

GOLD/MAGHREB
HUMAN DEVELOPMENT
PROGRAMME

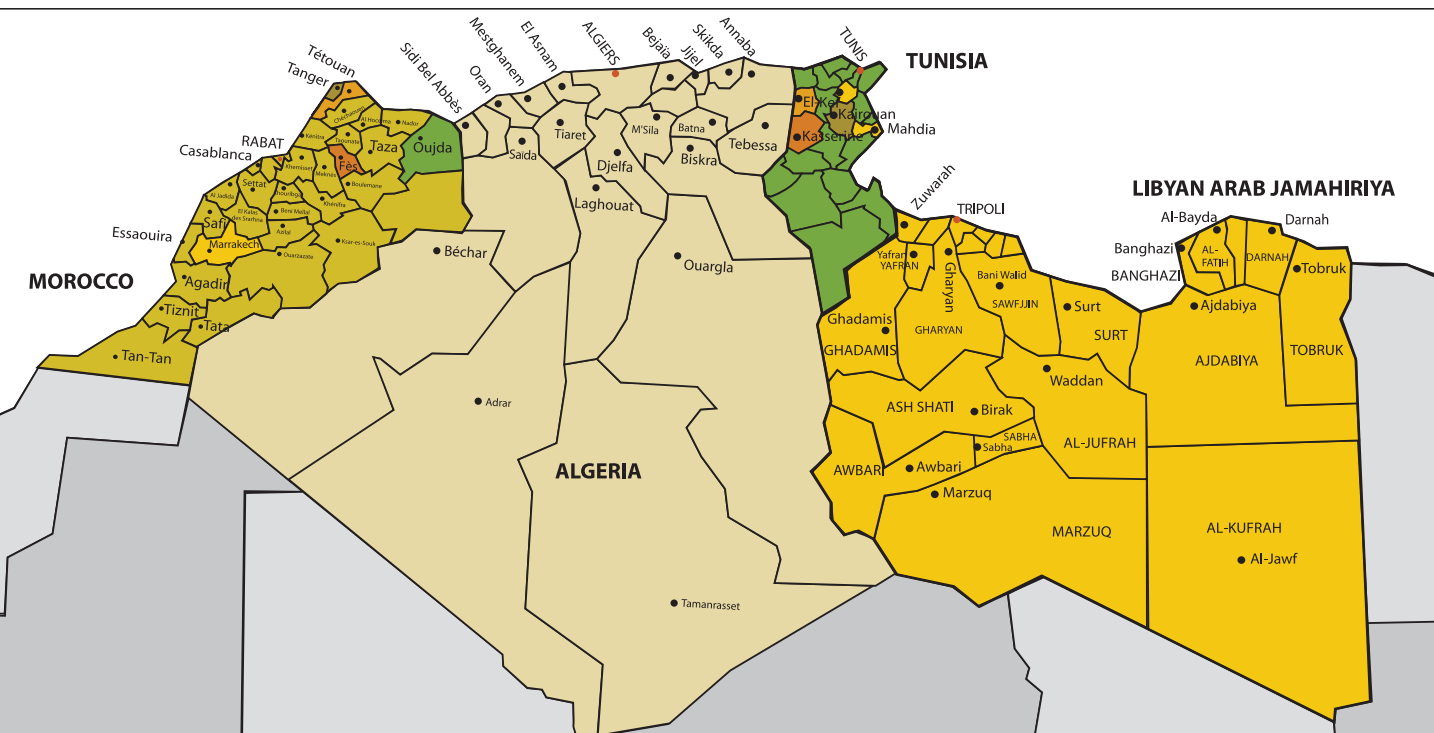
UNDP, IN COLLABORATION WITH
UNOPS INTERNATIONAL SERVICES



IN ALGERIA, THE LIBYAN ARAB JAMAHIRIYA,
MOROCCO AND TUNISIA

MAGHREB

PRESENTATION



Duration of activities

The Programme started in September and was ongoing as of December 2003.

National coordination

In Algeria, the Algerian Government will designate the ministry responsible for coordinating the "Gouvernance Locale et Développement dans le Maghreb" programme (GOLD/MAGHREB) in early 2004.

In the Libyan Arab Jamahiriya, the Ministry of Planning is responsible for coordinating GOLD/MAGHREB at the national level.

In Morocco, the Ministry of the Interior (through the Directorate General of Local Communities and the Directorate General of International Cooperation) is responsible for GOLD/MAGHREB. The Ministry convened a National Coordination Committee to guarantee interinstitutional and joint monitoring of GOLD. The National Coordination Committee includes: the Ministry of the Interior (Directorate General of Local Communities, Directorate General of International Cooperation and Directorate General of Rural Affairs); the Ministry of Territorial Organisation, Water Resources and the Environment; the Ministry for Foreign Affairs and Cooperation; the High Commissioner for Planning; the Ministry of Public Sector Modernisation; the Ministry of Labour, Social

Affairs and Solidarity; the Ministry of Finance and Privatisation; the economic and social development agency of the prefectures and provinces of the northern Morocco; the Mohammed V University; the General Confederation of Moroccan Businesses; and the federation of non-governmental organisations (NGOs) "Espace Associatif".

In Tunisia, the Directorate General of Regional Affairs of the Ministry of the Interior is responsible for coordinating GOLD/MAGHREB. The Ministry convened a National Coordination Committee to guarantee interinstitutional and joint monitoring of GOLD/MAGHREB. The National Coordination Committee includes: the Ministry of the Interior – the Directorate General Regional Affairs, the Directorate General of International Cooperation, the Directorate General of Local Development, the Directorate General of the Human Rights Convention; the Ministry for Foreign Affairs and Cooperation; the Ministry of Agriculture, Environment and Water Resources, the Directorate of the Environment and Quality of Life, the Directorate of Cooperation; the Ministry of Social Affairs and Solidarity; the Ministry of Labour; the Investment Promotion Agency; the Federation of Tunisian Cities; the IFADA Centre (information, training, studies and documentation on associations); the Tunis–El Manar University; the Directorate of Municipal Development; the secretaries-general of the Governorates of Kasserine, El Kef, Kairouan, Zaghuan and Mahdia.

