samuel Hall think tank, and UCLG Africa. Through participatory research and dialogue formats, the project will bring together local, national, and international actors to develop practical initiatives and policy recommendations for equal urban migration governance partnerships in African intermediary cities.

TROMBINO, a digital platform dedicated to members

“Trombino - UCLG Africa” is a digital platform dedicated to local and regional governments in 54 African countries developed by the Trombino Services company, the African leader in the gathering, processing, and optimization of information in editorial and digital format.

This real-time updated platform brings together first-hand information on the territorial and administrative division, the identity, and the verified contact of elected officials and civil servants. Users can access personalized portraits, up-to-date biographies, positions, and attributions, contact details, and personal and professional contacts. In addition to this valuable information, the platform offers privileged access to territorial associations who are members of UCLG Africa.

This unique and interactive digital medium, which can be consulted on all computer and telephone media, benefits from the latest digital innovations. It is interconnected in real time with other specialized digital resources in the various public and private sectors, constantly updated by dedicated specialized teams. These teams select, verify, and update the data collected from the 5 regions of UCLG Africa, namely WARO, NARO, SARO, CARO & EARO.

The platform is part of a global project to generalize and democratize free access to quality information to facilitate decision-making processes and operational achievements by identifying decision-makers, actors, operators, and partners from communities and regions of the 54 African member countries of UCLG. The platform allows direct contact with all members of UCLG Africa (associations, local elected officials, regional presidents, mayors, and heads of national and local administrations).

“Trombino- UCLG Africa” is structured in 3 dedicated spaces:
- UCLG Africa services
- Decision-makers of local Governments
- Territorial associations.

For more information: www.trombinocgluafrique.com
Implementation of Zones 01, centers of collective intelligence in the field of digital coding

UCLG and 01Talent Africa signed a strategic partnership agreement in June 2021 with the goal of ensuring the development of the African technological ecosystem and responding to the challenges of the continent’s digital transformation by creating a fluid network of talents that can be mobilized and who are ready for action.

The pan-African talent agency of the 01Talent International group aims to identify, train, and connect to the professional world 1 million high-level developers in the world - half of them in Africa - by 2035 thanks to the combination of an educational model proven in more than 40 countries and a sustainable and exponential economic model.

01Talent Africa relies on 01Edu, the ultimate upgrade of the “peer-to-peer” pedagogical approach developed by Nicolas Sadirac and his team, without a teacher, that 100% project oriented and gamified, a learning platform intended to bridge the growing lack of IT developers in the world with an approach that promotes collective intelligence, diversity, and inclusion.

In each of the territories, the Collective Intelligence Centers (“Zone01”), true Talent Accelerators, are set up with:

- A Coding Learning Zone, using the 01Edu educational platform
- A “Coding and Digital Entrepreneurs” Professional Training Center dedicated to employees of partner companies, and executives and officials of local governments, in association with the African Local Government Academy (ALGA).
- An IT Talent Agency that will employ talent from coding learning areas
- An ecosystem of partner companies
- An incubator / accelerator of startups created by Talents.

Each of these areas is capable of nurturing local ecosystems into groupings of digital entrepreneurs, to put their transformation and digital independence into action.

In a few months, Zone01 projects have blossomed, creating opportunities for collaboration at the local level:

- Dakar, Senegal (in partnership with the ATOS IT group);
- Nouakchott, Mauritania (MoU signed with the government in December 2021)
- Oujda, Morocco (signing of an agreement with the Region and the Mohammed 1st University)

Other projects are in the feasibility study phase in Kenya, Egypt, and Côte d’Ivoire.

A process is being set up to channel and structure the flow of requests from local governments interested in Zone01 projects on their territory, including several stages: call for expressions of interest and publication of specifications; opportunity and feasibility study, marked in particular by an on-site visit; signature of a MOU between the project partners; final contracting and setting up of Zone01.

01Talent Africa will ensure a strong presence at the 9th Africities Summit, by organizing a day dedicated to digital innovation in Africa, on the theme of “Digital transformation, a territorial challenge”.

UCLG and 01Talent Africa signed a strategic partnership agreement in June 2021 with the goal of ensuring the development of the African technological ecosystem and responding to the challenges of the continent’s digital transformation by creating a fluid network of talents that can be mobilized and who are ready for action.
NEW ORGANIZATION OF UCLG AFRICA
Consolidation of the General Secretariat and Regional Offices

2021 is the year of the launch of UCLG Africa's new strategic plan GADDEPA 2.0 which defines the organization's interventions for the 2021-2030 decade, approved by the Executive Committee during the 24th session held on December 07, 2020.

