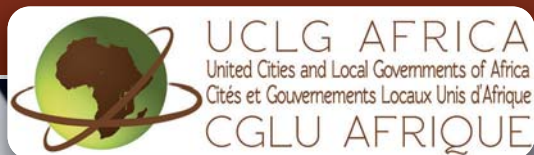


Regional Territorial Coaching : Development players working together The Oriental region reinvents its governance



**The Oriental Region,
a pioneer in Africa**

Abdenbi Bioui
President of the Regional Council of the Oriental Region **3**



**«Improving the governance of our country
is priceless»**

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Former minister. Mayor of Dakar **18**



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**A new profession to develop synergy
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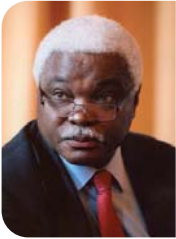
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The Agency of the Oriental Region contributes to the creation and flow of knowledge



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Territorial Coaching, a process of participatory democracy



With the adoption of the 2011 Constitution and the implementation of the «advanced regionalization», Morocco has initiated a major reform of the governance of public affairs. This reform seeks to shift Morocco from a public governance hitherto perceived as essentially centralized to a more decentralized governance, granting greater responsibilities and powers to local authorities.

The first challenge in this regard is the ability of local authorities themselves to invent new ways to interact with their civil societies, but also with national administrations, where a long absence of dialogue has installed feelings of mutual distrust or mistrust. Local authorities are now in the front line to demonstrate the correctness of the decentralization policy choice, because they know better how to mobilize people for the national and regional development venture, while respecting the diversity of local contexts and the dignity of every person.

The other major challenge is related to state institutions (national, regional or local) that must adapt their attitudes, procedures and actions to the new decentralized governance and redirect their efforts to prioritize the support and accountability of local authorities as well as all local players in this new environment.

A third challenge is to lend credibility to participatory democracy and to build or rebuild trust between people and public authorities, promoting consultation frameworks that the population will consider as even more credible as they promote a real dialogue, good governance and accountability of politicians and civil servants vis-à-vis the population.

Experience shows that it is often the difficulties of dialogue and collaboration of key players that hinder the engagement of the dynamics of change in favor of a sustainable human development, even if the territory contains significant resources and stakeholders available. It is therefore important to focus on the analysis and understanding of these behaviors, which are the basis of the greatest achievements as well as the greatest resistance in the implementation of the desired changes.

The human dimension, the behaviors and the attitudes of women and men, are at the heart of the successes or failures of public policies. This is why they must be given special attention in any change management strategy. This work to redirect behaviors and attitudes of individuals in order to stimulate positive change is typically what coaches do in the business world.

But to accompany behaviors or attitudes changes, in worlds as diverse as those of local authorities, is far more difficult than doing it for interpersonal relations within companies. Local authorities bring together stakeholders with divergent interests, whose timeframes are different, and whose attachment to the land is not the same for everyone.

Furthermore, mobilizing capacities for the development of the territory implies the agreement on a common vision of the desired development and the adoption of positive and trusting attitudes with regard to the common future.

This is why, in order to address the challenges identified above and to support the dynamic transition from a centralized governance to a decentralized governance in Morocco, the organization of United Cities and Local Governments of Africa (UCLG-A) in collaboration with the Belgian NGO Echos Communication, have promoted an original approach, so far unpublished, called Territorial Coaching.

Territorial Coaching is a specific approach built around a particular skill, combining the inter-individual capacity building, as practiced in the corporate world, with the control of the conduct of behavior change within large human groups as they occur in communities or territories.

A Territorial Coach serves local stakeholders and acts as an external element that is not part of local antagonisms, to help overcome the difficulties of dialogue between stakeholders in the territory, to be the developer of convergence between these stakeholders, and to foster synergy between them.

In 2014 and 2015, Territorial Coaching has passed the test of its strength in the service of decentralized governance in Morocco's Oriental Region, where it was enthusiastically welcomed.



UCLG-Africa and the Oriental Region present their regional Territorial Coaching experiment in Johannesburg

The interest in Territorial Coaching shown by many other African countries involved in the implementation of decentralization policies shows the potential of South / South cooperation that underpins this approach.

It is important that the Oriental Region, which has the only full-scale experience of Territorial Coaching at the regional level, and that the Kingdom of Morocco, which is interested in the development of South / South cooperation with other African countries, seize this opportunity to launch a genuine Territorial Coaching dissemination program at the national and African level.

It is the wish expressed by UCLG-Africa which is ready to offer its network capacity to participate in this great adventure.

Jean Pierre ELONG MBASSI
Secretary General, UCLG-Africa

The Oriental Region, a pioneer in Africa



The Regional Council has been able to develop a special relationship with UCLG-Africa and strengthen its relations with the African regions. To benefit from the contributions of this support perfectly harmonized with the requirements of the new Constitution of the Kingdom of Morocco and with the principles of governance of the Regions under the rules of «Advanced Regionalization», the Regional Council of the Oriental Region has entered into a unique partnership with UCLG-A to make the Oriental Region a pilot region for the development of territorial coaching.

The territorial coaching support responds first to a need of training of our dedicated human resources by a first «initiation cycle,» completed by a second «certification cycle.» It concerned initially 15 participants. The reported satisfaction of those who attended both internal trainings delivered to the Regional Council officials is quasi-total.

There is no doubt that the ability to change required on the part of the officials of the Regional Council of the Oriental Region and the coping skills will be particularly stimulated by the coaching work, which will induce profound behavioral inflections for the implementation of synergies with other regional development stakeholders. The participatory approach and the consultation process are likely to settle the consistency and cohesion of the Region's stakeholders.

This is why we must welcome the framework adopted with UCLG-Africa and the Oriental Agency, that was gradually joined by other partners such as the Mohammed 1st University of Oujda, with enthusiasm.



The President of the Regional Council of the Oriental Region, Mr. Abdenbi BIOUI, at the UCLG-A booth at the 2015 Africities Forum in Johannesburg

The work started in the Oriental Region, at this scale and by its systematization, is a first in the continent. I myself have been able to verify it at the 2015 Africities Summit in Johannesburg, South Africa, where the presentation of our approach has generated the most interest.

We intend to deepen our own approach, but also to share our expertise and our achievements within the frameworks of the pan-African meetings and the networks that drive the thinking of policy makers.

The Regional Council of the Oriental Region is aware of having been a laboratory of ideas and actions to bring the Region in its new modernity; it is proud to see that it is gradually recognized as a value model. It is an honor and a responsibility that we will make sure to assume.

Abdenbi BIOUI
President of the Regional Council of the Oriental Region

The Wilaya of the Oriental Region trains its officials; Territorial Coaching is part of the program



The Wilaya of the Oriental Region consists primarily of human resources that are available to the citizens to provide them with a set of services that the people of the Oriental are familiar with. These resources are critical to the economic and social development of a Region, especially the Oriental region where some specific constraints inherited from history and geography are present.

In this context, the Wilaya necessarily reconciles the medium term and long term vision, with the proximity action and daily interventions, a double principle of action and reflection that requires a very strong training of its agents, custodians of many responsibilities. Today, the Wilaya has established an almost permanent dialogue with the elected body, the Regional Council, even more strengthened since the gradual implementation of the «Advanced Regionalization».

This new governance of the Regions encourages the evolution in concert with elected bodies, civil society, and more broadly with all development stakeholders, particularly in the human dimension. Territorial coaching, a participatory and concerted approach to common problems, specifically oriented towards the achievement of concrete or measurable results, within appropriate time frames, is a new method responding to this new context.

It is a support for stakeholders based on their shared willingness to reach solutions that serve the general interest: in this sense, it could only mobilize the Wilaya and gain its attention.



In Oujda, the Wilaya

The training provided to the Wilaya's officials greatly pleased them; more than 80% say the training met their expectations and almost as many say their experience will be useful in their professional practice. No doubt that the impact of Territorial Coaching training will be felt in a lasting manner, particularly in terms of the synergies created with other regional development stakeholders. We must congratulate and thank our partners, first of all UCLG-Africa and the Oriental Agency who made possible this remarkable success.

To go further, we need to remain mobilized for the implementation of the supporting policies of stakeholders and to be attentive to evolve in harmony with all the components of the regional dynamics.

The Wilaya of the Oriental Region is ready for this.

Mohamed MHIDIA
Wali of the Oriental Region

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Making Territorial Coaching
fit within territories' foresight **58**
Alioune SALL
University professor and foresight expert
Republic of Senegal

Oriental.ma

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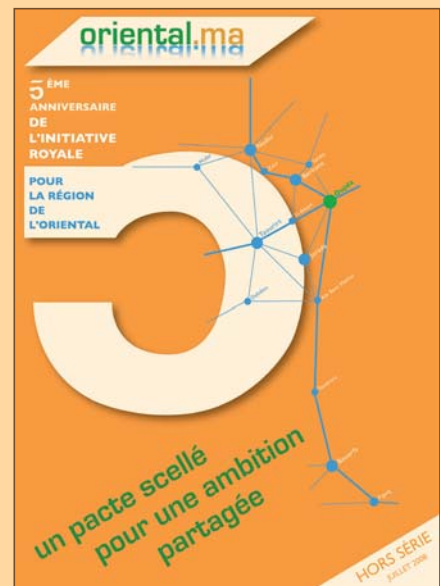
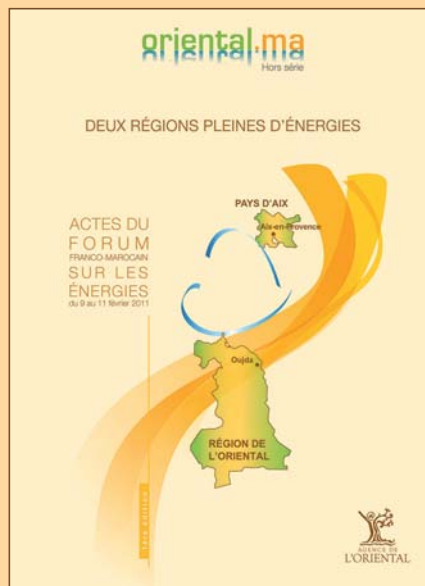
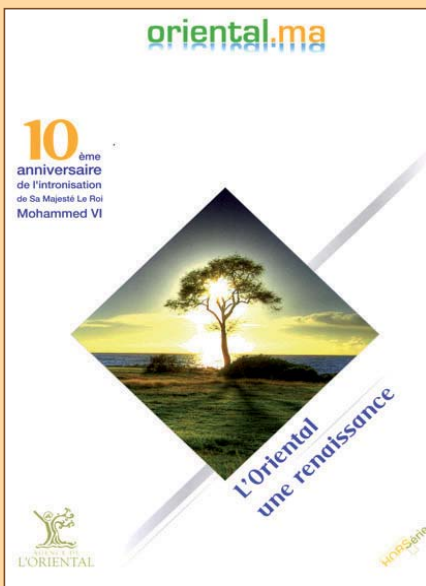
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With the publisher



The Agency of the Oriental Region contributes to the creation and flow of knowledge



Special issues

Editorial

A new form of regional governance; the African ambition



Coaching. We are dedicating this issue to this Anglicism now installed in our languages. Nothing or little to do here with sport or business: it is about Territorial Coaching, thus an enhancement of performance, the mobilization of the resources of each stakeholder, the collective intelligence, but this time in favor of the development of our territories. The tools are redesigned; the principle of accompaniment remains the same.

UCLG-Africa, while meeting elected officials active on the ground in Morocco, was able to understand and control our context and consider it enriched with the contributions that an individual or a team can expect from a coaching approach. This bright connection, a simple idea at first, found its conceptual framework, built its means and methods of intervention, invented its processes: the Territorial Coaching became an offer.

The Oriental Agency saw the value of this approach and felt the motivation of all the regional development stakeholders towards this new approach: it has offered its full support. On top, a much better approach to the new constitutional context, the one of the «Advanced Regionalization»; a way to empower the minds for participatory democracy. In short, the concerted establishment of a new form of governance.