● Territorial actors

In Morocco, working groups were created in the GOLD regions, chaired by the governors, and made up of representatives of local authorities, the civil society, the private sector, decentralised and international cooperation. They are:

- The Working Group of the Wilaya of Fès–Boulemane, chaired by the Wali (governor) and made up of 25 representatives of local authorities, institutions and associations.
- The Working Group of the Wilaya of Tangiers–Tetouan, chaired by the Wali and made up of 19 representatives of local authorities, institutions and associations.
- The Working Group of the Wilaya of l'Oriental, chaired by the Wali and made up of 30 representatives of local authorities, institutions and associations.
- The Working Group of the Wilaya of Marrakech–Tensift–El Haouz, chaired by the Wali and made up of 25 representatives of local authorities, institutions and associations.

In Tunisia, the following working groups have already been created in the GOLD governorates:

- The Working Group of the Governorate of Kairouan, chaired by the governor and made up of 26 representatives of local authorities, institutions and associations.
- The Working Group of the Governorate of Kasserine, chaired by the governor and made up of

19 representatives of local authorities, institutions and associations.

- The Working Group of the Governorate of Mahdia, chaired by the governor and made up of 25 representatives of local authorities, institutions and associations.
- The Working Group of the Governorate of Zaghouan, chaired by the governor and made up of 22 representatives of local authorities, institutions and associations.
- The Working Group of the Governorate of El Kef, chaired by the governor and made up of 16 representatives of local authorities, institutions and associations.

● Governments involved in cooperation

Italy.

● Funding

The Italian Government provided USD 320,000 through the Anti-Poverty Partnership Initiative (APPI) Trust Fund of the United Nations Development Programme (UNDP). In December 2003, through the Directorate General of Political Affairs for the Middle East and the Mediterranean of the Ministry for Foreign Affairs, the Italian Government, granted UNDP a disbursement of Euro 1,500,000 for a project associated with GOLD/MAGHREB.

● Key features

In November 2002, bearing in mind the success of human development programme in Gafsa and the interest aroused nationally and in other governorates, the UNDP representative office in Tunis, with the support of decentralised cooperation, decided on a new initiative to further the ongoing processes of territorial development in the country. A short time later, with the backing of the UNDP Bureau for Arab States – New York, the GOLD/MAGHREB Programme came into operation.

The national management structure of GOLD/MAGHREB was set up in Morocco and Tunisia with the participation of the most important institutions for local development policies. With the backing of the respective ministries of the interior, the working groups of the GOLD regions, involving a significant number of local development operators, were also created.

With the active collaboration of the UNDP representative office in Tunisia, work also began on involving donors in GOLD/MAGHREB activities through an innovative instrument – the national decentralised cooperation map – produced in collaboration with the embassies of all donor countries present in Tunisia. This instrument can be used effectively in all countries where human development programmes operate.

OVERVIEW

The GOLD/MAGHREB Programme became operational in September 2003.

In November 2002, the UNDP representative office in Tunis, with the backing of decentralised cooperation, decided on a new initiative to further the ongoing processes of local development in the country. The initiative, called "Mediterranean partnerships for local governance", is part of the UNDP's Cooperation Framework for Tunisia and the Development Aid Framework Plan (UNDAF). It provides coherent support for the priorities listed in the Tunisian Government's Tenth Economic and Social Plan, for 2002–06. The UNDP resident representative asked the local-level human development programme (PDHL) to provide technical support to the formulation and promotion of the programme.

In order to activate the new initiatives, UNDP organised meetings in 2003 with various national institutions, including the Tunisian Ministry of Cooperation and Development and the Ministry of the Interior. The Ministry of the Interior, which, as of 4 September 2002, had been charged by the Presidency of the Republic with promoting and monitoring the processes of local development, showed a keen interest in taking charge of the Programme. The Ministry of the Interior also expressed its willingness to promote the initiative at the interior ministries of other Maghreb countries. UNDP produced documentation for the presentation of the initiative and organised meetings with numerous international cooperation offices operating in the country: France, Spain, Germany, Belgium, Switzerland, Canada, Japan, and the European Union (EU). All the cooperation organisations showed great interest in assisting the processes of local development in Tunisia, which would involve decentralised cooperation offices in their respective countries. In December 2002, the UNDP office in Tunis also took part in a meeting organised in Cadiz (Spain) by the Andalusian Fund for International Cooperation on behalf of Arco Latino (an association of Spanish, French and Italian provinces). The UNDP representative in Algeria also took part in the Cadiz meeting. Arco Latino asked UNDP to back the development of a cooperation programme in Morocco, Algeria and Tunisia based on decentralised cooperation partnerships.

Bearing in mind the requests of the Ministry of the Interior and those of local administrations in Europe, the UNDP office in Tunis asked the UNDP Bureau for

Arab States – New York, and the UNDP representative offices in Morocco, Algeria, Egypt and the Libyan Arab Jamahiriya to examine the possibility of building a common Mediterranean initiative.

In 2003, in collaboration with the UNDP representative offices in Tunisia, the Libyan Arab Jamahiriya, Algeria and Morocco, the UNDP Bureau for Arab States – New York launched the GOLD/MAGHREB Programme to facilitate the establishment of partnerships between actors of southern Mediterranean countries and those of European countries and other regions.

Numerous meetings were held with the UNDP/APPI Management Unit to define the trust fund contribution to the GOLD/MAGHREB initiative. Bearing in mind the resources available, all interested parties agreed on the need to produce a 12-month GOLD/MAGHREB Preparatory Assistance Project (September 2003 – October 2004) to be funded by a contribution from the APPI/UNDP Trust Fund amounting to USD 320,000. The Preparatory Assistance Project provides for the implementation of the GOLD/MAGHREB Regional Programme with contributions from donor countries, agencies belonging to the United Nations (UN) system, and local administrations in Europe that are actively involved in decentralised cooperation.