The adjustment of UCLG Africa to its new 2021-2030 ten-year strategic plan initially involved the reorganization of the General Secretariat so that it is able to effectively carry out its new missions, through the adaptation of its organizational chart and a better structuring of UCLG Africa’s Regional Offices.

Statutory meetings

The 25th session of the Executive Committee of UCLG Africa, devoted among other things to the approval of the accounts for the 2020 financial year, was held face-to-face in Cairo, Egypt from June 17 to June 18, 2021. Two statutory meetings, the Executive Committee, and the Pan-African Council, were organized virtually on December 13, 2021 in Rabat.

In preparation for the UCLG Africa Elective General Assembly, two regional caucuses - Central Africa and North Africa - brought together the presidents of associations, the presidents of the REFELA and YELO networks from each country, as well as the Permanent Secretaries of the national associations. The West Africa, Southern Africa, and East Africa Caucuses are postponed due to travel restrictions due to the COVID-19 health crisis.

Reform of the General Secretariat

A new organizational chart has been put in place at the General Secretariat in line with UCLG Africa's 2021-2030 ten-year strategic plan.

To ensure the proper execution of the GADDEPA 2.0 action plan, it is necessary to strengthen the fundamentals and enhance the institutional capacity of UCLG Africa.

The internal operations of the UCLG Africa organization, in particular the governance structures, the networks, the General Secretariat, the Regional Offices, and the relations between these entities, must be consolidated so that they effectively fulfill their missions and contribute to the achievement of UCLG Africa's goals.

The ambition set for the organization within the framework of GADDEPA 2.0 requires that the functioning of UCLG's governance as well as its fiduciary capacity be drastically improved. This requires the recruitment of appropriate staff, both quantitatively and qualitatively, in order to become an organization capable of meeting the demands of the members on a continental scale. Nonetheless, the change in personnel scale requires the corporate culture of the organization to be improved.

In order to achieve the goals for 2030 of GADDEPA 2.0, it is necessary to renew the internal organization of the UCLG Africa Secretariat, which would see its staff increase from 45 to 160 people.
The General Secretariat now includes:

- **General Secretary’s Office** including an advisor for political affairs and international relations; a decentralized cooperation adviser; a strategy and internal audit and control adviser, in addition to a protocol officer and official relations officer and a mission officer.

  The development of the Audit and Control function within the Office of the Secretary General, includes the implementation of planning, steering, and performance monitoring tools in the implementation of programs and projects, and of the organization in its entirety.

- **a Development department** which includes the following departments: Administration and finance; Human resources; Communication; Capacity building and Knowledge management.

- **an Operations and Technical Assistance department** which includes the following departments: Climate, Biodiversity and Food systems; Territorial coaching; Culture, Migration, Peace and Security; Local Economy and Finance; Gender and Youth; as well as basic services and SDGs.

  The Manual of Procedures and Financial and Accounting Management was reviewed in light of the requirements of the new strategic plan and of the expectations of UCLG Africa’s partners. Africa is one of the priorities of this department.

  During the first half of 2021, an audit of the Secretariat staff was carried out and resulted in the production of new Internal Regulations subject to the approval of the Executive Committee, of a Code of Conduct, and of Rules of Procedure for the control of integrity of the interventions and actions of UCLG Africa.

A Human Resources department is being set up with the aim of streamlining personnel management, establishing more transparent procedures for the recruitment and classification/remuneration of personnel, and developing a working time management system, as well as tools for monitoring and controlling staff performance.

During the second half of 2021, the Secretariat developed several tools to strengthen the human resources function, with the creation of a job and skills repository, the definition of an evaluation system and forward-looking management of jobs and skills, the definition of an organizational chart with job description sheets, the upgrading of the Internal Regulations, and the main rules in terms of human resources, the development of a Code of Ethics communicated and signed by all staff, and finally the outsourcing of payroll.

In terms of audit and internal control, three projects were launched in the second half of 2021: improving budget management, with a critical review of the planning, monitoring-execution and budget reforecast process; the audit of information systems; review of the operational and strategic management system for activities with the implementation of new reporting and personnel performance management templates (KPIs).