The approach was first tested, in a detailed context, in a Commune, facing a particular problem where local tensions seemed to prohibit a top out. The large-scale test in modern Morocco, it is of course the regional level and the Oriental Region, considering the approach to be mature, carries out the test for over a year now. The results are widely and compelling enough to acquire a reference value: the experimentation has also met with great success during its presentation at the 2015 Africities Summit in November-December in Johannesburg, South Africa.

There is no doubt that given the enthusiastic responses from many countries, the Territorial Coaching will develop there shortly, building upon the Moroccan experiences. I am reminded of the strategic words of His Majesty King Mohammed VI, may God Assist:

«We asked Africa to trust Africa. Today, from this rostrum, We invite the South to show their confidence in the South and invest their wealth and their potential to serve the shared progress of their peoples to catch up with emerging countries.»

This visionary statement opened the 3rd India-Africa Forum on October 29, 2015 in New Delhi. We sincerely believe that the Territorial Coaching will contribute to this trust and will place its approach within this visionary statement.

To those who present this vision here, participants or witnesses, by rich illuminating contributions on the subject, I extend our thanks on behalf of the Oriental Agency. I want the widest possible dissemination of this Territorial Coaching that we will certainly talk about a lot in the coming years, particularly on the African continent that we share, where regionalization, participatory democracy and new governance settle down with force and conviction.

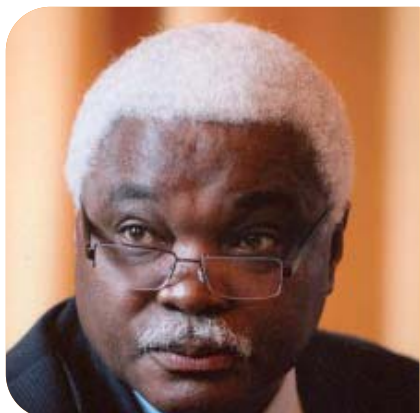
Mr. Mohamed MBARKI
Director General of the Oriental Agency

A REGIONAL HISTORY : A CENTURY OF VISUAL ARTS IN MOROCCO'S ORIENTAL REGION

ORIENTAL .MA Beaux Livres

The appeal of heritage ;
the belief that it is exceptional.





Territorial Coaching, experience and prospects

*Jean Pierre ELONG MBASSI
Secretary General, UCLG-Africa*

The author is associated with a territorial vision of development, where places, space, and organization are key. Being a precursor of the territorial approach, he was logically at the source of Territorial Coaching and more logically again in Morocco where the 2011 Constitution and its main principle, advanced regionalization, were put in place. UCLG-Africa, where the author is a driving force, finds here a favorable ground.

Territorial Coaching was envisioned as a specific approach to support the effective implementation of public policy for decentralization in order to make the stakeholders adopt the behaviors and attitudes and change from a centralized management to a decentralized management of public affairs.

The implementation of any national policy - the policy of decentralization being no exception - must take into account the interaction between the three main stakeholders that can be considered as forming a steel triangle:

- at the summit of the triangle are the political leaders, who have a mandate to define societal choices and the means to achieve them;
- at one of the base angles are the bureaucrats of the administration and the experts, responsible for translating the political choice into legal, institutional, financial and technical arrangements;
- at the other angle stands the rest of society, generally called civil society, which accepts, contributes or opposes

the proposed policies and arrangements.

When a public policy is set up, interactions develop between these three stakeholders that can be either positive, key to the success of the policy or, most often, unfortunately, antagonistic, if not conflicting, which condemns the policy to a failure.

So it is worth asking, at the start of the implementation of any public policy, if the stakeholders will act in the general interest of the country or if they pursue their particular interests.

To make informed decisions, three requirements must be met:

- have a good knowledge of the stakeholders and their known or hidden interests;
- evaluate the system's ability to regulate the stakeholders' behaviors;
- understand the nature of the institutions involved, their history, their culture and their influence.

It is necessary to look at the configura-

tion of the stakeholders who define the national policies and those involved in their implementation. Most of the time, policies, even properly defined, are difficult to achieve because of the behavior and attitudes of stakeholders who should make a concerted effort to achieve them. The success or failure of public policies, including decentralization, depends on how politicians, technocrats, experts and civil society interact.

It is therefore appropriate to define for each policy which interactions are desirable to have the expected results of their implementation. Fundamentally, policies succeed, fail or are perverted, generally because of the behavior and attitude of those involved in their definition and implementation.

Territorial Coaching has been designed in response to this human factor of public policies. It aims to support those involved in the implementation of public policy of decentralization that is currently ongoing in virtually all African countries. In the context of the imple-

> Approaches & Procedures

mentation of the «advanced regionalization» in Morocco, Territorial Coaching seeks to contribute to the development of positive interactions between stakeholders for the adoption of new behaviors and attitudes in relation to their involvement in the governance and development of their territory. Territorial Coaching focuses its attention on the behavioral dimension of the governance and development processes.

From the methodological standpoint, Territorial Coaching involves five steps.

Step 1: Undertaking a diagnosis of the human dynamics of the territory through the knowledge of the stakeholders and the understanding of the reasons that hinder collaboration or prevent positive interactions between them. This step is materialized by the production of a «territorial sociogram», a schematic representation of the institutions and organizations operating in the territory and their interactions, as well as the collaborative or conflictual relationships between them.

Step 2: Creating a meeting space open to all stakeholders identified in the sociogram, without exception, where they participate equally. This space takes the form of a «synergy workshop.» Its purpose is to ensure that stakeholders are made aware of the territorial sociogram and provide comments. Generally, the workshop allows the stakeholders to know each other, to learn to listen each other and respect each other. The synergy workshop normally leads to the establishment of a consultation framework to organize a structured and constructive dialogue between stakeholders.

Step 3: Organizing a structured dialogue between stakeholders.

This refers to the adoption and implementation of rules concerning the identification of issues and challenges for the development of the territory, taking into account conflicting interests of stakeholders, and negotiations for the conciliation of the interests. The structured dialogue leads to the adoption of

The Territorial Coaching approach			
	Results	Objectively Verifiable Indicators	Effects
P R O C E S S	Diagnosis of the territory's human dynamics	The certified sociogram A validated interpretive report of the territorial sociogram	<ul style="list-style-type: none"> • Better knowledge of the relationships and conflicts between the territory's stakeholders
	Synergizing the territory's stakeholders	Organization of «synergy» workshops in the presence of the stakeholders identified in the sociogram, making it possible to establish the list of priorities felt	<ul style="list-style-type: none"> • Establishment of the process +rules • Collaborative work between stakeholders • Identifying priorities for action • Structuring stakeholders
	Structured dialogue between Local Authorities and the territory's stakeholders	Existence of a MoU between the Territorial Authority and the stakeholders	<ul style="list-style-type: none"> • Engaging everyone's responsibilities to take action • Embedding in a lasting manner the processes and actions on the territory
	Action plan on the priorities identified and verification of commitments	Existence of a validated action plan with timelines	<ul style="list-style-type: none"> • Checking the commitments (time, cost, implications) • Ensuring the monitoring of commitments • Inviting the necessary human and technical resources (internal or external)
	Technical support of the Territorial Coaching Program to the territory's communities and stakeholders for the implementation of the action plan	Existence of a telephone hotline Specific interventions	Providing an operational solution to local stakeholders so that they can ask any questions, raise issues, ideas ... related to the ongoing operations in their territories.

a memorandum of understanding sanctioning agreements between stakeholders. This protocol is co-signed by the leaders of the community and stakeholders concerned. It clearly defines the commitments of each one, the implementation schedule, the potential costing and financing arrangements if it applies.

Step 4: Defining and implementing a concerted action plan between stakeholders. This concerted action plan resulting from the strategic planning exercise is conducted in an inclusive and participatory manner according to the Memorandum of Understanding.

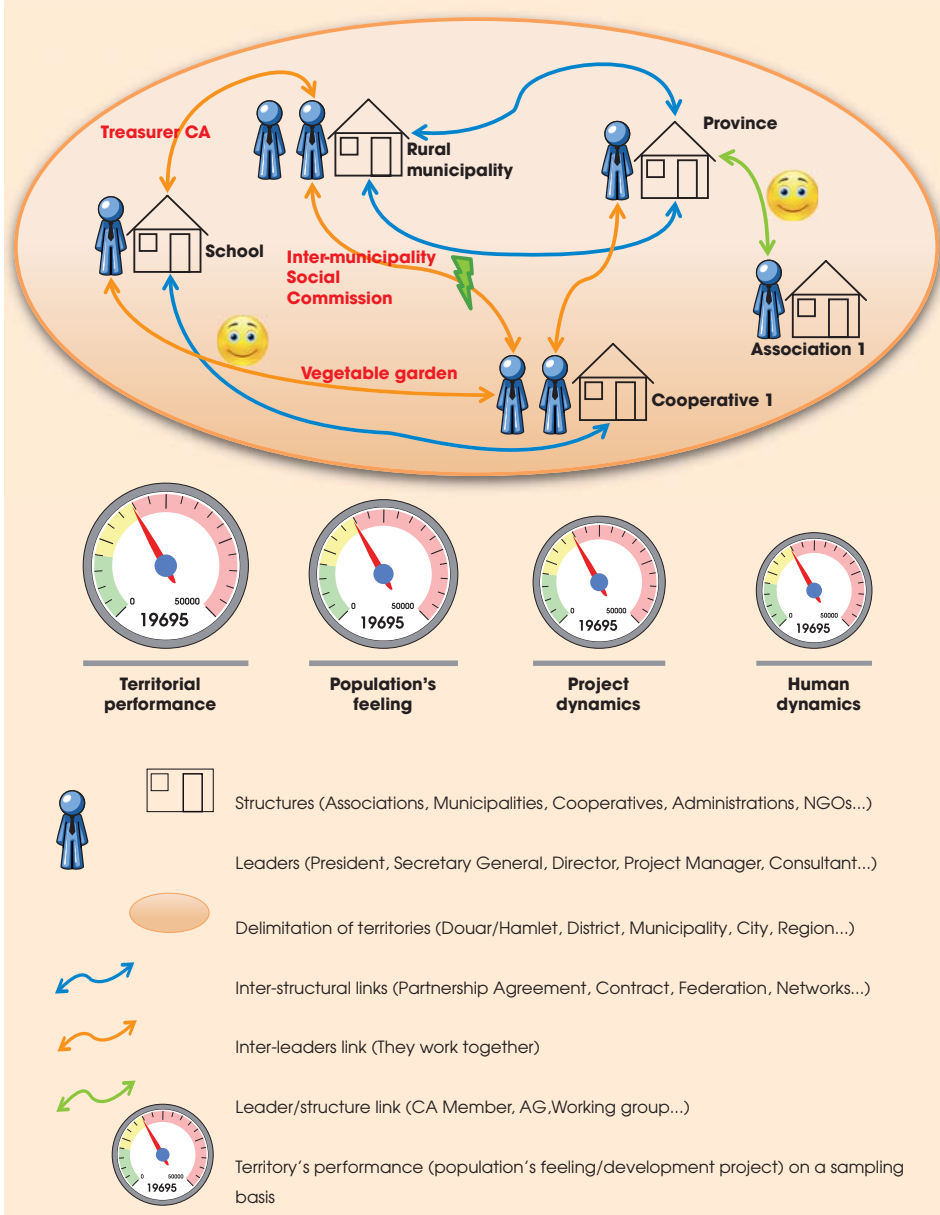
Step 5: Offering technical assistance to local authorities and territorial coaches. Such assistance provided by the Center of Excellence in Territorial Coaching developed with the Territorial Coaching College within the African Academy of local authorities set up by UCLG-Africa. A hotline animated by two experts from the Centre of Excellence is established to address the problems encountered in the implementation of Territorial Coaching.

The Territorial Coaching Program started in the Oriental Region in June 2014 with the signing of the Memorandum of Understanding between the Regio-



Awareness-raising forum: a large and attentive participation

The principle of the Territorial Sociogram



nal Council of the Oriental Region and UCLG-Africa. The Oriental Agency has joined, supported and energized the program in May 2015. The base Memorandum was completed by 16 agreements signed with the regional authorities of the Oriental Region.

To ensure a good chance of success of the process, UCLG-Africa appointed in July 2014 a director of the Territorial Coaching program with residence in Oujda.