GOLD/MAGHREB is one of the initiatives pursued by UNDP cooperation in support of the goals established at the Millennium Summit in September 2000, which set out an ambitious programme for the eradication of poverty, its causes and its manifestations. In particular, in the role of Millennium Goals "Campaign Manager", UNDP is committed to promoting the development of partnerships among local communities in order to improve governance and social and economic development. GOLD/MAGHREB also draws inspiration from the "UNDP Arab report on human development 2002", which sees local governance as an indispensable strategy for overall governance and the fulfilment of human development goals. Moreover, GOLD's regional dimension means it can promote collaboration among the countries of the area, bringing about economic, commercial, cultural, scientific and training exchanges.

UNDP's GOLD programme seeks to offer a point of reference to European regions, provinces and municipalities, to public and private operators, and to the associations of these areas, for facilitating decentralised cooperation partnerships and maximising their impact at the local level.

Documentation concerning the Preparatory Assistance Project was produced and approved. By international tender, UNDP selected and hired an expert to coordinate the project at the regional level. The GOLD/MAGHREB Project started in September 2003.

RESULTS OF REGIONAL AND INTERNATIONAL ACTIVITIES

The regional activities of GOLD/MAGHREB were conducted by the Regional Technical Assistance Unit (UR/GOLD), based in UNDP's Tunis office. UR/GOLD operates in support of UNDP offices in Morocco, Algeria, Tunisia and the Libyan Arab Jamahiriya. UR/GOLD consists of: an international expert hired by UNDP to coordinate the project at the regional level; an administrative assistant; and a young expert of the United Nations Department of Economic and Social Affairs (UNDESA) from UNDP's Tunis office. UR/GOLD is supervised by UNDP Regional Bureau for Arab States – New York, which supports the mobilisation of resources at the international level in partnership with fundraising countries.

UR/GOLD has coordinated technical and methodological assistance activities for the production of territorial marketing documents, the orientation of partnerships and decentralised cooperation, the production of information, and the publication of GOLD/MAGHREB results.

In particular, from May to June 2003, missions to present and activate GOLD/MAGHREB were undertaken to the four countries involved: Algeria (11–17 May), Morocco (19–24 May), the Libyan Arab Jamahiriya (24–28 May), and Tunisia (29 May – 4 June).

The missions verified the interest of the governments in the implementation of the GOLD Platform to facilitate decentralised cooperation intervention benefiting local development. The governments agreed on the need to produce a Preparatory Assistance Project to activate GOLD. From 5 to 9 June, a meeting was held in UNDP's Rome office to discuss the results of the missions, and a first draft of the preparatory assistance document was produced. The document was then discussed and approved on 18 June in Amman (Jordan) at a meeting between the UNDP resident representatives of the four countries and the UNDP Regional Bureau for Arab States – New York.

The governments of the four countries gave their support to the initiative, designated the ministries that

would be responsible for it, and established criteria for selecting the pilot regions for the scheme. In Morocco and in Tunisia, GOLD regions were identified and joint strategic local planning mechanisms were activated. In the Libyan Arab Jamahiriya, a national local development workshop is being organised where all the regions will be convened in order to define the territories where activities can start. In Algeria, consultations are in progress to identify the national institution that will be responsible and the regions that will be taking part. The specific results of these activities are described in the section devoted to each of the countries.

In conjunction with the UNDP offices and the national authorities, the operational and methodological structure of GOLD was established. In their role of coordinating the operational activities of the UN system in each country, the UNDP offices took on the tasks of promoting the participation of all agencies interested in the project and of making the information available at both national and international level.

It was decided that a technical team should be set up in each UNDP office in order to: provide GOLD regions with support; organise local and national partners; guarantee information at the national level; facilitate contacts; organise exchanges; organise meetings with international cooperation and multilateral organisations operating in the country; and organise the missions of regions, provinces and municipalities interested in taking part in the GOLD Programme to the country.

Each UNDP office provided qualified human resources for the activities detailed in the Preparatory Assistance Project. In particular, UNDP Morocco sent GOLD/MAGHREB a young UNDESA expert; a junior professional officer from UNDP Algeria was given the responsibility of collaborating with GOLD/MAGHREB; UNDP Tunisia allocated USD 50,000 to hire a national expert to provide continuous technical assistance to GOLD/MAGHREB in Tunisia; an expert from UNDP in the Libyan Arab Jamahiriya volunteered to collaborate with GOLD/MAGHREB, paid for by funds from the GOLD/Libya budget.

An agreement was reached with the competent authorities for the establishment of working groups in GOLD regions, chaired by the governors and made up of local public institutions and representatives of the civil society and the private sector. These working groups will provide programming activities for local

development, which is open to participation from decentralised cooperation and all interested international cooperation organisations.

From its regional coordination office in Tunis, the regional unit carried out all activities involving the production of documents, formats, and operational guidebooks needed for a homogenous implementation of the activities in the four different countries. In particular:

- The GOLD/MAGHREB Preparatory Assistance Project document was produced and the necessary steps were taken for its approval.
- A document was prepared and then produced for each country illustrating the operations and responsibilities of the decentralised administrations. This document is a very useful instrument for all local administrations in Europe interested in establishing decentralised cooperation partnerships.
- A digitised decentralised cooperation chart was prepared and produced for each country. This document can be used to establish the first contacts with the embassies of European countries, and it provides information on these innovative international cooperation activities.
- A brochure on GOLD/MAGHREB was produced in French, English and Arabic. The brochure was distributed to all interested parties and, through the UNDP/UNOPS programme on education and training, information and documentation, and decentralised cooperation (known as EDINFODEC) to European local administrations interested in establishing decentralised cooperation partnerships; the regional unit also produced a logo and an editorial policy for all GOLD/MAGHREB documents.

Decentralised cooperation promotion activities are conducted by the regional unit in collaboration with the EDINFODEC Programme and the APPI/UNDP Management Unit. Based in Rome, these offices collaborate with European decentralised cooperation. They examine possible partnerships; publicise marketing documents in the territories; organise missions by European local administration delegations in the countries concerned; provide the necessary support in all preparatory and operational phases of collaboration among partners; and prepare support material for training, in collaboration with the Universitas Programme of the International Labour Organization (ILO).

