BOOKLET
"METHODOLOGICAL APPROACH TO THE CREATION, OFFICIAL INSTALLATION AND REVITALIZATION OF NATIONAL CHAPTERS (REFELA-Countries) OF THE NETWORK OF LOCAL ELECTED WOMEN OF AFRICA (REFELA- UCLG Africa)
This booklet is prepared for the benefit of the REFELA Vice-Presidents for the 5 sub-regions of Africa, the national associations of local authorities, members of UCLG Africa and all women mayors and local elected representatives of Africa, interested in REFELA

PREAMBLE

According to REFELA’s internal rules, the establishment of national Chapters, also known as REFELA-Countries, is the responsibility of the Vice-Presidents of the 5 sub-regions of Africa, at the initiative of women mayors and local elected officials of the country concerned, who want to create a unifying framework, with the support of their National Association of Local Authorities (NALA).

Such a mission is part of the framework for assisting in the identification of women elected local representatives of Africa and their census in general. And in particular, it makes it possible to achieve this objective, assigned to the REFELA Presidency (REFELA President and Vice-Presidents) and to all women mayors and local elected representatives, to work towards the deployment and expansion of the REFELA audience at national, sub-regional and African continental levels (Article 3, paragraph 3 of the REFELA Internal Regulations).

Thus, to support the successful implementation of the national chapters, the REFELA-Countries, this booklet is proposed. Indeed, this booklet describes the main elements of the methodological approach to be followed. This is organized around 4 phases and different steps, to create, implement, revitalize and make all REFELA national chapters functional and effective.

PRÉSENTATION DU REFELA-CGLU Afrique

a) At the organizational level
The Network of Local Elected Women of Africa (REFELA) was created in March 2011 in Tangier, under the impetus of women mayors and local elected representatives of Africa, with the support of the pan-African organization, United Cities and Local Governments of Africa (UCLG Africa) and the Kingdom of Morocco.

REFELA is linked to UCLG Africa (see Website: http://www.uclga.org) which is the regional chapter for Africa of the UCLG World Organisation. Since 2016, REFELA has been setting up the Standing Committee on Gender Equality of UCLG Africa.
Article 16 of the UCLG Africa Constitution

The Network of Local Elected Women of Africa (REFELA)
16.1 The Network of Local Elected Women of Africa (REFELA) constitutes the Permanent Commission on Gender Equality of UCLG-Africa.
16.2 REFELA is established at the national, regional and continental levels.
16.3 REFELA represents Africa on UCLG's Gender Equality Commission.
16.4 The governance structure of REFELA is organized on the same model as the governance of UCLG-Africa (National, Regional and Continental levels).
16.5 The REFELA Secretariat is provided by the General Secretariat of UCLG-Africa as mentioned in Article 15 of these Statutes. To this end, a dedicated resource is set up by the General Secretariat.

It is also decided that wherever there is a national association of local and regional authorities, members of UCLG Africa, the national chapter of REFELA (the REFELA-Country) must be considered as the permanent commission on gender equality of the national association.

REFELA and its national chapters are unifying frameworks for women exercising an elective function (and non-elected) office in local authorities. Its mission is to participate, through its debates, proposals and exchanges of information, in the reflection carried out within UCLG Africa and internationally, to better take into account women's concerns and gender equality in all areas of local life.

This network has an ambitious Agenda, to be implemented in the short and medium term, by 2021 and in the long term, by 2030. It includes, in particular, the implementation of 3 campaigns (see images below), the development of women's leadership in local politics, the promotion of resilient and forward-looking cities for women, the drafting of a charter for African local authorities for gender equality (see UCLG Africa Website / REFELA Page, in: https://www.uclga.org/our-pillars/institutional-strengthening-and-capacity-development/gender-promotion/).

This REFELA Network Agenda is perfectly in line with Africa's vision 2063, particularly with regard to gender equality and global agendas, including the sustainable development objectives (SDO-2015-2030), in order to support local authorities in achieving gender equality and the empowerment of women and girls (SDO5). And because of the transversal nature of the gender dimension, this Agenda would also be a significant contribution to the achievement of all the SDOs.

Four (4) phases to be followed to prepare, create and set up the national chapter of REFELA, officially announce it and ensure its proper functioning and continuous dynamization:

**PHASE 1**
Prospection and Preparation of the Creation of REFELA - Country

**PHASE 2**
Creation and Implementation of REFELA - Country

**PHASE 3**
Official Announcement of the Creation of the REFELA-Country

**PHASE 4**
Functioning and Dynamisation of REFELA-Country
Step 1.1: Consultation on the implementation of REFELA-Country

As mentioned above, REFELA-Country will constitute the Standing Committee on Gender Equality of the National Association of Local Authorities (ANCL), in accordance with the Constitution of UCLG Africa and the REFELA Internal Rules.

As a result, it is a question, on the one hand, of women leaders, mayors and local elected representatives of the country to contact and consult with the President and members of the Bureau of the National Association of Local Authorities (NALA) and, on the other hand, to contact and consult with the President, Vice-Presidents and the REFELA Councillor.