Given the novelty of the approach, it was necessary to undertake an important awareness-raising effort with the Regional Council and other local authorities, and civil society organizations, on the importance and urgency to «change old procedures and adopt behaviors and new mentalities, «according to the requirements of the «advanced regionalization» policy. This awareness-raising effort has directly affected nearly 1 500 participants in awareness-raising fora organized in the cities of Nador, Taourirt, Jerada, Driouch, Bouarfa, Berkane, and Oujda.

The most important effort of the Program focused during these two years on the training in Territorial Coaching. Based on a call for applications launched in November 2014, 28 candidates attended the training, a training course delivered from December 2014 to November 2015, including 30 days of classroom training, complemented by interventions in support of local authorities on the ground, around themes that emerged as priorities as a result of synergy workshops. The training was supervised by certified coaches with whom UCLG-A has signed service agreements at preferential rates. At the end of the training, 21 territorial coaches were retained. Steps are being taken to get their international certification.

The Oriental Region is now equipped to provide to all local authorities in the Region the knowledge acquired during the Territorial Coaching and to deepen and diversify the interventions of this approach to create synergies between local authorities and civil societies.

> Approaches & Procedures

However, one must recognize the fact that the services of the central government have not received the attention they would have deserved in the organization of interactions between stakeholders involved in the territory.

To return to the triangle mentioned above, the Territorial Coaching Program has correctly managed to handle the relationship between political and civil society at the local level, but it has much less addressed the interactions between technocrats and local authorities on the one hand, and technocrats and civil society on the other.

This aspect deserves more attention to the extent that the weight of technocratic procedures and cultures is primordial in the effective implementation of public policies. It will be crucial in the announced objective to accompany the change from the centralized management to the decentralized management of the State.



The Monitoring Committee at work

UCLG-Africa hopes that the experience of the Oriental Region will be enriched with this new dimension, to prepare it to go across the country and to prepare the conditions for dissemination across Africa, where nearly 15 requests to share the Territorial Coaching experience were made to the authorities of the Oriental Region and the Kingdom of Morocco, during the last Africities Summit in December 2015 in Johannesburg, South Africa.

Find out more about UCLG-Africa

Cities and Local Governments of Africa (UCLG-A) is the umbrella organization and the united voice ensuring the representation of territorial communities of the African continent. UCLG-A brings together 40 national associations of communities of the continent, and 2000 cities of more than 100,000 inhabitants. Through its members, UCLG-A represents about 350 million African citizens.

UCLG-A is a founding member of the world organization of United Cities and Local Governments (UCLG), of which it is the regional chapter in Africa. UCLG-A has its headquarters in Rabat, where it enjoys a diplomatic status as an international Pan-African organization.

UCLG-A's vision is «to contribute to the unity and development of Africa starting from the territories.» Its main goals are:

- to promote decentralization in Africa and the recognition of local governments as an autonomous level of public governance, distinct and complementary to the national government;
- to support capacity building and the strengthening of national associations of local authorities and their members, for better services to the people and the commitment of a structured dialogue with national governments and other stakeholders on the implementation of decentralization;
- to mobilize the dynamism of the continent's local authorities to contribute to the transformation of «Africa of Nations» to «Africa of Peoples»;
- to support cooperation between local authorities, especially cross-border decentralized cooperation to promote regional integration, a better management of migration flows, and assist in the prevention and management of conflicts;
- and to organize the exchange of experience and best practices between African communities and communities from other regions, and establish every three years, the largest Pan-African platform for dialogue on decentralization and local governance, the Africities Summit.

UCLG-A's bodies:

- the General Assembly, the supreme body of the organization uniting all its members, which meets every 3 years; it elects members of the Pan-African Council of Local Authorities;
- The Pan-African Council of Local Authorities is the body responsible for overseeing the organization between the meetings of the General Assembly; It meets once a year and comprises 45 members (9 for each region of Africa), who represent Africa at the UCLG World Council;
- The Pan-African Council elects the members of the Executive Committee and the Presidency of UCLG-A;
- The Executive Committee is the political governing body of UCLG-A; it includes 15 members (three for each region of Africa), meeting at least 2 times per year, who represent Africa at the UCLG global board;
- The Presidency is the political representation of UCLG-A, with 5 members (1 per African region) among whom is elected the President of UCLG-A;
- The General Secretariat is the administrative and accounting body of UCLG-A responsible for its daily management and is located at the organization's headquarters.

The General Secretariat includes regional offices under the responsibility of a regional director. Three are currently operating: Accra, Ghana, for West Africa, Arusha, Tanzania, for East Africa, and Pretoria, South Africa, for Southern Africa. The regional office in N'Djamena, Chad, for Central Africa, is being put in place.

UCLG-A counts also among its bodies Africa's Network of Locally Elected Women (REFELA), which is the Permanent Commission for Gender Equality.

UCLG-A is chaired (2016-2018) by the city of Dakar, Senegal, represented by its Mayor, Mr. Khalifa Ababacar Sall. REFELA is chaired by the City of Bagangté, Cameroon, represented by its Mayor, Mrs. Celestine Ketcha Courtes.

The Secretary General of UCLG-A is Mr. Jean Pierre Elong Mbassi, a Cameroonian national.



A strategic lever supporting citizenship and democratic governance

Dr. Najat ZARROUK

Member of the UN's Committee of Experts on Public Administration

Holding a Ph.D. in political science and having been a senior official for a long time in Morocco, the author left her position as Governor to join at the United Nations the Committee of Experts on Public Administration. Her analytical insight is rich with 31 years of experience in the management of public service, particularly in the training of human resources.

What citizens want

In the United Nations Report, entitled «For a New Global Partnership: towards poverty eradication and the transformation of economies through sustainable development», we can read: *«The peoples of the world call for better governance. Whether it is about their local authorities or parliamentarians, national governments or the multilateral system, populations want a leadership based on ethical principles. They want to enjoy their human rights and be recognized before the law. They want their voices to be heard and that institutions be transparent, attentive, competent and accountable. They want to have a greater say in the way they are governed. Everyone can participate actively in achieving the vision that we have for 2030 and contribute to the in-depth changes needed. Civil society must play a central and significant role, requiring that we provide a space for people wishing to participate in the political life and the decision-making process»*⁽¹⁾.

In that same document, it is noted that *«It is in cities that the battle for sustainable development will be won or lost»*⁽²⁾.



For a new Global Partnership...

«... Having quality institutions is having the essential components for the preparation of a prosperous and sustainable future. The rule of law, the freedom of expression and media, the diversity of political choice and the active participation of citizens, the access to justice and a responsible and non-discriminatory attitude on the part of governments and public institutions, contribute to the development and have their own intrinsic value. Both of them are ways to come to an end and an end in itself.». (Excerpt: page 5).

As part of a very difficult international, regional, national and local environment, marked everywhere today by multidimensional crises, citizens also want a public service organized around them and not that citizens be organized around the public service. They expect from the public administration services that are:

- high quality and accessible;
- adapted to their expectations, their specific needs, and located in places that suit them⁽³⁾;
- managed professionally and ethically, by taking into account the context of each country (history, culture and values, politics, economy, resources, sociology, ideology, state of infrastructure and equipment ...);
- avoiding blind imitation and the waste of public funds, while respecting human rights as they are universally recognized;
- integrating and respecting the principles of governance and participatory democracy at all levels.

Similarly, citizens want governments to react to the finding of significant inequalities in public services, between rural

> Approaches & Context

and urban areas, within cities between vulnerable areas and sensitive areas, as well as in the era of digital globalization and social networks, they can easily see the glaring inequalities that exist between developed countries, developing countries, emerging countries, poor countries, vulnerable countries, countries in conflict or in a post-conflict situation.

Finally, citizens want help to be able to navigate between:

- sovereign services (police, security, public order, justice, diplomacy ...)
- trade services and non-market services, services in direct management or through networks;
- national, regional, local and transnational services;
- Private services of vital importance (health, education, water, electricity, telephone);
- or new services or born under the pressure of needs (services to individuals, street services⁽⁴⁾, etc.).

Can the Territorial Coaching Program provide answers?

A program such as the Territorial Coaching one, initiated and led by the Pan-African organization Cities and Local Governments of Africa since 2013, that already has several positive results and impacts⁽⁵⁾, represents a strategic lever to meet this kind of problems, not only by promoting an active and engaged citizenship, but mostly by anchoring a democratic, participatory, transparent and inclusive governance. In order to achieve this, several complementary dimensions must be integrated, whose guarantee of consistency is far from being obvious.

1) Integrating the global vision: the new Sustainable Development Goals, taking each one into account

In September 2015, world leaders gathered at the UN Headquarters to adopt a new sustainable development program. This new agenda for 2030 includes 17 new Sustainable Development



ment Goals and 169 targets, supposed not only to finish the work begun with the Millennium Development Goals, guiding the policy and financing of development for the next 15 years, but especially to ensure that no one is left out⁽⁶⁾.

2) Integrating the national vision, by strengthening and supporting the reforms undertaken by the Moroccan Government Participatory democracy and its corollary, participatory governance, should designate «*all the systems and procedures that increase the involvement of citizens in the political life and increase their role in the decision making process*»⁽⁷⁾. To reach such a stage of democratic development, which can not be improvised and is a long journey often accompanied with many setbacks, the Moroccan government is currently consolidating an enabling environment for such developments, in addition to the privileged status accorded to the decentralization process and to local authorities, now considered as key stakeholders in the development dynamic⁽⁸⁾.

The Kingdom of Morocco has forged for over twelve centuries its own identity, one and indivisible, not only in the concert of Nations, but especially in the Arab-Muslim community, with an institutional model based on «*separation, balance and collaboration of powers, as well as civic and participatory democracy, and the principles of good governance and the relationship between responsibility and accountability*»⁽⁹⁾, as

well as a consultative democracy based on «Shura», aspiring to modernity and openness, confident in its national experience acquired through a gradual accumulation and expertise, in addition to the useful inspiration coming from other systems.

Based on a strong political will, a visionary leadership, a multitude of full-scale reforms translated and implemented by structural projects and as many public policies, both at the national, territorial and local levels, «the enabling and facilitating environment» for democracy and participatory governance is clearly illustrated by the diagram below.

Among the fundamental elements related to our problem, the most relevant are the following:

- the adoption of a Constitution⁽¹⁰⁾ that is inclusive in principle, participatory and uniting all the stakeholders of the Nation (institutions, political parties, opposition, trade unions, professional bodies, professional employers' associations, citizens, family, women, children, members of civil society, Moroccans living abroad, young people and groups with special needs, local authorities, etc.);
- the constitutionalization, for the first time, of the «citizenship» concept and the one of civil society embodied by non-governmental associations and organizations;
- the consolidation and strengthening of freedoms and fundamental rights, particularly for women who represent (General Census of Population and

A PROMISING & ENABLING ENVIRONMENT

The Kingdom of Morocco as a unitary, constitutional monarchy, democratic, parliamentary and social State

The Constitution of 2011

Different institutions, rule of law, pluralism, segregation and collaboration of powers, fundamental rights and freedoms, respect for human rights, respect for the principles of good governance and participatory governance, decentralization and advanced regionalization, in addition to order, security, consistency, coordination, synergy and better resource allocation

A visionary, committed, transformational, galvanizing and ethical leadership at all levels

A comprehensive and progressive reform of the public sector

The investment in new information and communication technologies and e-government: infrastructures, institutions, training, capacity building, regulation...

Training, education, awareness raising and empowerment of citizens through the education and training system and through the components of civil society

Participation, involvement and commitment at all levels: the state and its agencies, non-state institutions, citizens, civil society, private sector, NGOs, media, universities and schools, unions, cooperatives, charitable organizations, volunteers, informal sector, minorities, decentralized cooperation, partnership...

Housing - 2014), 51% of the Moroccan population⁽¹¹⁾;

- the design of a new institutional architecture and a new regional and territorial organization based on new principles guaranteeing the participation of the populations concerned in the management of their affairs and promoting their contribution to the integrated and sustainable human development⁽¹²⁾ (the same applies to the principles of subsidiarity, of free administration and of solidarity, affirmed in the Moroccan Constitution of 2011⁽¹³⁾; and the principle of subsidiarity means that «*the power must lie with the lowest and the most local level at which decisions can be reasonably taken. The higher level which aspiring to support and help this local structure to carry out its tasks*»⁽¹⁴⁾).