"Two audits were conducted during 2021 to review finances and human resources."
UCLG Africa is required to comply with the legal and regulatory provisions as well as with the following rules and procedures:

- Setting up a system of vigilance and internal monitoring for the measurement, control and surveillance of risk of money laundering and terrorist financing;
- Collecting and verifying information elements for the identification of business relationships, occasional customers, suppliers, and beneficial owners;
- Classifying, for each business relationship, customers according to the level of risk (categories of customers, countries or geographical areas, products, services, operations and distribution channels);
- Classifying suppliers according to the level of risk;
- Collecting the elements of awareness from customers and suppliers (particularly the situation financial and activity);
- Screening the customers, the principals, and the beneficial owners of the operations, compared to the lists of international or national authorities authorized according to the geographical location of the entity;
- Following up on, and monitor, customer transactions;
- Assessing the risks of money laundering and terrorist financing associated with correspondent banking activities in order to apply the appropriate due diligence measures with regard to this category of counterparties;
- Organizing the storage of identification documents and proof of operations carried out by business relations, occasional customers, and foreign correspondents;
- Raising the awareness of managers and staff, directly or indirectly concerned, and training them in techniques for detecting and preventing transactions of an unusual or complex nature.

The compliance function of UCLG Africa sets up information systems allowing in particular the integration, as soon as they are published, of official international lists and national lists issued by the authorities, in order to screen the customers, suppliers, employees, principals and beneficial beneficiaries of the services, in relation to said lists of sanctions. These lists include the family names and first names of persons and entities banned from any commercial relationship.

UCLG Africa distinguishes two categories of sanctions:

- Financial sanctions against natural or legal persons. These are coercive measures aimed in particular at imposing a freezing of assets, of economic resources, and/or of financial and commercial transactions.
- Financial sanctions against countries. It is an instrument of foreign policy. These sanctions impose restrictions on the trade of goods and services with the States concerned and can include asset-freezing measures.

However, for a better protection of UCLG Africa within the framework of the compliance with the policies regarding the fight against Money Laundering and Terrorist Financing, the sanctions lists of the UN, the EU, the OFAC, and France, are obligatorily taken care of, and integrated into the screening systems.

The follow-up on alerts relating to clients/beneficiaries who have been subject to an asset freeze/embargo is reported, where applicable, to the General Secretariat of UCLG Africa and is reported to the Compliance function. The Compliance function of UCLG Africa defines and coordinates a strategy in the fight against Money Laundering and Terrorist Financing, and assesses its implementation. The Compliance function carries out the last resort checks and the necessary due diligence with the General Secretariat. A permanent independent control by the Compliance function is instituted to ensure that the files are analyzed.
Regional offices for greater proximity to elected officials

Following the decisions made by the Executive Committee during its session held in June 2019 in Cairo, Egypt, all regional offices should have been established in assigned premises based on the headquarters agreements signed at the end of 2021.

The Governments of Egypt, Ghana, and Kenya have provided space to house the headquarters of the Africa regional offices of NARO, WARO, and EARO. For the Pretoria office (SARO), the UCLG Africa secretariat is still awaiting confirmation of the allocation of premises.

NARO’s headquarters agreement was signed on June 17, 2021. The signing of the headquarters agreements with the Governments of Gabon (WARO) and Kenya (EARO) will be effective during 2022.

In order to strengthen the Regional Offices in their new missions, namely the support to members and associations through the identification and structuring of projects and programs, UCLG Africa has set up in 2021 technical assistance dedicated to the structuring of the database of members as well as the creation of websites for each national association.
UCLG Africa networks: REFELA, YELO, LEDNA and professional networks

UCLG Africa has adopted the promotion, modernization, and upgrading of human resources management among its levers of action, through transformative projects, such as networking between peers.

REFELA celebrates its 10th anniversary

The year 2021 was marked by the celebration of the 10th anniversary of REFELA, the Network of Locally Elected Women of Africa

On March 11, a webinar brought together the former presidents of REFELA and the new Gender and Youth Department created within the General Secretariat of UCLG Africa with the mission of acting as a Secretariat for REFELA. As part of the 65th Session of the United Nations Commission on the Status of Women, REFELA organized a virtual activity from March 15 to March 26 in collaboration with UCLG World.

In addition to preparing for the REFELA General Assembly to be held in Kisumu during the Africities 9 Summit, REFELA dedicated the year 2021 to drafting the Charter of African Local Governments for the protection and empowerment of women.

REFELA participated in various international events, such as the 5th World Forum on Local Economic Development, held in June 2021 in Argentina, or the 41st Congress of the International Association of Francophone Mayors in July in Rwanda. In April 2021, REFELA contributed to the International Online Seminar on Women and Local Politics, organized by FAMSI (partner of REFELA-UCLG Africa as part of the implementation of the Campaign of cities Favorable to the Economic Empowerment of Women). On this occasion, UCLG Africa and REFELA presented the CERTIFEM Project on the empowerment and employability of women in Morocco, of which they are the main promoters.