GOLD/MAGHREB is also linked to the international secretariat of the initiative Innovations for Development and South–South Cooperation (IDEASS),

a UNDP, ILO and UNOPS joint initiative to promote innovation through South–South cooperation. In November 2003, a mission was undertaken by the international secretariat of Tunisia to present IDEASS to the principal of the University of Tunis. Professor Abdessalem Nagazi, a researcher at the National Institute of Applied Sciences and Technology (INSAT) of “7 November à Carthage” University, was chosen as the IDEASS focal point. A working group was established, chaired by the principal of the Tunis–El Manar University, who was given the mandate to identify Tunisian innovations to promote internationally through IDEASS, and select foreign innovations that could benefit Tunisia. The group said it would mobilise inventors and students towards activities involving innovation research and selection.

In order to promote GOLD/MAGHREB internationally, the following activities were carried out:

- Participation at the meeting of the international network of European provinces Arco Latino (15 Spanish provinces, 37 Italian provinces, 10 French provinces and 1 Portuguese province) to examine the strategies of decentralised cooperation in southern Mediterranean countries, and specifically northern Africa (December 2002). Participation in the meeting in Livorno with the Secretariat of the Conference of Maritime Regions.
- Presentation of GOLD/MAGHREB at the meeting of the Mediterranean City Alliance, organised by UNDP and held in Monte Carlo (Monaco) in April 2003.
- Meeting in Amman (Jordan) of the UNDP Regional Bureau for Arab States – New York, the resident UNDP representatives of Morocco, Algeria, Tunisia and the Libyan Arab Jamahiriya, the APPI Management Unit and the regional unit, for the joint implementation of GOLD/MAGHREB and definition of its main features (June 2003).
- Preparation, in collaboration with the EDINFODEC Programme, the APPI Management Unit and the Toscana Region, of a workshop to launch GOLD/MAGHREB, scheduled for January 2004 in Florence. The workshop should also see the signing of a cooperation agreement between UNDP, the Toscana Region and the Municipality of Firenze, which plays the lead role in an international committee of European territorial authorities taking part in GOLD/MAGHREB. In particular, the regional unit, in collaboration with the UNDP resident representatives of Morocco, Algeria, Tunisia and the Libyan Arab Jamahiriya, invited the respective governments of these countries to appoint representatives to the delegation that would be taking part in the workshop.

Through missions to the four countries, established with the respective UNDP offices, the regional coordination unit provided technical assistance for the activation of GOLD/MAGHREB. The results varied according to the countries concerned. In particular, in Morocco and Tunisia, it was also possible to initiate activities at the local level, while in the Libyan Arab Jamahiriya and Algeria the national authorities have yet to identify the GOLD regions. The following sections contain a summary of the results in Algeria and the Libyan Arab Jamahiriya, followed by a more detailed analysis of the characteristics of the GOLD/MAGHREB Platform in Morocco and Tunisia.

RESULTS IN ALGERIA

In Algeria, activation of GOLD/MAGHREB was delayed. The Preparatory Assistance Project document was officially sent to the competent Algerian authorities in October 2003.

In May 2003, a first mission was carried out in Algeria to reach an agreement with the Algerian Government and the UNDP representative office on the contents of the preparatory assistance document. Also taking part in the mission was the director of the UNDP Regional Bureau for Arab States – New York, and the coordinator of the APPI Management Unit in Rome. During the mission, a visit was made to the UNDP projects in the Regions of Biskra, Oran and Adrar. The Algerians were particularly interested in the GOLD/MAGHREB methodologies to support local economic development and strategic planning, which were considered to be extremely useful for strengthening ongoing activities. No specific meeting was organised with the national authorities to identify the ministry that would take on responsibility for national coordination. However, the institutional interlocutors that were consulted thought that the Ministry of the Environment would make a good choice because of its international experience and commitment to promoting decentralised cooperation.

In October 2003, through a new mission conducted by the regional unit, a meeting was held to present GOLD/MAGHREB to the Ministry for Foreign Affairs, Directorate General of Economic and Financial Affairs. At the meeting, the criteria were defined to identify the Algerian ministry to take charge of GOLD/MAGHREB in the country and to identify intervention regions. The Algerian Government was greatly interested in the local development dimension of the GOLD strategy, which is conceived in the spirit of optimising existing decentralised cooperation

partnerships, promoting new ones and boosting South–South cooperation.

A document was produced illustrating the structure of decentralised administration in Algeria. The competent authorities are validating the text of the document before it is issued. The gathering of data for a numerical decentralised cooperation map in Algeria also received the go-ahead.

RESULTS IN THE LIBYAN ARAB JAMAHIRIYA

In May 2003, the regional unit (in collaboration with the UNDP Management Unit) took part in a first mission to present GOLD/MAGHREB in the Libyan Arab Jamahiriya. During the mission, the strategic projects undertaken by UNDP were examined with a view to using them as a basis for the activation of GOLD/MAGHREB in the country. In particular, UNDP proposed carrying out a pilot local development project in the Regions of Misrata, Butnan and Nalout, which could be included in GOLD/MAGHREB.

In November 2003, the regional unit undertook a new mission to the Libyan Arab Jamahiriya in order to take part in a meeting with the Undersecretary of the Ministry of Planning, the national institution designated by the Government of the Libyan Arab Jamahiriya to take charge of implementing GOLD/MAGHREB in the country. The Ministry of Planning, in fact, is responsible for relations with the regions (Sha'abiya). The Undersecretary confirmed the interest of the Libyan Arab Jamahiriya in taking part in the regional GOLD Platform in order to improve regional competences in strategic planning and to promote South–South decentralised cooperation partnerships. At the meeting, it was decided with the Ministry of Planning to organise a national GOLD workshop on local economic development, with the broadest participation of the country's regions, in order to identify the GOLD regions on the basis of the interest shown by the local authorities.

At the request of UNDP Libya, the regional unit hired a young English–German expert to gather the data needed for drawing up a numerical decentralised cooperation map. A document illustrating the structure of decentralised administration in the Libyan Arab Jamahiriya was prepared and completed.

The UNDP office in the Libyan Arab Jamahiriya has translated into Arabic all GOLD documents for widespread regional distribution in order to offer

strategic regional support for the Project. At present, the GOLD/MAGHREB brochure, the terms of reference for the National Coordination Committee, and the terms of reference for the regional working groups are available in Arabic.