- the constitutionalization of the participatory principle, cornerstone of the entire text of the Constitution;
- the empowerment of citizens and members of civil society, by investing in education, apprenticeship, learning, literacy, socialization, citizenship, capacity support and building as part of a series of national and local public policies to have good citizens, aware of their rights and responsibilities, conscious of their duties and law-abiding⁽¹⁵⁾;
- the recognition of the right to information, as oxygen of any democracy⁽¹⁶⁾ (Article 27 of the Constitution), whose implementation is under way;
- the establishment in the Constitution of a multitude of bodies, which are as many regulatory spaces, of dialogue and debate, in charge of the protec-

tion and promotion of human rights, good governance, human and sustainable development and participatory democracy⁽¹⁷⁾ (the Court of Auditors and regional Courts of Auditors, the Economic, Social and Environmental Council, the National Council for Human Rights, Al Wasit (Ombudsman), the Council of the Moroccan Community living abroad, the Authority for Parity and the Fight against all Forms of Discrimination, the High Authority for Audiovisual Communication, the Competition Council, the National Authority for Probity, Prevention and Fight against Corruption, the Higher Council for Education, Training and Scientific Research, the Advisory Board for Family and Children, the Council on Youth and Associative Action, and the National Council for Moroccan Languages and Culture) ;

- the creation of a multitude of mechanisms to promote consultation, dialogue and participation at the national, regional and local levels, including the right to submit motions on legislative matters and the right to petition⁽¹⁸⁾.

Title II of the Constitution of 2011 (Fundamental Rights and Freedoms) Art. 19

«Men and women shall enjoy, equally, civil, political, economic, social, cultural and environmental rights and freedoms, outlined in this Title and in the other provisions of the Constitution, as well as in the conventions and international covenants duly ratified by Morocco and that, in compliance with the provisions of the Constitution, the established practices and the laws of the Kingdom.

The State is working to achieve parity between men and women, an Authority for parity and fight against all forms of discrimination was established for this purpose».

In other words, an irreversible move towards a model reconciling representative democracy, also called «delegative democracy» in which citizens express their wishes through elected representatives to which they delegate their powers, and participatory democracy, as defined above at the national, regional or local levels.

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3) Serving the regional vision

Excerpt from the Address of His Majesty King Mohammed VI, March 18, 2003

«...The importance of the Oriental Region as a new gateway of the Kingdom on the Euro-Mediterranean space, completing the Tangiers-Mediterranean cluster. All the ongoing development programs contribute towards achieving this goal».

His Majesty King Mohammed VI - may God help Him - expressed his strong political will through the «Royal Initiative for the Development of the Oriental Region», launched on the occasion of the Royal Address of March 18, 2003 in the city of Oujda⁽¹⁹⁾, the Region, supported by governments and by other elements of the civil society, developed and implemented, since, a strong territorial development strategy to create a new context for regional development, to become more attractive and competitive.

Similarly, the territorial and human development of the Oriental Region is experiencing important quantum leaps, in particular:

- the implementation of the constitutional provisions and the new legal framework regulating now the decentralization and advanced regionalization process (besides significant powers and resources transferred to local authorities, two fundamental tools are also to be remembered: the regional development program and the regional planning program);
- through multiple public policies initiated, managed and supported by the National Government and its components (National Initiative for Human Development (INDH), Green Morocco Plan, Azur Plan, Halieutis Plan, Handicraft Strategy, the Ikram Plan for equality, gender budgeting, compulsory health insurance, medical assistance scheme for the economically disadvantaged (RAMED), social security for students ...).

4) Building capacities at all levels

At its fifth session, held at the United Nations Headquarters from March 27 to March 31, 2006, the Committee of Experts on Public Administration had defined capacity building as: «the process by which individuals, organizations, institutions and societies are empowered

to perform tasks, solve problems, set and achieve goals. It must therefore be treated at three interrelated levels: individual, institutional and societal. Capacity building concerns all the human, scientific, technical, administrative, institutional and financial means a country has. It focuses primarily on developing the ability to evaluate and address the crucial problems related to political choices and modes of implementation of the different development options, appreciating at fair value the capabilities and limitations of their impact on the environment and the needs that the population of a country perceives as hers. It is therefore clear that all the countries of the world need to strengthen national capacities»⁽²⁰⁾.

As a real willingness to change, capacity development is also based on the fundamental principles widely accepted today: the controlling and appropriation, participation, sustainability and mobilization of national and/or local resources, principles that allow this process - if carried out according to recognized standards in the subject - to ensure sound economic management, to ensure an effective service delivery, to



November 2014, launch of the Territorial Coaching Regional Program in the Oriental Region at the headquarters of the Regional Council



The first team of territorial coaches on training in the Oriental Region

achieve social empowerment of people, and to head resolutely on the path of sustainable development.

To ensure effectiveness and efficiency, this process must be endogenous, based on the leadership of the field, requiring a broad participation of all stakeholders, especially the population, while based on good governance which is essential to establish an enabling environment for the development and progress of the country.

Territorial Coaching, which aims «at supporting the synergy of local stakeholders to mobilize their potential and solve a specific problem or at promoting sustainable development and attractiveness of the territory»⁽²¹⁾, fits perfectly within this framework, provided it takes into account the existence of a multitude of initiatives in this direction targeting public administration, at the national, regional and/or local levels, as well as the various components of civil society, initiated by a multitude of stakeholders (government, private sector, civil society, development agencies, international organizations, donors, decentralized cooperation...) and often dictated by the availability of a financing offer, at the national, regional or international levels. Territorial Coaching should also invest

in human capital, its key to success, particularly through the development of human resources, whether elected, appointed or coming from civil society. There is a need, in effect, to change behaviors among professionals and among citizens as well.

That is to say investing in the most valuable asset for any country, prepare it, heighten its awareness, train it, professionalize it, increase its value, respect it and motivate it, so that every person, every stakeholder of the nation can adhere to the reforms and innovations, have ownership over the changes and contribute to their success, so as to encourage listening, respect, trust, tolerance and adherence to common values, in order to create a virtuous and ethical circle of development, where each one has its place and role to play in the development and progress dynamics of its territory.

Territorial Coaching should also contribute to the transformation of local governance, so that it becomes more collaborative, participatory, open and inclusive for all components of society, oriented to citizens that address today, all over the world, a pressing demand to the States, like what Greek philosopher Diogenes said to Alexander - «Stand out

of my sunlight» - not for favors and privileges, but for more secure and open pathways to peace, dignity, stability, welfare, democracy, development and progress.

1- Cf. the Report of the High level Panel responsible for the Post-2015 Development Program, Page 54, à l'adresse www.un.org

2- Idem.

3- According to Tony Blair, 2006 speech on the reform of the public service.

4- For example, in order to issue national identity cards, the General Directorate of National Security of Morocco organizes itinerant campaigns, especially in rural, landlocked and mountainous areas.

5- Cf. Territorial Coaching for sustainable human development and responsible for today and tomorrow's Kingdom of Morocco, www.uclga.org

6- Cf. United Nations Development Programme (UNDP), Sustainable Development Goals (SDGs), <http://www.undp.org>

7- From the Greek *demos*, people, and *kratos*, power, authority and from the Latin *participatio*, participate; cf. «Toupictionnaire», the dictionary of politics, in www.toupie.org/Dictionnaire; cf. also Ministry in charge of Relations with Parliament and Civil Society in Morocco, *The National Dialogue on Civil Society and the new Constitutional Prerogatives* www.hiwarmadani2013.ma

8- Since the Constitution of 2011, the term «territorial authority» has replaced «local authority», to highlight the territorial dimension of the new vision of the national government in reorganizing its structures, territorial development and sustainable human development.

9- Article 1 of the Constitution of 2011.

10- The same approach was adopted to prepare the draft Constitution.

11- Cf. High Commission for Planning, www.hcp.ma

12- Idem, Title IX of the Constitution (Regions and other local authorities).

13- Cf. Article 140 of the Constitution.

14- Cf. Gilles Paquet: «The new governance, subsidiarity and the strategist State», in OECD, *Governance in the XXI century, prospective studies*, Paris, 2002, pages 219-253.

15- See the Constitution of 2011, in particular Title II on fundamental rights and freedoms.

16- See Andrew Puddephatt, Director of Global Partners and Associates (GPA) and great defender of the right to information, *Public's Right to Information, Principles on the legislation on freedom of information*, International Standards Series, Article 19 Global Campaign for free expression, available on the Internet.

17- See Articles 13, 168 to 171 of the 2011 Constitution.

18- Art. 139 of the Constitution: «Participatory mechanisms for dialogue and consultation are set up by the regional Councils and the Councils of other local authorities to encourage the involvement of the citizens and associations in the development and monitoring of development programs.»

19- Cf. <http://www.orientalmarocain.com>

20- Cf. United Nations Public Administration Network (UNPAN), www.unpan.org, Doc E/C.16/2006/4 - p.7

21- Territorial Coaching at the service of a sustainable and responsible human development ... op. cit.



«Improving the governance of our countries is priceless»

*Khalifa SALL
Former Minister, Mayor of Dakar*

Khalifa Sall is the Mayor of Dakar, the Senegalese capital city, since 2009, and President of UCLG-Africa. His reading of the evolution of territorial management is on continental, technical and cultural levels all at once. Man of experience and wisdom, he notes the evolution of the frameworks of actions and the one of aspirations. His action shows his understanding of the meaning of History and accompanies it. A testimony and a progressive vision, with the necessary serenity.

Mr. Mayor, What do you think about the Territorial Coaching approach implemented in Morocco's Oriental Region?

I believe that it is the kind of innovative approaches that Africa needs to change for the better the way public affairs are managed. If I understand it well, it involves accompanying the stakeholders to adopt new behaviors while facing the challenges of moving from a centralized management to a decentralized management of the State. This issue is on the agenda of all African countries that implement a public policy of decentralization. It is therefore with great interest that we follow the experience.

It has been two years that this approach is being tested and it seems that there is apparently no evaluation of its results on the ground. Isn't there a risk that once again one of these innovations will have no real impact on people's lives?

I absolutely do not share this opinion. Remember the adage that says that

a goat attached for a long time by a rope to a tree does not move from its place even if we remove the rope that attached it to the tree. For nearly half a century, Africans lived under centralized systems where any initiative taken outside of state services was considered a lack of faith in the public authorities.

Decentralization brings a new situation, since it splits the public authority figure, which now has two faces that are equally legitimate: a national face and a local face in the broad sense encompassing all sub-national levels of governance. It also involves enriching representative democracy through the establishment of participatory democracy mechanisms promoting the involvement of citizens in governance.

In other words, decentralization puts all stakeholders in a learning situation of new behaviors relative to the decentralized management: State and central governments, regional authorities, civil society in all its forms. This training

needs to be accompanied over time, so that gradually the stakeholders learn how to adjust to their new roles and develop these new relationships of trust and mutual respect.

Two years of Territorial Coaching do not seem sufficient to internalize these new situations and interactions. I understand that is this need for support over time that justifies the choice to promote the training of a pool of Territorial coaches to serve the Regional Council, local authorities, and civil societies of the region. And the comments we hear suggest a real enthusiasm for this approach by elected officials and the civil society. It even seems to be some resentment on the part of civil servants who feel forgotten in the process. Isn't this a first visible result of the good perception and reception of the Territorial Coaching on the ground?

It remains that the implementation of this approach is costly in terms of time and money. The Regional Council of

the Oriental Region invested nearly 1.8 million Moroccan Dirhams on the 2014/2016 three-year period, and will probably still invest to keep on serving other communities in the region that have been incorporated in this implementation phase of Territorial Coaching. The Municipalities included in the Programme also contribute to the hosting of coaching missions on the ground, not to mention the important contributions of UCLG-Africa and Echos Communication, which support the salary of the Programme Director and the professional coaches involved in the training and the technical assistance.

Do you think that such an effort is sustainable and within the reach of African countries given their current means?