The purpose of these contacts and consultations is to inform and discuss the approach and conditions for setting up REFELA-Pays and the measures to be taken, taking this booklet as a reference document.

Step 1.2: Identification and listing of women elected local representatives, future members of the network

It consists of conducting an Information, Census and listing of women mayors and local elected representatives, and women members of the National Association of Local Authorities of the country for their possible enrolment in the network. This work is crowned by the elaboration of a document formalizing the situation of women's representation at local and regional authority level, according to the division of the national territory.

Step 1.3: Elaboration des documents d’organisation du REFELA-Pays

For the creation of any national chapter of REFELA, it is essential to first draw up draft internal rules, taking into account those of REFELA, while mentioning certain specificities linked to the country and adopting:

- The name of: Network of Women Local Elected in Africa (REFELA), followed by the name of the country (Example REFELA- Ivory Coast, REFELA-Morocco...);
- The same Logo as REFELA, with the mention REFELA-Country (add the name of the country) as the example below:
Finally, the elaboration of a draft action plan, taking into account the REFELA action plan/agenda (See UCLG Africa website /REFELA).

**Step 1.4 : Information from REFELA, on the implementation of REFELA-Country**

The internal process of mobilization for the creation and implementation of a REFELA-Country must be done in continuous consultation with REFELA resource persons. These are the President of REFELA, the Vice-President of the African sub-region to which the country hosting the national chapter of the network belongs, and the REFELA Special Advisor. These persons intervene to provide advice, guidance and support to the initiatives of the country's locally elected women, enabling the creation of REFELA-Pays. However, these resource persons must be informed of the progress of the work on the creation of the local network from the date of its official installation. In addition, they are invited to attend the network creation and implementation day.
Step 2.1: Organization of the information event and holding of the general assembly for the creation of REFELA-Country

The successful implementation of a REFELA-Country depends in the first place on informing and mobilizing women mayors and local elected representatives, the future members of the network, and on effective exchange with the ANCL, on the event to set up the network’s bodies.

This is why, at this step, it is advisable to organize a day, aimed at:

1. Information and exchange (half-day), with the following objectives:
   a) Present REFELA and UCLG Africa, their organization, functioning and mission;
   b) Highlight the apolitical nature of the National Chapter, and the unifying nature of the Network for Women Mayors and Local Elected Representatives and its sustainability;
   c) Explain the interest of its affiliation with the National Association of Local Authorities (NALA), which is a member of UCLG Africa;
   d) Clarify that REFELA-Country will constitute the Standing Committee on Gender Equality of the NALA and that this Association will provide the secretariat of REFELA-Country.
   e) Answer clarification questions, etc.

2. Holding of the General Assembly for the official creation of the National Chapter and the designation of its bodies, (half-day), to elect a commission representing women elected at the territorial and national levels. This Commission will elect the REFELA-Country Board and which in turn will elect the members of its Presidency (President and Vice-Presidents).
State of implementation of the national chapters of REFELA /REFELA - COUNTRIES on the level of the African continent, in 2019

**Step 2.2 : Adoption of the REFELA-Country's internal rules and action plan**
During the General Assembly, present and have adopted by the women mayors and local elected representatives who have become members of REFELA-Country (1) the regulatory framework governing the National Chapter and its bodies, taking the REFELA Rules of Procedure as a reference, and (2) the REFELA-Country Action Plan, over 3 years, taking into account the REFELA Agenda.
**PHASE 3 : OFFICIAL ANNOUNCEMENT OF THE CREATION OF THE REFELA-Country**

**Step 3.1 : Official installation of REFELA-Country**

The installation of REFELA’s national Chapters must be brought to the attention of the media in the country concerned. They are associated with the event through a press release, during which certain personalities, namely, the President of the new National Chapter /REFELA-Country, the President of the NALA and the President of REFELA and/or the Vice-President of REFELA from the country's sub-region, make successive speeches at a press briefing. This, to record the installation of the REFELA-Country and to popularize the event.

**Step 3.2 : Dissemination of REFELA-Country creation documents to the REFELA-UCLG Africa Secretariat**

This involves sending all the documents for the creation of the REFELA-Country, the minutes of the General Assembly (GA), the attendance list, the list of committee members, the list of board members, the REFELA-Country's internal rules and its action plan, adopted at the GA. All these documents, including the document on the representation of women at regional and local level, must be sent to the REFELA Secretariat at UCLG Africa's headquarters for recording and archiving. Consequently, the President and members of the board of the new REFELA-Country establish continuous contacts, consultation and exchange of information with the President of REFELA, the Vice-President of their African sub-region and with the REFELA Secretariat at UCLG Africa's headquarters.
Step 4.1: Operationalization of the REFELA-Country action plan

Once the various previous phases and steps have been completed and have led to the creation of the REFELA-Country and the appointment of its Executive Board, the latter should launch the implementation and monitoring-evaluation of its action plan adopted during the General Assembly and designed in accordance with the Agenda of the REFELA. This must involve, in addition to the executive board of REFELA-Pays, the National Association of Local Authorities of the country (NALA). This strategy is part of REFELA-Country's ongoing efforts to boost its activities.