RESULTS IN MOROCCO

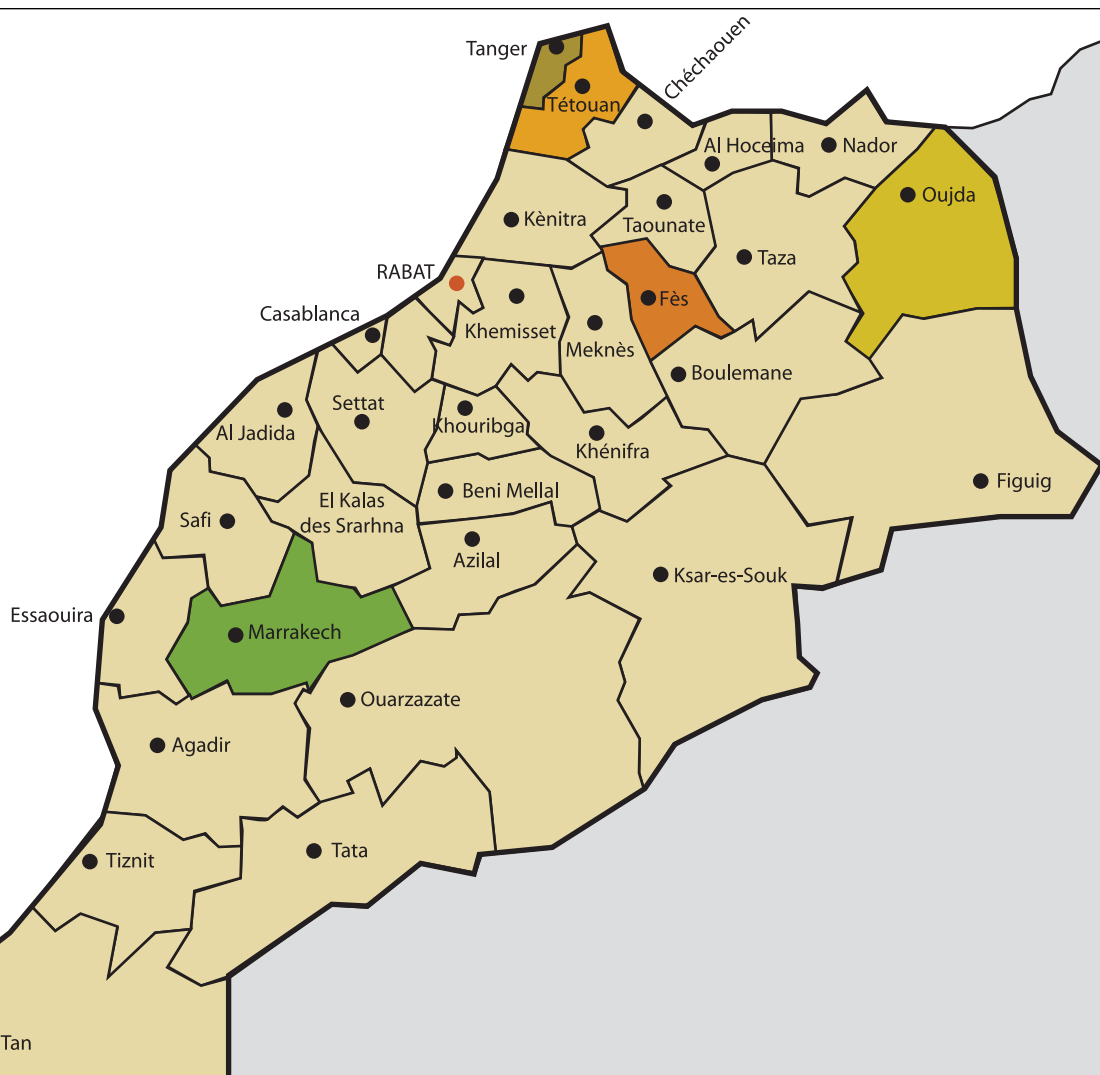
In September 2003, the Ministry of the Interior (Directorate General of Local Communities and Directorate General of International Cooperation) was made responsible for coordinating GOLD. The criteria for identifying the GOLD regions were defined with the Ministry.

In November 2003, the first meeting of the National Coordination Committee was held, attended by the representatives of strategic ministries, development agencies, universities, civil society and the private sector. At the meeting, the powers of the National Coordination Committee, its prerogatives, and the list of permanent members were discussed and defined. At the meeting, the choice of pilot regions was made

official. The CNC unanimously selected the Wilayats of Fès–Boulemane, Marrakech-Tensift-EI Haouz, Tanger-Tetouan and Oriental.

A document on the structure of decentralised administration in Morocco was produced. The document was validated by the competent national authorities. Data were gathered for the compilation of the numerical decentralised cooperation map of Morocco (October 2003).

In November 2003, the regional unit coordinator visited the four GOLD Wilayats. At the end of the visit, the results were discussed at a meeting at the Ministry of the Interior with the participation of the UNDP resident representative. At the meeting, the establishment of the regional working groups was made official. Regional action plans were also approved, which provide for the preparation of the first promotional documents (the regions' business card) and the methodological phases needed to draw up territorial marketing documents.



The GOLD/MAGHREB platform was included in the UNDP Morocco Project in support of the Parliament, as a preferential framework for exchanges between the parliamentary members of the GOLD regions of Morocco and those of other countries. The following section details the most significant results in each GOLD Wilaya.

Wilaya of Fès-Boulemane

The first meeting to set up the regional working group was held in November 2003. At the meeting, the proposed terms of reference for its operation were discussed, adapting them to local context and needs. The support documents needed to publicise the initiative (brochures in Arabic) and prepare the territorial marketing document were provided.