In 2021, REFELA continued its actions to mobilize funding from its partners for the benefit of local authorities in Africa, for the protection and empowerment of women.

REFELA ensured the monitoring and evaluation of its three campaigns: “Campaign of African Cities without Street Children”; “Campaign of African Cities with Zero Tolerance against Violence against Women and Girls”; and “Campaign of African Cities Mobilized for the Economic Empowerment of Women”.

In the presence of the First Lady of Côte d’Ivoire, Mrs. Dominique Ouattara, the campaign of “Ivorian cities without children living on the streets” was launched on November 30, 2021 in Abidjan, at the initiative of the President of REFELA Côte d’Ivoire, and Vice-President of REFELA for West Africa. At the same time, the City of Dakar launched “the Children’s House” as part of the campaign “City of Dakar without children living on the street”.

As part of the implementation of national chapters and the strengthening of REFELA-countries, the Secretariat contributed to the organization of the General Assemblies of REFELA-Congo and REFELA-Togo, and to the renewal of their national executive boards. It also supported the creation of REFELA-Libya.

<table>
<thead>
<tr>
<th>Status of REFELA implementation by region/country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countries implemented</td>
</tr>
<tr>
<td>Southern Africa</td>
</tr>
<tr>
<td>Central Africa</td>
</tr>
<tr>
<td>East Africa</td>
</tr>
<tr>
<td>West Africa</td>
</tr>
<tr>
<td>North Africa</td>
</tr>
</tbody>
</table>
Initiated in Durban in November 2019 during the UCLG World Congress, the network of Young Local Elected Officials of Africa (YELO) will hold its first assembly during the 9th Africities Summit.

Being a key element of UCLG Africa’s youth strategy, YELO relies on two databases, listing young elected officials and young leaders in Africa.

Slowed down by the pandemic, the momentum for setting up the YELO Network was reactivated with the Europe-Africa meeting of young elected officials, organized in June 2021 by the General Secretariat, in collaboration with the Council of European Municipalities and Regions (CEMR). This meeting was supported by the European Commission and was attended by several youth organizations from the continent.

In July 2021, the young elected officials met again to discuss the impact of COVID-19 and highlight the opportunities and talents revealed in this time of crisis. With the preparation of the Africities Summit and the holding of regional caucuses, UCLG Africa reactivated the process of identifying young elected officials from the continent and enabled them to initiate the creation of national chapters, called the YELO-countries.

Evaluation of REFELA’s campaigns

Two regional REFELA caucuses were held in 2021, for Central Africa in Libreville (Gabon) in October, and for North Africa in Luxor (Egypt) in November.

The REFELA Regional Caucus for West Africa in Abidjan (Côte d’Ivoire) was confirmed in February 2022.

60 cities have joined the “African Cities without Street Children” campaign. 22 cities have joined the campaign of “African cities with zero tolerance against violence against women and girls.”

80 cities have joined the campaign of “African cities mobilized for the economic empowerment of women.”

In 2021, REFELA organized several activities aimed at developing the leadership of elected women and promoting gender parity in local politics. In particular, REFELA joined forces with ALGA to organize a capacity-building workshop on “Local Approaches to Guaranteeing Women’s Rights,” and also a training seminar on Conflict Management in partnership with the ACCORD Center.
Professional Networks to promote the professions in the territorial administrations

**UCLG Africa supports five professional networks: LEDNA, MagNET, FinNET, TechNET, and RH-NET.**

In 2021, two National Chapters of the local Africa RH-NET network were created, the first one in Ghana, in partnership with the Head of Local Government Service and the National Association of Local Governments of Ghana (NALAG), and the second one in Mozambique during of the holding of the FAMIS-2021 forum.

Now operational, these professional networks serve as spaces for capacity building and the sharing of knowledge and best practices.

**LEDNA**, set up in 2006, brings together experts, mayors, local and national African executives interested in the implementation of local economic development.

**Africa-FINET**, set up in 2013, brings together the Chief Financial Officers.

**Africa-MAGNET**, launched in 2015, brings together Secretaries General or Directors of Services.

**Africa-TECHNET** has been networking, since 2017, the Chief Technical Officers.

**Local Africa RH-NET** has been bringing together, since 2018, territorial managers responsible for human resources management.