Step 4.2: Collaboration and relationship between the NALA and REFELA-Country

Like REFELA at UCLG Africa level, REFELA-Countries constitute the permanent commission on gender equality of the NALAs. To this end, the NALAs provide the permanent secretariat of their REFELA-Countries and provide them with an equipped secretariat (an office) and assistance resources, experts in gender equality, at the association's headquarters, the NALA and will enjoy conditions facilitating its revitalization, implementation and monitoring and evaluation of its plan of action, with the support of the NALA.

Step 4.3: Mobilization of partnerships and funds for REFELA-Country

The President and members of the REFELA - Country Board have in addition to their mission relating to the dynamization of their network, and the implementation and monitoring and evaluation of its action plan. In addition, there is a mission to mobilize partnerships and funds for their network. This is done, in particular with national bodies (such as public institutions in charge of women's rights, and/or those in charge of local authorities, others...) and international bilateral or multilateral cooperation bodies, active at the country level and with an interest in promoting gender equality and the empowerment of women and girls at the local level.

Step 4.4: Dynamization and proper functioning of the REFELA - Country

Pour assurer la dynamisation et le bon fonctionnement du chapitre national /REFELA-Pays, il est important de :

i. To be in contact with the President of REFELA and the Vice-President of REFELA of the African sub-region to which the
country belongs, to invite them to the important events organized by REFELA-Country;

ii. Research information and monitor the achievements of REFELA and other REFELA-Countries in your sub-region, as well as those of other sub-regions;

iii. Inform the REFELA Secretariat, based at UCLG Africa's headquarters (see contact), of any action and event carried out and send the documents designed there (program, concept note, minutes, report, including posters, photos, video, etc.);

iv. To be in contact with the Special Advisor and the entire REFELA team, in case of need for information, advice, planning support, project development, advisory support and training. In particular, training courses on themes related to gender equality and the implementation of the REFELA Agenda (women's leadership development, combating violence against women, gender and local governance, gender and local development, etc.).

![Step 4.5 : Documentation of REFELA-Country activities and reporting](image)

REFELA-Country must produce an annual report and a triennial report (every 3 years) recording and documenting all actions and events carried out and the results of the monitoring-evaluation of the implementation of their action plan.

This annual report must be sent to the REFELA Secretariat at UCLG Africa's headquarters (see contact on the last page). It should be noted that the reports and all REFELA-Country documents received by the Secretariat are recorded and included in the REFELA GLOBAL REPORT, which is presented at the REFELA General Assembly, held during the Africities Summit, organised by UCLG Africa, every 3 years. This global report will be published and shared if requested.

![Step 4.6 : Communication, Representation and Outreach of REFELA-Country](image)

Fundraising efforts will be required for the communication, representation and outreach of REFELA-Country, with the support of NALA. It should be noted that the President and members of the Board of REFELA - Countries and all women mayors and local elected representatives who are members of the network (and who so wish), should take part in the events organized by REFELA and UCLG Africa.

These include seminars, workshops, coaching, advisory and training sessions, which are organized by REFELA as part of the implementation of its Agenda. It is also a question of ensuring active participation in events organized by UCLG Africa (including the Africities Summit, organized every 3 years), as well as those
organized by UCLG World and other national and international organizations, including the UN, EU, etc.

It is aimed at these representation efforts, building the capacities of the members of the new REFELA-Country, enriching their experiences and sharing good practices in various domains of gender equality at regional and local level, while enabling them to ensure communication, advocacy and outreach actions in favor of their National Chapter.
Diagram of the implementation process of REFELA-COUNTRY

**PROCESS IN BRIEF**

**PHASE I**
- **PREPARATION FOR THE CREATION OF REFELA-COUNTRY**
  - Consultation with NALA on the implementation of REFELA-Country
    - **STEP 1.1**
  - Identification and listing of women mayors and local elected representatives
    - **STEP 1.2**
  - Preparation of REFELA-Country reference documents
    - **STEP 1.3**
  - Information of the REFELA on the implementation of the REFELA-Country
    - **STEP 1.4**

**PHASE II**
- **CREATION OF REFELA-COUNTRY**
  - Organisation of the REFELA-Country implementation event
    - **STEP 2.1**
  - Adoption of the REFELA-Country’s internal rules and action plan
    - **STEP 2.2**

**PHASE III**
- **OFFICIAL INSTALLATION OF REFELA-COUNTRY**
  - Official installation of REFELA-Country
    - **STEP 3.1**
  - Dissemination of REFELA-Country reference documents
    - **STEP 3.2**

**PHASE IV**
- **REVITALIZATION OF REFELA-PAYS**
  - Operationalization of the REFELA-Country action plan
    - **STEP 4.1**
  - Collaboration and relationship between NALA and REFELA-Country
    - **STEP 4.2**
  - Mobilization of partnerships and funds for REFELA-Country
    - **STEP 4.3**
  - Proper functioning of the REFELA-Country
    - **STEP 4.4**
  - Documentation of REFELA-Country activities
    - **STEP 4.5**
  - Communication, representation and outreach of REFELA-Country
    - **STEP 4.6**