The Working Group of the Wilaya of Fès-Boulemane, chaired by the Wali, is made up of: the Wilaya secretary-general; Regional Council; Regional Territorial Organisation Inspectorate; Regional Planning Directorate; Regional Labour Delegation; Regional Tax Delegation; Wilaya Social Economic Division; Cooperation Development Office; Provincial Council of Fès; Provincial Assembly of Boulemane; Provincial Council of Moulay Yacoub; Local Community Division of the Municipality of Moulay Yacoub; Provincial Council of Séfrou; Urban Municipality of Missouri; Urban Municipality of El Mers; Rural Municipality of Ain-chkef; Rural Municipality of Sidi Harazem; Rural Municipality of Aghbalou-Akora; Fès Saiss Association; Moyen Atlas Association for Agriculture and Environment; Tourist Development Association; Moroccan Red Crescent Association; Mohammed Ben Abdellah University of Fès; the General Confederation of Moroccan Businesses (CGEM) of Fès; and Regional Investment Centre (CRI) of Fès

Wilaya of Tanger-Tetouan

The regional working group was officially set up in November 2003. A questionnaire was prepared in order to conduct a survey of existing partnerships throughout the region (state of progress, strengths and weaknesses) and draw up an itemised list of the needs, potentialities, interests and emergencies. This information will then be collated into the form of a numerical map. The region's business card was produced. Guidelines were worked out for drafting territorial marketing documents, for which broad territorial consultation will be organised.

The Working Group of the Wilaya of Tangiers-Tetouan, chaired by the Wali and made up of: Wilaya secretary-general; Regional Council of Tangiers-Tétouan; Tangiers Regional Directorate of Equipment; Regional Planning Directorate; Tangiers Regional Delegation of Professional Training; Regional Treasury of Tangiers; Regional Territorial Organisation Inspectorate; Regional Division of Local Communities; Prefectural Council of Tangiers-Assilah; Prefectural Directorate of Agriculture; Tangiers Prefectural Youth and Sports Delegation; Tangiers Prefectural Labour Delegation; Urban Municipality of Tangiers; Urban Municipality of Assilah; Tangiers Industrial Estate Association (AZIT); Al Boughaz Association of Tangiers; Association of Tangiers-Medina; Abdelmalek Saadi University of Tétouan; and the CGEM of Tangiers

Wilaya of Marrakech-Tensift-El Haouz

A presentation of GOLD/MAGHREB was made to the region's strategic socio-economic representatives (November 2003). Support documents were provided to facilitate the establishment of a regional working group and to direct the methodological phases involved in drafting a territorial marketing document.

The Working Group of the Wilaya of Marrakech-Tensift-El Haouz, chaired by the Wali, is made up of: Wilaya secretary-general; Regional Council of Marrakech-Tensift-Al Haouz; Regional Office of Drinking-water; Regional Directorate of Habitat; Regional Directorate of Equipment; Regional Transport Delegation; Regional Town Planning Division; Regional Territorial Organisation Inspectorate; Tensift Reservoir Agency; Regional Labour Delegation; Municipality of the City of Marrakech; Municipality of Marrakech Casbah; Rural Municipality of Ait Ourir; Rural Municipality of Sidi Zouine; Rural Municipality of Ouled Hassou; Rural Municipality of M'Nabha; Rural Municipality of Ouled Sidi Brahimi; Rural Municipality of Saada; Rural Municipality of Souihla; Rural Municipality of Al Guidane; Rural Municipality of Ouled Dlim; Ennakhil Woman and Child Association; Le Grand Atlas Association; Wafa Association; and the CGEM of Tensift-El Haouz.

Wilaya of L'Oriental

The Wali officially announced the establishment of the regional working group. The executive secretariat of the group was assigned to the Institut Régional de Coopération pour le Développement (IRCOD). The

group's executive secretariat and activities operate from the offices of the CRI, which provided equipment and technical support. The regional working group was assigned an e-mail address. Guidelines were established for drawing up territorial marketing documents, which will be produced through broad territorial consultation. It was also decided that the Wilaya of l'Oriental would host a national workshop on local economic development instruments, scheduled as part of the GOLD framework. Invitations for the event will be sent out to representatives both of the country's regions and of other countries involved in GOLD/MAGHREB.

The Working Group of the Wilaya of l'Oriental, chaired by the Wali, is made up of: Wilaya secretary-general; Regional Council of l'Oriental; Regional Directorate of Planning; Regional Delegation of Commerce and Industry; Regional Labour Delegation; Regional Directorate of Habitat and Town Planning; Regional Culture Delegation; Regional Directorate of Equipment; Regional Tourism Delegation; Regional Territorial Organisation Inspectorate; Oujda Urban Agency; Provincial Council of l'Oriental; Provincial Agricultural Directorate; Urban Municipality of Oujda; Urban Municipality of Beni Drar; Urban Municipality of Naima; Rural Municipality of Mestferki; Rural Municipality of Sidi Moussa Lemhaya; Rural Municipality of Beni Khaled; Rural Municipality of Ain Jfa; Rural Municipality of Labssara; Rural Municipality of Ain-sfa; Rural Municipality of Sidi Boulouane; Al Karama Directorate; Oujda-Ain Ghazal 2000 Association; Oujda Young Industrialists Association; IRCOD Association; Cadi Ayad University; Oujda Investment Centre (CRI); and Oujda Chamber of Commerce, Industry and Services.