During the 9th Africities Summit, two other networks will emerge, namely the Network of Permanent Secretaries/Executive Directors of National/Regional Associations of African Local Governments, and the Network of Managers of Decentralized Cooperation and International Relations of Local Governments of Africa.
General Secretariat Budget

- Expenditures 2020 vs. 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>2 125,285 €</td>
<td>2 737,900 €</td>
<td>17.57%</td>
</tr>
<tr>
<td>Income tax</td>
<td>64%</td>
<td>6%</td>
<td>0%</td>
</tr>
<tr>
<td>Social security and insurance</td>
<td>100,004 €</td>
<td>156,287 €</td>
<td>56%</td>
</tr>
<tr>
<td>Travel, accommodation, and daily allowances</td>
<td>414,445 €</td>
<td>414,445 €</td>
<td>0%</td>
</tr>
<tr>
<td>Consultants’ fees</td>
<td>544,769 €</td>
<td>544,769 €</td>
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</tr>
<tr>
<td>Seminars</td>
<td>111,936 €</td>
<td>111,936 €</td>
<td>0%</td>
</tr>
<tr>
<td>Communication</td>
<td>156,287 €</td>
<td>156,287 €</td>
<td>0%</td>
</tr>
<tr>
<td>UCLG’s annual contributions</td>
<td>84,597 €</td>
<td>84,597 €</td>
<td>0%</td>
</tr>
<tr>
<td>Other operating and overhead costs of the General Secretariat and Regional Offices</td>
<td>37,361 €</td>
<td>37,361 €</td>
<td>0%</td>
</tr>
</tbody>
</table>

Breakdown of expenditures by category

- Operating expenditures
  - Salaries: 2,125,285 € (48%)
  - Income tax: 273,790 € (6%)
  - Social security and insurance: 100,004 € (2%)
  - Travel, accommodation, and daily allowances: 414,445 € (9%)
  - Consultants’ fees: 544,769 € (12%)
  - Seminars: 111,936 € (3%)
  - Communication: 156,287 € (4%)
  - UCLG’s annual contributions: 84,597 € (2%)
  - Other operating and overhead costs of the General Secretariat and Regional Offices: 37,361 € (3%)

- Activity expenditures
  - UCLG’s annual contributions: 84,597 € (28%)
  - Other operating and overhead costs of the General Secretariat and Regional Offices: 37,361 € (13%)
  - Expenditure on territorial coaching: 37,361 € (13%)

Breakdown of expenditures by category

BUDGET SPENDING 2021

- Operating expenditures: 2,822,640 € (64%)
- Activity expenditures: 1,599,797 € (36%)

Expenditures 2020 vs. 2021: 2021 is 17.57% higher than 2020.
Strengthening communication tools to make UCLG Africa the voice of local Africa

- Information and awareness campaigns

Via its portal www.uclga.org

UCLG Africa is increasingly asserting itself as the voice of local Africa. This portal, which recorded 30,063 visitors in 2021, contains links to the various programme-dedicated websites.

Active websites

- www.africapital.org
- www.knowledge.uclga.org
- www.uclgafrica-alga.org
- www.africités.org
- www.ledna.org
- www.coachingterritorial.org

Websites under construction

- www.refela.uclga.org
- www.yelo.uclga.org
- www.climat.uclga.org
Over the course of 2021, communication efforts focused on spreading our messaging. Our presence on social networks – Facebook, Twitter, LinkedIn, and Instagram – has grown through information campaigns.

**Facebook**

Followers on Facebook

<table>
<thead>
<tr>
<th>Year</th>
<th>Followers</th>
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<tbody>
<tr>
<td>2021</td>
<td>15500</td>
</tr>
<tr>
<td>2020</td>
<td>15000</td>
</tr>
</tbody>
</table>

+ 500 followers

**Twitter**

Followers on Twitter

<table>
<thead>
<tr>
<th>Year</th>
<th>Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>7000</td>
</tr>
<tr>
<td>2020</td>
<td>6464</td>
</tr>
</tbody>
</table>

+ 536 followers

**Youtube**

Number of views recorded: 9,810

New Subscribers: +109

**Linkedin**

Number of users: 2,000

**Mailchimp**

2021: 8,240

Twelve monthly newsletters were sent to the 8,240 subscribers registered in UCLG Africa’s members and partners database.

These newsletters include information relevant to local governments and collected by UCLG Africa’s General Secretariat, its branches, commissions, working groups, as well as by its members. LEDNA issued six newsletters and ALGA three. UCLG Africa actively collaborates with the media through the dissemination of press releases (24 in 2021) and specialised press reviews (49).
UCLG Africa publications in 2021
Alioune Badiane
A Man of the Future

HOMAGE TO A GIANT
United Cities and Local Governments of Africa

22, Essaadyine Street, Hassan District,
Rabat, Kingdom of Morocco

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www.uclga.org
Join us in Kisumu and, together, let's start the journey towards the African Renaissance