Your observation is right. Territorial Coaching as it is conducted in the Oriental Region may seem costly in terms of time and money. I would still like to temper this assessment for several reasons. First of all, it is a novel approach in the world which requires a strong intellectual investment because, in this case, there is nowhere a prototype ready to be adapted as is. Starting almost from scratch, we

are actually in a research and development phase, and everybody knows that research and development is expensive.

This is why UCLG-A and Echos Communication chose to get substantially involved in Territorial Coaching.

Secondly, being myself a manager of public funds, I can assure you that the Regional Council of the Oriental Region and the local authorities concerned have not embarked on this venture without having concluded that the cost / benefit was favorable. The fact that the new management team installed at the Regional Council since the last elections in September 2015 under the chairmanship of Mr. Bioui, has agreed to pursue the Territorial Coaching program, demonstrates the positive assessment it makes of the contribution of the program in the Region.

of bad governance in the lives of ordinary Africans in terms of deterioration of living conditions, loss of self-esteem, loss of the sense of public interest resulting in a crisis of governability in most countries, one will measure that we are not investing enough in this kind of approaches to restore confidence between citizens and rulers, the basis for the legitimacy of public authority, and the functioning of the rule of law.

One last word?

To finish, allow me to pay tribute to the vision of the Moroccan authorities for having accepted the challenge of innovation in such a crucial area for the destiny of our countries.

I saw at the Africities Summit in Johannesburg late November / early December 2015, how many African countries have been attentive to the Territorial Coaching process conducted in Morocco's Oriental Region.

I also saw the same attention and curiosity displayed by other Moroccan regions present at the same Africities Summit. I think therefore that it is time to consider organizing a big meeting for experience sharing on Territorial Coaching

in order to build a true South-South cooperation program about this approach.



Dakar seen from the sky, embarking on the conquest of its local hinterland

Furthermore, I believe that improving the governance of our country is priceless. If one tries to assess the consequences



Belgium support for the development of the Oriental Region

Frank CARRUET
Ambassador of Belgium in Morocco

The Belgian cooperation is very active in the Moroccan Oriental region. His Excellency the Ambassador of the Kingdom of Belgium does not hesitate to visit himself achievements in which his fellow citizens, often natives from the region, take part. He shares here his perception. Travel story.

Since November 2009, the Oriental Region is the territory where is concentrated the governmental cooperation between Belgium and Morocco. The following projects are implemented there:

- the development of the almond tree sector (PROFAO);

It is a sectoral project of the Green Morocco Plan's Pillar II. It is totally part of its strategy by aiming the development of an approach geared towards the fight against poverty through the significant increase of the most vulnerable farmers' agricultural income, especially in mountainous regions and those suffering from a shortfall of rain.

The project aims in 2016 for the planting of 6,000 hectares of new orchards, benefiting 3,170 farming families in 13 municipalities. 4 almonds recovery units will be installed in cooperatives. The management of Economic Interest Groupings in the almond tree sector will be supported;

- the new project to support Economic Interest Groupings of the dates sector includes the oasis of Figuig; it will start operations in 2016;

- the support for the national liquid sanitation program co-funds the liquid sanitation in 6 cities of the Region (Debdou, Driouch, El-Aïoun, Ferkhana, Midar and Ras El Ma);

- another project supports the Water Basin Agency (ABH) of the Moulouya river (cities of Midelt-Oujda), so that the Agency gains the necessary expertise and mechanisms to better play its role in the management and preservation of water resources ;

- the capacity building program through scholarships, has trained officers from the Regional Directorate of Agriculture, the ABH-Moulouya and 30 focal points of communities in the engineering training and on «gender» aspect in their projects and activities. Provinces officers were trained in the management of household waste. The staff of the Port of Nador received a training in port management, that could be replicated in the future Nador West Medport.



ONEE's wastewater plant for the city of Ras El Ma co-funded by the Belgian Cooperation

The Belgian cooperation supports the Territorial Coaching in the Oriental

Echos Communication is a Belgian NGO that is active in the development sector in Morocco. Since June 2014, the Territorial Coaching project is installed in the Regional Council of the Oriental Region in Oujda. The project that is 3 years old is co-financed for 50% by the Region, 25% by the Oriental Agency, and 25% by Echos Communication (subsidy of Belgium).

The Embassy is very pleased with the results so far: collaboration agreements were signed with 16 municipalities, 300 associations participating in the program and 1 500 local staffmembers are beneficiaries (a first group of 21 territorial coaches was formed).

It is clear that these coaches will play a key role mediating at the community level through a proper diagnosis of field problems. In addition, it is commendable that these coaches commit themselves on a voluntary basis. We believe that the Territorial Coaching technique should be part of all cooperation projects that operate in the field, such as current projects in agriculture and water. A South-South cooperation could also be developed in this area. Eventually, Moroccan certified coaches could possibly be deployed in Belgium.

Other very active cooperation activities are under way in the Oriental Region.

Doctors of the World - Belgium is another NGO active in the Oriental Region. It works in the field of health for migrants. For 12 years has also developed an intense cooperation between the University Mohammed 1st Oujda and the Belgian Universities of Antwerp, Liege, Leuven, and Mons.

It is funded by the Belgian cooperation and the Wallonia-Brussels region. The institutional cooperation program comprises four main areas: education, research, governance of the university and community/businesses services. The activities are centered around 4 themes: health, water, environment and

food. In addition, two targeted projects are being implemented:

- the development of tools to aid water resources management for agriculture in irrigated areas of the Oriental Region, in partnership with the University of Leuven;
- support for the creation of a technology platform in the field of mechanical and materials engineering in the industrial development of the Oriental Region, in partnership with the University of Mons.

The transfer and sharing of knowledge in the context of the university cooperation will ensure the sustainability and capitalize on the gains experience acquired by the University of Oujda. In this sense, the Moroccan partners want to develop with Belgium a triangular cooperation in support of the South-South cooperation, especially as several sub-Saharan students are attending the University of Oujda.

The decentralized cooperation is fruitful among several Cities and Communities of Belgium and Morocco. In the Ori-

ental Region, the following twinning relations exist: between Berkane and Saint-Gilles, between Nador and Malines and between the Ain-Bni Urban Commune -Mathar and the Beni Mathar Rural Commune and Saint-Josse-ten-Noode. The exchange of experiences and expertise are realized in the areas of social

services, sustainable management of the environment and culture. As part of its support for women and children's rights, the Belgian Cooperation supports two NGOs that organize counseling and orientation centers for women victims of violence and conduct awareness campaigns for the population on the implementation of the Family Code. It is the Ain Ghazal NGO in Oujda and the Horizon 2000 NGO in Nador, which are doing a great work to prevent violence against women: Belgium is proud to support them.

The NGOs report that, thanks to the 2004 new Family Code, there is an opening in the mindset for the treatment of violence against women. Thanks to awareness-raising, they find fewer cases handled by the Justice department.

The Moroccan diaspora in Belgium, from the Oriental Region, develops on its own funding social and solidarity projects. I have already able to observe twice, on the ground, the value of these local initiatives. In 2013, I visited the



His Excellency Ambassador Frank Carruet paying a visit to the Ain Ghazal NGO in Oujda

tal Region, the following twinning relations exist: between Berkane and Saint-Gilles, between Nador and Malines and between the Ain-Bni Urban Commune -Mathar and the Beni Mathar Rural Commune and Saint-Josse-ten-Noode. The exchange of experiences and expertise are realized in the areas of social

project of the Steunproject Association (www.steunproject.be) in Beni Kitoune, in the mountains in the north of Berkane. This NGO from Antwerp collects donations from its members and has developed partnerships with the City of Antwerp, the University of Antwerp, and other institutions active in the sectors

> Benchmarks



Visit to the cheese factory (Steunproject) at Beni Kitoune

of education and health in the province of Antwerp. It also has partnerships with Moroccan organizations active in the fields of agriculture, education and health.

A multifunctional center was built and equipped: nursery and preschool, center for medical consultations, classroom for additional primary education, with computers, internet and satellite TV, goat cheese whose launch was supported in 2012 by the Belgian cooperation.

Currently, 50 dairy goats are held by several farmers selected according to their social status (widow with several children, for example) and economic status (capacity to accommodate and take care of goats).

The dairy produces fresh cheese consumed in the region and dry cheese marketed in cities, up to Rabat. In 2013, a second grant was awarded to the Association of Parents of the Karma school group of schools for the purchase of equipment for the nursery and preschool.

In 2015, I visited the project of the IbenSina NGO from Antwerp with the cooperative Al Mostaqbal in the Afsou Commune. It is an initiative of the Mo-

roccan diaspora of Antwerp, the same as Steunproject.

The goal is to fund social economy projects so that the population of their town of origin can generate more income and become less dependent on financial transfers from the diaspora in Belgium. First, the cooperative has developed the production of several local products

made from prickly pears, including medical oil is of high value. These products are already sold in Antwerp.

Productions of other oils are in development. Both the cooperative and the NGO show a lot of motivation and enthusiasm. These two projects demonstrate the close ties that continue to exist between the Belgian-Moroccan citizens from Belgium and their region of origin, as well as their willingness and motivation to help the socio-economic development of their territories of origin.

Students from the teacher training program in primary and secondary schools of the City of Antwerp do annual internships in several primary schools and two secondary schools in the Oriental Region. Students stay with host families. These internships are funded by the City and the University of Antwerp. It is IMAMS (Institute for Moroccan and Mediterranean Studies) from the University of Antwerp that is responsible for these internships.

In addition to all these very interesting and useful cooperation projects, Belgian companies are active in the Oriental Region. The construction of the new Nador West Med Port in which I involved the Jan de Nul company is a good example.



Visit to the Commune of Afsou, December 2015



Echos Communication, an NGO partner of Territorial Coaching

Miguel DE CLERCK
Director of the Echos Communication NGO

The Belgian NGO is the operator of the Territorial Coaching Program in the Oriental Region alongside UCLG-Africa. Being aware of the strong constitutional developments in the Kingdom, it sees the opportunity for cooperation becoming symmetrical and likely to make Morocco the source of an export of expertise on the continent. A philosophy enshrined in its DNA.

Analysis of the cooperation context

For 50 years, development partners mainly focused on investments to strengthen learning (literacy, vocational skills, learning trades, etc.) and to improve the companies' organizational systems (democratic system, health system, educational system, etc.). These investments in learning are important and should be extended because they allow for the acquisition of the needed knowledge and skills. They have shown however their limits and cannot initiate on their own a development momentum.

What was lacking in this approach from development partners? They have too little taken into account the «internalities», that is to say the motivations, aspirations and individual talent, as well as the compatibility with the culture of the societies to which these investments were associated.

Some characteristics that the interventions must respond to

Echos Communication was looking for an approach to detach from the evil that has been hindering cooperation for

too long and too often: paternalism. «I know what is good for you, so I must not listen to you,» which inevitably installs a relation of subservience and lack of accountability.



The challenge was to find an approach that would enable people to consolidate the direction they give to their future: assistance, expertise or financial means, are no longer an end in itself but a means to implement this vision.

This transformation is based on talents, knowledge and local culture. It is based on the recognition by everyone of his or her ability to be an actor of his or her own change, and from the outside, this transformation relies on those skills, or even their revelation. The human potential outweighs the infrastructure inventory or livestock.

Experience has also shown that it is of-

ten the difficulty of dialogue and synergy of stakeholders that hinders the launch of the development dynamics, even in cases of significant resources and mobilized forces.

It is therefore important to focus on the analysis and understanding of the behaviors and attitudes that are the basis of the greatest achievements as well as of the greatest resistance in the implementation of the desired changes.

The crucial role of local authorities

The reflex of many NGOs is to work with civil society: «Birds of the same feather flock together». Echos Communication was no exception.

The partnership with UCLG-Africa –the organization ensuring the representation of local communities across the African continent - has fundamentally changed this view. Of all the stakeholders of the territory, who are the only ones to benefit from credibility so as to provide impetus for change that serves the common good?

The local elected officials and their councils.

> Benchmarks

So we have chosen local elected officials as first interlocutors of local development. What do these local elected officials and their Councils do to ensure a common vision, respecting the diversity of stakeholders in the territory?