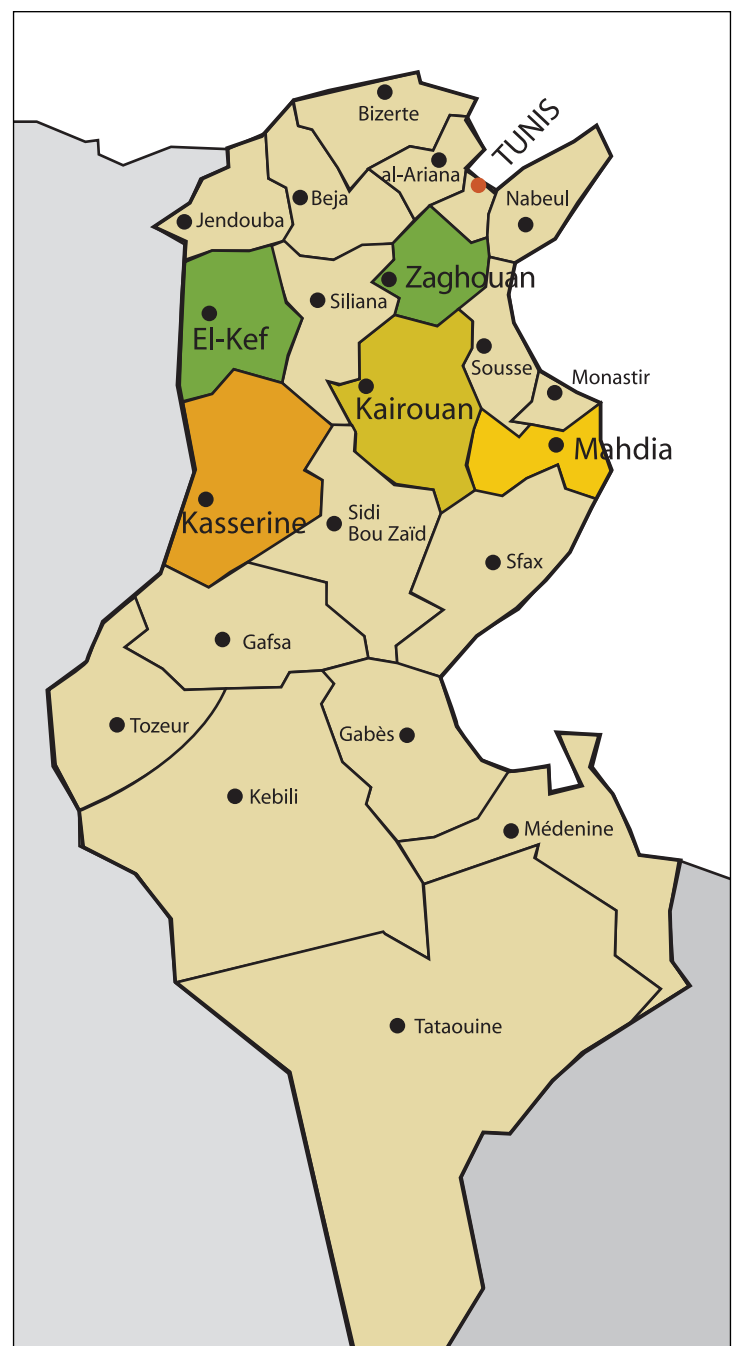
RESULTS IN TUNISIA

In September 2003, the first meeting was held with the Ministry of the Interior – Directorate General of Regional Affairs, which the Tunisian Government charged with coordinating GOLD/MAGHREB in Tunisia. At the meeting, the members of the National Coordination Committee were selected and the criteria for selecting pilot regions were defined.

In late 2002, preliminary activities were conducted to promote the initiative with technical cooperation associations and international organisations operating in the country. In particular, meetings were held with the cooperation organisations of France, Spain, Belgium, Switzerland, Germany (Gesellschaft für Technische Zusammenarbeit – GTZ), EU, Japan and

Canada. Interest was shown by all the cooperation organisations in promoting the decentralisation processes in the country and decentralised cooperation partnerships.

A document on the structure of decentralised administration in Tunisia was completed and approved by the competent national institutions, and made available in French and English (October 2003). The numerical map of decentralised cooperation in Tunisia was completed (November 2003). The map was officially presented to national partners, donors, UN agencies and international organisations on 16 December 2003. The participants received an illustrative CD-ROM. This interactive document can be accessed at the UNDP Tunis Web site, and the map will be updated regularly using information sent by the various institutes involved.



In November, the UNDP/IDEASS initiative was launched in Tunisia to promote the utilisation of innovation in the processes of territorial development through South-South cooperation. The role of the national IDEASS secretariat will be handled by the University of Tunis, which has set up an ad hoc working group.

In December 2003, a first meeting of the National Coordination Committee was held at the Ministry of the Interior. At the meeting, the National Coordination Committee's terms of reference were defined and, using the established criteria, five GOLD governorates were identified: Kairouan, Mahdia, Kasserine, Zaghuan and El Kef.

The UNDP representative office made a contribution available to GOLD/MAGHREB for the hiring of a national expert to collaborate in national and local technical assistance activities. A GOLD/MAGHREB Web page was created on the UNDP Tunis Web site, where the available documents can be accessed (www.tn.undp.org).

Governorate of Kairouan

The regional working group, chaired by the governor, was set up in December 2003. A list of group members was produced; the terms of reference were defined and adapted to local needs; and the methodology was agreed on for producing territorial marketing documents. The experience of the PDHL in Gafsa facilitated the understanding of the mechanisms and potentialities of the GOLD Platform.

The Working Group of the Governorate of Kairouan, chaired by the governor, is made up of: governorate secretary-general; secretary-general of the RCD Coordination Committee (majority political party); Kairouan Delegation; mayor of Kairouan; Regional Directorate of Labour; Regional Directorate of Education; Regional Directorate of Health; Regional Directorate of Development; Regional Directorate of Equipment, Habitat, and Territorial Organisation; Ministry of Agriculture, Environment and Water Resources (through the Regional Programmes Sub-Division); Regional Youth and Culture Department; Regional Agricultural Development Department; Kairouan Regional Poultry Cooperative; Regional Directorate of Social Affairs; president of the UTICA Regional Union; Regional Delegation of the UNFT Tunisian Women's Union; Regional Directorate of the Kairouan Higher Institute of Arts and Crafts; Central-Western Development Office; Agricultural Investment Promotion Agency; Industrial Promotion

Agency; AKAD Kairouan Self-Development Association; Action Programme against Desertification; Higher Institute of Technical Studies; STEG electricity distribution agency; SONEDE drinking-water distribution agency; Regional Agriculture and Fishing Union (URAP); and Association for the Protection of the Medina.

A governorate business card was produced for preliminary promotion activities. The Governorate of Kairouan offered to host a national GOLD workshop on strategic territorial planning, which will be organised with the participation of representatives of all Tunisian governorates and delegations from the other countries taking part in GOLD/MAGHREB.

Governorate of Kasserine

The regional working group, chaired by the governor, was established in December 2003. The first meeting was chaired by the secretary-general. A list of the members of the group was finalised and the terms of reference for operations were discussed and approved.

The Working Group of the Governorate of Kasserine, chaired by the governor, is made up of: governorate secretary-general; Delegation of Fériana; Delegation of Foussana; Delegation of Jedelien; Delegation of Majel Bel Abbes; Delegation of North Kasserine; Delegation of Hassi Frid; Delegation of Elouzn; Delegation of Sbeitla; Municipality of Sbeitla; Regional Directorate of Development; Committee of the Cities of Sbiba, Kasserine, Sbeitla, Boulaaba, Foussana and Mhiri Thala; Commission of Jedliane; Regional Agricultural Development Department; Kasserine ADKN Development Association; Thala Majel and Ben Abbes; North Kasserine Civil Association; Industrial Promotion Agency; and Kasserine Tunisian Union of Agriculture and Fishing.

The working group pointed out that the most important challenges to be faced in the development of the governorate concerned: structural and procedural modernisation, the transformation of the business class, and the creation of information mechanisms for the planning of local development. Information and the professional training of development operators have been recognised as vital to the socio-economic development of the territory. The governorate's business card was produced for preliminary promotion activities. Guidelines were established for a territorial marketing document, which will be produced with broad grassroots participation.

Governorate of Mahdia

The regional working group, chaired by the governor, was set up in December 2003. The group's executive secretariat was assigned to the women's association for sustainable development. An agreement was reached on the list of members of the group and the components of the in-house executive commission, which will have the task of facilitating progress and monitoring work. The development watchdog, a structure set up by the governorate to promote synergy among projects, will provide backing for the GOLD working group.

The Working Group of the Governorate of Mahdia, chaired by the governor, is made up of: governorate secretary-general, mayor of Mahdia; Regional Economical Affairs Delegation; Directorate General of Equipment; Regional Education and Professional Training Department; Regional Directorate of Labour; Regional Directorate of Social Affairs and Solidarity; Regional Directorate of Equipment and Territorial Organisation; Regional Culture and Youth Department; Regional Handicraft Department; Regional Directorate of the Agricultural Investment Promotion Agency (APIA); Regional Directorate of Industrial Promotion; Regional Directorate of Health; Regional Union of Agriculture and Fishing of Mahdia; Regional Union of Industry, Commerce and Handicrafts; Faculty of Economics and Management of the University of Mahdia; Higher Institute of Technological Studies; Higher Institute of Applied Human Sciences; Tunisian Women's Union; Regional Council Division; Regional National Solidarity Fund; Division of Cooperation and International Relations of the Governorate; Regional Solidarity Committee; Sidi Alouane Development Association; and president of Services Cooperatives.

The governorate's business card was produced for preliminary promotion activities. Guidelines were established for a territorial marketing document, which will be produced with broad grassroots participation. The marketing document will include the agricultural map previously produced by the Regional Agricultural Development Department. Collaboration began with a Canadian project, which involves the preparation of a territorial marketing document for promoting investment. The Governorate of Mahdia has offered to host a training workshop on the cycles of the project and on the procedures for requesting funds from various donors. The representatives of the five GOLD working groups will attend the workshop.

Governorate of Zaghouan

The regional working group, chaired by the governor, was set up in December 2003. Agreement was reached on the list of group members, and the terms of reference for operations were discussed and approved.

The Working Group of the Governorate of Zaghouan, chaired by the governor, is made up of: governorate secretary-general; mayor of Zaghouan; CGDR of Zaghouan; Regional Agricultural Development Department; Municipality of Ennadhour; Municipality of Jebel Oust; Municipality of Zriba; Regional Tourism Department of Tunis-Zaghouan; Regional Directorate of Health; Regional Directorate of Work; Directorate General of Postal Services; Rural Delegation of the Family and Population; Esbayhia Development Group; Family Planning; rural facilitators of the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD); GDA Association; ASAD Association; Telecommunications and Press Agency (TAP); Industrial Promotion Agency; Telecom Tunisia; Agricultural Investment Promotion Agency; and the NGO FTDC.

The secretary-general focused on the potentialities of the region and requested technical assistance to activate Agenda 21 in the Municipality of Zaghouan, a jointly agreed process benefiting the sustainable development of the environment, which fits in perfectly with the GOLD methodological approach. A link was proposed with the Governorate of Kairouan where Agenda 21 has been active for some time. The governorate's business card was produced for preliminary promotion activities. Guidelines were established for a territorial marketing document, which will be produced with broad grassroots participation. The Governorate of Zaghouan offered to host a workshop to examine the methodologies of regional working groups, with the participation of the five GOLD governorates, and to harmonise terms and approach in order to facilitate information exchanges.

Governorate of El Kef

The regional working group, chaired by the governor, was set up in December 2003. Agreement was reached on the list of group members, and the terms of reference for operations were discussed and approved.

The Working Group of the Governorate of El Kef, chaired by the governor, is made up of: governorate secretary-general; secretary-general of the RCD Coordination Committee (the majority political party);

Kef Delegation, the Regional Agricultural Development Department; North Western Forest and Grazing Land Development Office; Regional Integrated Projects Coordination Office; Regional Agricultural Union; Regional Directorate of Social Affairs; Regional Directorate of Health; Regional Directorate of Labour; Regional Directorate of Development and Cooperation; Regional Directorate of Equipment, Habitat and Territorial Organisation; National Handicraft Office of Kef; KHASBA Micro-Credit Development Association; El Kef Foundation for Regional Development (FEKDR); APPEL Association; and Dahmani Development Association.

The governorate's business card was produced for preliminary promotion activities. Guidelines were established for a territorial marketing document, which will be produced with broad territorial participation. The marketing document will include an agricultural map previously produced by the Regional Agricultural Development Department. It was agreed to develop a geographical information system (GIS) in order to plan and monitor local development, based on PDHL experience in Gafsa. The Governorate of El Kef offered to host a day of interregional reflection (Governorates of Zaghouan, Siliana, El Kef, Kasserine, Gafsa and Tozeur) in order to examine the possibility of developing an alternative tourist route, which maximises the eco-agro-cultural potential within the country, mainly by exploiting the thermal spa heritage common to various governorates.