It is a real challenge. If elected officials maintain a permanent level of campaigning, they tend to promise a lot and often too much given the means available, while the population, with its knowledge, its creativity and its resources in terms of labor, might be willing to contribute to the effort. For this, local elected officials and their Councils should mobilize the citizens, combine listening to diversity with clear decision-making, giving the directions to be followed, and responding to the dissatisfaction created by a decision.

The challenge is also at the level of local associations that, out of mistrust, can implement projects that contrary to local development and therefore do not inform elected officials of their projects or activities.

The assumption about local development is that it will be successful and sustainable if all the stakeholders are involved. From the perspective of institutional donors - particularly the Development Assistance Committee of the OECD - one of the main analytical frameworks of the Paris Declaration is the central role of ownership. Many donors are speechless when asked the question: how to achieve ownership? Each one, in good faith, recognizes the lack of a systematic solution. Territorial Coaching, with other approaches, is an attempt to answer the question in a methodical manner.

Territorial Coaching and the fertile ground of Morocco's constitutional change

The Constitution of 2011 established a widespread decentralization in the kingdom, with numerous operational implications at all levels of the national government's organization. Some stakeholders, including those in the

Oriental Region, saw in Territorial Coaching the opportunity to support the efforts of the Presidents of Communes in acquiring new skills and, at the same time, acquiring a new competency to provide this support.

Today, the consequences of this constitutional change are not yet perceived by all the levels of government and some voices have expressed the need to benefit from the Territorial Coaching approach. Moroccan Ministries, that had intensely implemented decentralization, see their role changing since decentralization. How to go from decision making to support to decision-making?

This is a long process where Territorial Coaching may soon play a role. This fertile ground is also part of a pan-African momentum maintained by the triennial Africities Summits, including the one of 2009 in Marrakesh. The Moroccan visionaries have felt there was an opportunity to be seized and it is with those visionaries that the Territorial Coaching process has taken off today.

The strategy adopted with Territorial Coaching

In order to invite stakeholders who are

not used to working together to do so, people thought of using facilitators. If local authorities and civil society are in conflict, this facilitation can begin by mediation. Very quickly, a territorial coach will go much further, organizing the regional dynamics so that all stakeholders contribute to the common goal of local development on which they have agreed.

Territorial Coaching is working on two great virtues of the coaching approach.

A coach does not intervene on the content but only on the process. This is a distinction with respect to a consultant who makes recommendations, often in a logic of asymmetry: the consultant knows, the consulted does not know. This approach is very rewarding for a consultant: it gives him credibility, recognition and some power.

The goals of the coach, however, is to make every effort so that the consulted is viewed as the main actor of the findings, ideas, strategies and commitments so as to move towards a better situation chosen by himself.

A coach must show great humility and will measure his success by looking at his coachee's success without neces-



Reflexivity: the foreign player makes the stakeholders face each other

sarily benefiting from a form of recognition.

This characteristic is also the main limitation of the coaching approach: if there is no demand, there is no possible coaching. The approach does not tolerate paternalism: it cannot be imposed from the outside but must consist in finding the ways, driving forces, and motivations that are specific to the stakeholder.

The coach starts from the conviction that the stakeholder has the capacity to solve his problem, even if he is in doubt and does not know how. In reality, the coachee needs to step back to observe more calmly and lucidly the problems he encounters, taking distance from fears, apprehensions and automation.

The coach searches and highlights the talents of the coachee: here, the coachee is the territory that the coaches see through its potential and not through its shortcomings. This reading and accomplishments that come out of the coaching process transform the way coaches and territories look at themselves. For example, why are the best recognitions coming too often from the outside? A coach helps to change this perception.

The role of cooperants

A complementary element to the Territorial Coaching strategy is the catalytic role of a cooperant. There is a tendency, on the part of donors, to cooperation by proxy, that is to say, by sending no more Europeans in the field. This logic makes sense in terms of cost (an expatriate is expensive) and the fear that a foreigner could do what a local can do. But what does a cooperant bring that a local or regional expert, or other system cannot bring, or with more difficulty, in a more random manner.

The answer is that a cooperant brings expertise, that is to say, advanced skills or thinking that are not available to other partners.

The contribution of Echos Communication via the initiatives of its cooperant has been instrumental in building one's own capacities to carry out strategies and actions.

It should be noted that the exchange of expertise does not happen only with partners. Echos Communication in return benefited from knowledge transfer, especially in a key area: understanding the complex functioning of the Moroccan institutions, with their own culture. One might call this expertise intercultural expertise (ability to work in worlds having a different rationality).



Discussing to make ideas emerge

Reflexivity is the ability to make the players face each other, to detach them from their usual frame of reference, to question them in their rooted truth and their unconsidered ideas: the cooperant, coming from another cultural universe (institutional or national culture), discovers the ability to shift and develop points of view that otherwise would go unnoticed.



Dialogue at the interlocutor level

It is a resource of great value for the Regional Council of the Oriental Region,

the Provinces and the municipalities. Reflexivity would have no operative force if it were not, at the same time, a source of questioning in the strongest sense of the word, by three fundamental questions: why, what for, and why like this?

One of the fundamental resources of the cooperant and probably one of the areas where his added value is a priori the most relevant, is precisely that he comes from elsewhere, embodies a different rational order, and does not necessarily understand what he sees or hears. So he questions and triggers a question with his interlocutor, and it is indeed this questioning that is the source of reflexivity.

One point must be emphasized here: reflexivity, just as is the case for questioning, is not unidirectional. If the partnership works well - no doubt this is an evaluation criterion of a successful partnership - reflexivity and questioning are mutual, in the sense that the cooperant, and with him his institutional affiliation, is questioned as much as he questions his partners himself.

Through his external position, the cooperant endorses a particular role, that of ensuring that the mutual questioning is productive and creative, not only among the partners in Morocco but also among his colleagues at Echos Communication in Belgium. In short, he plays the role of a reflexive interface, even more effectively with his «staggered» questions that lead to consider tracks or new solutions that, alone, no partner could have found.

The externality, the fact of not being involved in local issues, with the resulting flexibility, is an important resource for the partnership. It offers to the cooperant the possibility to «navigate» outside the «expected», of what is «normal», allowing him, for example, to take initiatives or to consider options, perspectives or ways that would not be possible by the stakeholders and, the very fact that it is a foreigner that proposes them, becomes acceptable within certain limits. The ability to take initiative «on the

> Benchmarks

margins» deployed by the cooperant is an important resource to boost partnership. In Morocco, many innovations would not have been possible without this possibility.

Risk taking is one of the functions, often forgotten, of a cooperant, where his partners are less well positioned. The fact that he is not closely related to the local stakeholders' games leads the cooperant to have a broader scope to innovate or undertake in new areas.

Future prospects

Though the Territorial Coaching intervention process is well advanced, and the training of coaches is intensive (and profitable if we judge by the results achieved), the Territorial Coaching program still faces many challenges.

Sustaining the role of Territorial Coaching

The investment of territorial coaches in training, time and courage to step out of their comfort zone (facing elected officials and civil society when we are still learning is not easy!) has yet to be sustainable.

Many initiatives go in this direction: development of a regional and international association, certification of the training to ensure a level of impeccable quality, setting up a fund at a regional level that is available to municipalities to finance territorial coaches, increasing the number of participating regions and municipalities, and other activities.

Another way to consider this new Territorial Coach profession is to see it as a job opportunity for those who get deeply involved in it without having to go through prohibitive tariffs for municipalities and for the spirit of public good under which the Territorial Coaching ethics are operating.

The gateway between local elected officials and local civil society

Territorial Coaching is reaching out to an organized civil society, so that it becomes involved in local development. What about the citizens?

Get to Know Echos Communication

Echos Communication is an NGO based in Belgium. Its goal is to contribute to a positive and sustainable societal development by supporting and stimulating individual and collective initiatives. We believe that individual development is inseparable from collective development, and vice versa.

The association assumes that people have the potential to be players in defining their own future and that they have the knowledge and the resources within them to define the vision, possibly with external inspiration, which best meets the challenges they face. By doing this, Echos Communication resolutely chooses to see people's strengths and not their shortcomings.

Among the means of action chosen by Echos Communication to implement its vision and mission:

- developing partnerships to carry out activities, which implies a mutually beneficial exchange - each partner gives and receives, even if it is not in the same proportions - and what we do together cannot be achieved by a party individually;
- based on explanatory models of individual and collective behavior, developing approaches that catalyze development, and synergies, of which Territorial Coaching is one example;
- with the Belgian population, deconstructing prejudice and promoting the openness of attitudes and living together with Africans by organizing events and campaigns;
- In the field of education, both in Europe and Africa, training children to develop their living environments together based on the rich diversity of students, and thus preventively reducing the tensions that can generate differences.

The aim of the NGO is to expand its activities beyond Morocco, on the whole African continent.

The Board of Directors of Echos Communication consists of 9 independent members who represent very diverse skills and cultural backgrounds. To learn more, visit www.echoscommunication.org

It is a challenge that still faces Territorial Coaching because every citizen is a potential stakeholder in local development, even if it is not organized.

To do so, citizens must be made aware that their participation is possible, that such participation is even desired, so that they do not stay in a waiting position with respect to the national government or with respect to foreign aid, but they shape the external intervention based on their own purpose.

What about institutions such as the Agency for Social Development (ADS) or the National Mutual Aid (Entraide Nationale) ?

They have an important role in supporting local development. Maybe they should adapt their intervention at the local level, so as to stimulate ownership and mobilization, better, and more,?

All these developments require partnerships with different levels of the Moroccan Government so that the developments best match the cultural and organizational demands and specificities of the Kingdom.

In order for Territorial Coaching to become a true receptacle of the capitalization on progress made in terms of local development, the result of a multidisciplinary approach, in order for Territorial Coaching to be adapted by a growing number of territorial coaches and thus constitute a broad and diverse offer of relevant services, the icing on the cake will very likely be that the expertise gained in Morocco becomes a source of inspiration and progress in other African countries: the Kingdom exporting its know-how and etiquette to other African regions.



Territorial coaching Implementation of an original idea in a new context

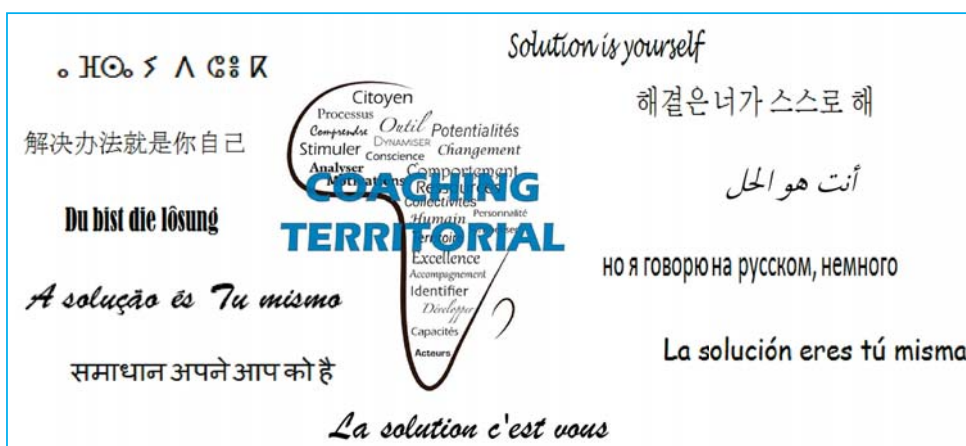
Gauthier BRYGO
Program Director

Being a stakeholder without borders, the author is one of the initiators of Territorial Coaching, of which he manages the Program in the Oriental region of Morocco. As an NGO stakeholder, the building of a just and equitable world guides his journey. Being a competent stakeholder, he brings here his two main training activities together: territorial development and team management. Being a strongly involved stakeholder, he acts by re-inventing his craft.

Territorial Coaching is the result of maturation, the culmination of a journey started in Morocco. From the idea to its materialization in methods and tools, through the questions raised by intellectual honesty, an approach is built that becomes possible to test and experiment on the scale of a region, the Oriental Region in this case, where the program expands now for two years.

An innovative idea in full flow with the «advanced regionalization»

A first observation validated with some municipalities: development may not happen despite strong resources mobi-



lized, sometimes including the contribution of foreign cooperation, when there is failures of dialogue between the municipality, service the state and other stakeholders in the municipality. The human factor, through the behavior of the actors involved, could also explain the observed impasses.

The neurocognitivist and behavioral approach shows that our mental patterns explain our capacity for dialogue

and our attitudes of trust or distrust.

Our decisions are then influenced by our state of stress when taking them. Knowing how our brain works is the key to reasonable and informed decisions. Could this approach make it possible to support elected officials in the

exercise of their mandate, with the suitable methods in the new context of democratization and decentralization of powers being installed in Africa?

UCLG Africa has tackled the issue after making two observations about the evolution of local governments:

- the composition of the territorial assemblies is increasingly multi-partisan,

> Achievements

which emphasizes mastering skills in conflict management, mediation, dialogue, reconciliation of competing interests, while the authority gives way to leadership conviction and mobilization;

- Civil society is more attentive to the management of communities, less subject to the leaders, which requires the establishment of dialogue platform with institutional innovations, tools and methods of participatory democracy which local leaders are often unprepared.

People are more demanding and their expectations are out of step with the limited resources of local budgets. The link between taxes paid and the budgetary resources of the community creates tension between local stakeholders and elected officials. The limited term of office is another problem that hinders the commitment on long-term development objectives, which may be exceeded only by sharing a vision with the entire population guaranteeing the continuity of actions. These examples fall within the human factor.

This kind of observations about the high incidence of the human factor pushed UCLG-Africa to try to explore how to apply to the territories the coaching steps developed in business to break deadlocks and impossibility of dialogue, or mobilize the collective intelligence to drive the necessary changes. For communities, it was the management of change that is necessary for their sustainable development. To this difference was added another one, equally decisive: the expectations of the business world and the territorial divisions are fundamentally different in their goals, timelines, their modes of assessment and accountability, and their leadership modes as well.

Several partners have mobilized to perform the theoretical and methodological work, institutions and experts were called to give shape to the tools to implement:

- the Interior Ministry, including the Directorate of Administrative and Technical Staff Training;

- National Human Development Initiative (INDH);
- Moroccan Association of Chairmen of Municipal Councils;
- Belgian NGO Echos Communication;
- Moroccan Network for Social and Solidarity Economy;
- Experts, as the late Professor Hassan Zaoual, of the Université du Littoral Côte d'Opale (Dunkerque, France) or the consultant Dominique Linossier;
- a team of seven Moroccan coaches mobilized by UCLG-Africa.

The specific expectations and targets led to give a unique name to the process. It was: Territorial Coaching. Its specific tools have been developed:

- territorial sociogram;
- synergy workshop;
- structured dialogue;
- action plan;
- center of excellence, to assist those involved in the process.

Therefore, the Territorial Coaching could be tested in real size.

A real opportunity: the Moroccan local authorities' requests

In Morocco, several local authorities wished to be accompanied to improve

Some themes/tools of the Territorial Coaching training modules

- Basics of Coaching.
- SPIR, 5S, maintenance of Coaching, and SMART.
- Advanced Regionalization, «Competitiveness and attractiveness of the territory.»
- Territorial sociogram.
- Behavioral organization, shadows, blind spots.
- Territorial intelligence, emotional intelligence and structured dialogue between stakeholders.
- Strategies for Learning, mastery level, fears and salutations (Enneagram).
- Fears related to changes, detecting techniques of self-sabotage and failure strategies (binding messages, perceptions).
- Coaching of limiting thoughts (drivers, judgment, prejudice).
- Coaching of self esteem and self confidence.
- territorial dynamics and performance.
- Coaching Ethics and the ethics.

their relationships with their civil societies around circumstantial themes, which helped to check the robustness of the Territorial Coaching approach. The first results were presented at the UCLG-Africa World Congress in Rabat in October 2013.



November 2014, presentation of the Territorial Coaching Program in Oujda

Achievements



Monitoring Committee in March 2015, in front of the visual on a wall with images

Thematic fields of intervention and support to territories

Some thematic fields of intervention:

- Promotion of Culture.
- Eco-tourism.
- Environment.
- Fight against HIV / AIDS.
- School dropouts in rural areas.
- Socio-Educational Centre.
- Creating an Economic Activity Zone
- Management of dam water.
- Sustainable tourism.
- Urban Pollution Management of construction waste.
- Tourism (cultural and mountain).
- Sustainable tourism and income generating activities.
- Rural tourism.
- Decentralized cooperation with the City of Antwerp.
- Migration and Development.

tion, and weresensitized to major regional issues.

Establishing a Regional Monitoring Committee and training future coaches

A Regional Monitoring Committee was set up with the partners already mentioned and other regional bodies (Regional investment center, National Mutual Aid, Mohammed 1stUniversity, etc.).

The Committee meets as often as necessary to share ideas and information, and put efforts in synergy. Identifying the future territorial coaches to be trained was the first priority of the coordination team. 200 applications were received



The Coordination Office at work

Program Coordination: a resourceful local team

The Coordination Office has a vast working space at the Regional Council of the Oriental Region. It brings together officials from the Council and young people in apprenticeships. Its members have benefited from several training sessions.



Ghizlane BELAROUSSI



Gautier BRYGO



Imane SABER



Jalal AFKIR



Mohamed Amine DANI



Sara BELHADRI



Abdoulay KABRE



Fatiha DANI



Jaafar ELHABBOU



Manar KHIAR



Hicham GRAR



Boudiaf BELHOUARI

after a call for applications, 60 were selected for a personal interview with the coaches trainers, and 28 candidates were selected to begin their training as of December 2014.

A mid-term internal selection in May 2015 has enabled 21 candidates to continue training (currently still ongoing). The course of territorial coaches apprentices does alternate training modules and missions (2-3 days) in the premises local authorities in the region to practice (toolbox of the territorial coach) on topics chosen by the host territory (16 Municipalities and Communities of all the Provinces).

The participation of municipalities and civil society

Since 2014, Presidents of Communal Councils have wished to participate in the program and to receive a territorial coach. For each candidate community, anMoU was signed with program partners and submitted to the City Council. The themes that are the subject of the Territorial Coaching exercise are chosen during the field visit in the City, with the participation of civil society associations and of the Council.

To sensitize civil society, fora were held in every province of the Region, presenting the Territorial Coaching approach. These fora have been an opportunity to share the first Territorial Coaching tools in the context of mini-training.

Nearly 1 000 participants in total took part in the fora in 2015. The operation will be renewed in 2016 to involve all the stakeholders of the territories in the reflection on the Regional Development Plan of the Oriental Region.

The next challenges

Three main challenges for program managers and partners:

- start a mobile Territorial Coaching roadshow (see dedicated article p 52-53.) through the Oriental Region, other Regions of Morocco or other countries;



Some work meetings with the new elected officials at the end of 2015. Here, from top to bottom: Ahfir, Sidi Lahcen, Nador and Touissit

The program's goals and impacts

- Create and animate as much synergies / spaces of debate as possible among local stakeholders, namely elected officials, civil society and local authorities.
- Mobilize the stakeholders around a specific theme in order to solve a problem or promote sustainable development of the territory and particularly the development of the Oriental Region in Morocco.
- Focus attention on the behavioral dimension (coaching) so that each player adopts attitudes that are favorable to the establishment of a constructive dialogue and valuing the contribution of all with a focus on the gender approach.
- Mobilize on a priority basis the resources and main players of the territories within a local approach.
- Finally, participate in increasing the capacity of government institutions (whether national, regional or local) to adjust their attitudes, procedures, and actions, to the new decentralized governance, and develop their capacity to support local authorities and all the stakeholders in this new environment of the public governance set by the Constitution of 2011.

- use the Territorial Coaching as an innovative tool for local economic development and attractiveness of regions. Increase the participation of economic stakeholders in Territorial Coaching;
- position the Oriental Region as an engine of sustainable human development at the local level, with a potential of cooperation with other regions of Morocco and other African countries in the context of South/South cooperation.

Some figures in terms of impact

It is estimated that the media, whether conventional or virtual, allowed a contact with the Program for more than 500 000 people. Directly, 500 people were involved in the Region and 1500 participated in the various events. 2109 training days x participants were carried out, and 845 evaluation forms were filled and treated. In the 7 Provinces of the Oriental Region, 16 Municipalities and Communities were involved.

For the first time on this scale, a region, that of the Oriental Region, has expressed interest.

After a first memorandum of understanding signed in 2014, the First Territorial Coaching Forum held in Oujda on May 22, 2015 brought together regional institutional stakeholders (Regional Council, Oriental Agency) with the support of the Wilaya of the Oriental Region, around the project presented by UCLG-Africa.

Political will and regional foothold

The political will is necessary: it allows the placing of the development issue above electoral contingencies. The commitment of the Presidents of Municipal Councils and the Regional Council, however, on the eve of local elections, has placed the program on a sustainable path beyond the change of numerous local teams.

The continued support of the Wilaya has developed relationships of trust between government and local authorities. This was necessary, without being self-evident.

A group of expert coaches to launch the movement

A group of experts was formed, ready to mobilize to share Territorial Coaching tools in the Oriental Region. Moroccan certified coaches came every month to Oujda to provide training, conduct workshops, and share their rich experiences.

Furthermore, an operational coordination team has been formed to steer the daily program. Several officials have been made available by the Regional Council: their contributions proved crucial by their knowledge of the administrative machinery and new regulations governing communities.

With them, a dozen students in the Region have joined the team, and participated in the achievements and increased their experience. They focused on gender and diversity, led particularly field surveys, took care of communica-

Presentation of trainers/coaches/supervisors

FatimZahra MZIOUAD BENNIS

Holder of a PhD in Humanities and Social Sciences, especially in coaching, Fatim Zahra Mziouad Bennis has made of her passion her profession and has taught several years in Business Schools and Universities. She is also very experienced in business, in management control, in coaching services, and in implementing performance management systems. She is a practitioner of NLP, Certified in Rainbow analysis of behaviors and skills, certified professional coach by the High School of Coaching in Paris, co-founder of the High School of Coaching/Morocco and Director of the consulting, training and coaching firm Aim Performance.



Mustapha EL HADDAD

Mustapha El Haddad is an agricultural, water and forestry engineer. He became interested in human nature, through trainings in HR and management before becoming a coach. Amazed by the complexity of human beings, he has skills in individual and team coaching. His experience has given him a great knowledge of local development issues and sensitivity to respecting ecosystems and peoples. He is certified by the Moroccan High Academy of Coaching, founding member of Rihab Coaching and Secretary General of the Association Maroc Coaching.



Imane HADOUICHE

Imane Hadouche is certified by No Limit Coaching / Paris and has extensive experience in individual and team coaching, and social, political, or parental coaching with schools. Her knowledge of the political environment and mastery of tools to support change and development contributed to the promotion of her work in regions via the Millennium Challenge Account projects in Morocco. She has confidence in the ability of human beings and thinks that change comes after become aware of the issues at hand. Imane is a consultant for various media and is the Manager of Consulting Coaching & Collective Intelligence.



Karim KANOUTE

After being initially a Physical education teacher, Karim Kanoute quickly became a sports coach. Certified by No Limit Coaching / Paris, he has extensive experience in individual and team coaching. He is a trainer at the Academy of Moroccan Diplomatic Studies and active in the social field. Being an "Appreciative Inquiry" Practitioner, he is also a lecturer in several universities. As a founding coach of Optimal Coaching, he knows the media as a commentator on Radio 2M channel and a host of TV programs in connection with coaching on 2M TV. He manages a Youtube channel for which he produced coaching videos.



Kawtar EL BAZ EL MAHALLOU

Holding a master's degree in HR management and certified by No Limit Coaching / Paris after several years in the corporate world, Kawtar El Baz El Mahallaoui contributed to projects such as the Millennium Challenge Account projects in Morocco and Coaching for Success. Specializing in personal development training, performance coaching and professional coaching, and being an "Appreciative Inquiry" Practitioner, she is an Associate Director at the Symbiosis Consulting, training and coaching firm. She also conducts programs on coaching on Radio 2M channel and writes for the Moroccan Casablanca-based daily newspaper Le Matin.



-  **Awareness and Communication**
-  **Field interventions**
-  **Training of stakeholders**

A project for Morocco's Oriental Region

- **October 2013 in Rabat**
 - Presentation of the first experiments in terms of Territorial Coaching in the Urban Commune of Salé, in the presence of its President, the REMESS network, the Echos Communication NGO, and UCLG-Africa.
- **2013 Rabat World Summit**
 - Joint political will of the Regional Council of the Oriental Region and UCLG-Africa to conduct a regional project on Territorial Coaching.

Preparations for the Regional Program, with stakeholders and trainers

- **October 2014**
 - Rabat: preparation of the Territorial Coaching Training Plan and the modules;
 - Driouch: presentation of the Program to the Regional Council's elected officials;
 - Figuig: joint initiative for migration and development with IOM.

Official Launch of the Program

- **November 17 in Oujda**
 - Ceremony at the Regional Council of the Oriental Region and presentation of the major pillars of the Program to run from 2014 to 2017 in the Oriental Region.

Selection of candidates in Oujda

- **November 17**
 - Pre-interviews between some candidates to the Training Program and the trainers.
- **December 2014**
 - Selection of candidates at the headquarters of the Regional Council.

Interventions in local communities

- **December 2014**
 - Marrakech: «Resolutions Africa» conference and debates on the Territorial Coaching Program with Malian elected officials, Messrs. Ousmane Simaga, Hallé Ousmane and Omar Bathily;
 - Oujda: the Regional Council of the Oriental Region is informed of the positive results of the «Resolutions Africa» Conference.
- **January 2015**
 - Debdou: interview with the President of the Urban Community of Debdou.

- **February 2015**
 - Ahfir, Driouch, Taourirt, Sidi Lahcen, and Touissit: meetings with the Presidents of Communes.
- **March 2015**
 - Jerada: Meeting with the President of the Commune;
 - Oujda: meeting of the Program's Follow-up Committee;
 - Nador: meeting of territorial coaches on training with officials of the Urban Commune;
 - Touissit: Mission with the Town Council, in the presence of the Secretary General and the President;
 - Oujda: Monthly meeting of the Program's Monitoring Committee;
 - Casablanca: national meeting, presentation of the results of the project «Strengthening citizens' engagement in local governance.»

Consultations

- **March 2015 in Oujda**
 - Coordination meeting with the Regional Council.
- **From early March to late April 2015**
 - 6 Territorial Coaching Fora in Nador, Taourirt (workshops led by apprentice coaches), in the cities of Jerada, Driouch, Bouarfa (150 participants from civil society and elected officials), and Berkane (200 participants).
- **May 2015 in Oujda**
 - The Regional Council meets JMDI and Territorial Coaching partners;
 - Meeting with the UMP of Oujda to involve the University in the Program.

- **April 2015**
 - Territorial Coaching interventions in all the Provinces;
 - All the month, the 28 apprentice coaches, supervised by their instructors, work with local authorities and associations in order to identify the territory's human capital on a theme defined with elected officials and civil society.
- **June 2015**
 - Digital strategy of the Oriental Region - Technopole of Oujda - meeting organized by the Oriental Agency and CERES.

Territorial coaching

- **October 2015**
 - Territorial Coaching at Radio Oujda.
- **December 2015**
 - Johannesburg: the Territorial Coaching Program at the Africities Summit in South Africa (sharing ourexpérience and know-how among African countries);
 - Oujda: His Excellency the Ambassador of Belgium to Morocco is received at the Regional Council of the Oriental Region, within the framework of the Territorial Coaching Program;
 - Debdou: during the study day on the local architectural heritage «Architectural Memories and Features», the President of the Commune awards a trophy to the Territorial Coaching team for its support to the development of the Commune.

- **October 2015**
 - Touissit: Meeting with the President of the Commune, the Director of the School of Mining, and the President of the Amal Association.
- **November 2015**
 - Continuation of the meetings of the Coordination Office with the newly elected officials (Urban Commune of Nador)
 - Mission in Rabat for the Program teams with the Program Director;
 - Visit of the Badr Centre for the disabled in the city of Berkane;
 - Visit of civil society stakeholders related to disability to measure the progress of activities (Director and Coordination Office).

Memorandum of Understanding

- **June 2014**
 - Oujda: In parallel to the 2nd Conference of Decentralized Cooperation of the Oriental Region, UCLG-Africa and the Regional Council of the Oriental Region sign an agreement on the Regional Territorial Coaching Program with the support of the Oriental Agency;
 - Rabat: at the headquarters of UCLG-Africa, exchange of views on the implementation of the program and the establishment of the Center of Excellence in Territorial Coaching.

First synergies and involvement of civil society

- **October 2014, in Oujda**
 - Presentation of the program with the coaches/trainers coordination team and discussion of synergies with the Oriental Agency;
 - Meeting on the synergies between the ICMD Project and the Territorial Coaching Program.
 - Meeting with the Regional Council of the Oriental Region and visit of the Solidarity and Development Association to present the Territorial Coaching Program;
 - Rabat: at the headquarters of UCLG-Africa, meeting with GIZ and the Hanns Seidel Foundation.

Interventions in local communities

- **December 2014**
 - Oujda: study day on mental disability in the Oriental Region, and then work to define an action plan for the inclusion of people with disabilities in the Oriental Region;
 - Nador: with the President of the Urban Commune, then workshop with civil society (Sports, Culture and Social);
 - Driouch, Jerada (Ain-Bni-Mathar), Figuig, Bouarfa, Taourirt, Mechraâ Hammadi, and Bni Mathar: successive meetings with the Presidents of Communes.

- **January 2015 in Oujda**
 - 14th conference on women's leadership in local authorities at the Regional Council of the Oriental Region;
 - 2nd training module of territorial coaches.
- **February 2015 in Oujda**
 - Training of the Regional Council officials, team cohesion on the basics of management;
 - Training of 40 officials of the Wilaya of the Oriental Region on the theme: «Management and Collective Intelligence».
- **From February 28 to March 01 in Oujda**
 - 3rd training module of territorial coaches.
- **March 2015**
 - Tafoughalt: Seminar on the Training Program, with the 5 trainers;
 - Oujda: Training at the Program's Coordination Office.

- **April 2015**
 - 4th training module of territorial coaches.
- **May 2015**
 - 5th training module;
 - Training of 40 officials of the Wilaya of the Oriental Region on the theme: «Management and Collective Intelligence».

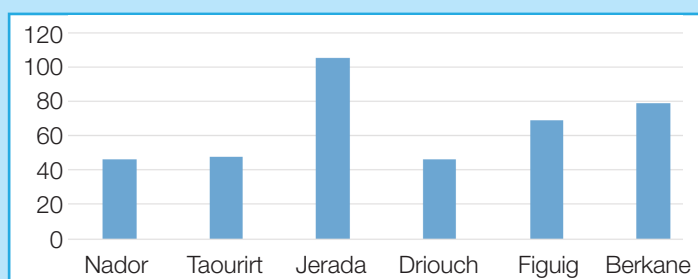
- **May 2015**
 - Meeting with the Regional Council, the partners of JMDI and Territorial Coaching projects, on the joint implementation of activities and the partnership on migration;
 - 7th Forum in the Region.
- **July 2015**
 - Territorial Coaching and migration, with the Regional Council, UCLG-Africa and IOM, debates and signing of amendments to better work in synergy;
 - Presentation of the program's activity report and the activities scheduled until the end of 2015 before the Partnership and Cooperation Commission of the Regional Council of the Oriental Region.

- **October 2015**
 - Seminar «Territorial intelligence, emotional intelligence and structured dialogue between stakeholders»;
 - Continuation of the «Manager Coach» training for the team of the Program's Coordination Office.
- **November 2015**
 - Continuation of the the training of the first promotion of Territorial Coaching, 7th seminar;
 - Training of territorial managers/coaches on the theme «Manage with a coaching attitude».

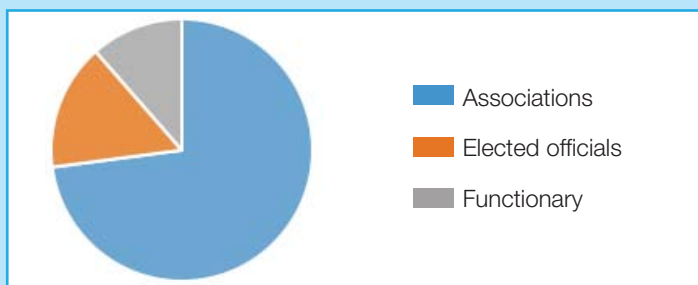
> Extensive survey of 400 citizens of the Oriental Region

Questionnaires were distributed from March 05 to April 19, 2015 to all the local stakeholders mobilized in each Province on the occasion of Citizens Fora. The questionnaires collect the expectations and suggestions of citizens of the Oriental Region on the future of their territory. The Territorial Coaching Program, based on the consultation, wished to ask questions to local stakeholders in order to identify their needs and priorities in terms of sustainable development and in line with local realities. The following is a summary of the major trends that emerged. The results are processed via the SPSS software.

1 Geographical distribution of 400 completed questionnaires

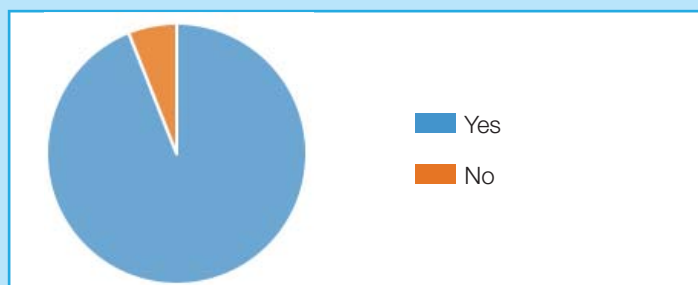


2 Profiles of local stakeholders



70% of respondents represent an association.

3. Investment in the reflections of the Regional Council to ensure sustainable development



94% of respondents want to get involved.

4- Attitudes that bring success

The majority of respondents cited the following attitudes:

- continuous training of all the members of the association, competent human resources, clear vision;

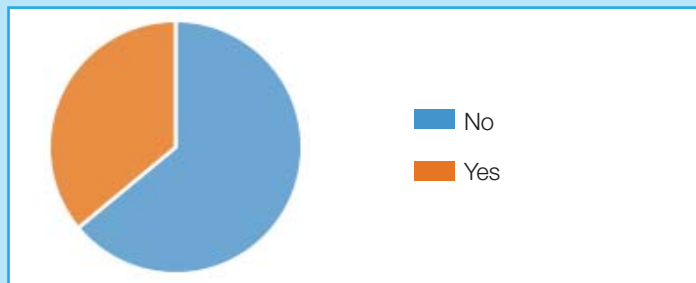
- awareness of the voluntary work, cooperation to overcome the problems that threaten society, accountability, governance, dedication and mastery;
- credibility, loyalty, cooperation and participation in carried out the workshops in this area;
- continuous communication with the public and the local authorities, coordination with all the stakeholders, and credibility;
- mutual trust, transparency, mutual respect, dynamic, relationships, branding, skills, team work, well-being of all, healthy and respectful dialogue.

5- Counterproductive attitudes

Local stakeholders that responded mentioned:

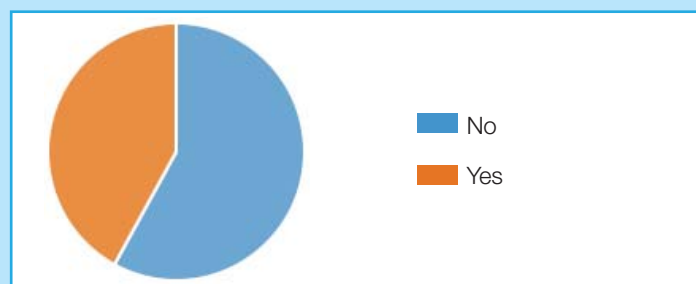
- lack of material and financial resources, lack of communication, administrative conflict and obstacles;
- vision restricted to only one category or to part thereof, individual decision making without discussion with people who are qualified in the field, vested personal interests, and personal conflicts involved in the decision-making;
- role of NGOs in development ignored, government interference in the creation of associations, questionable exclusion of associations;
- cheating, lack of trust, vested personal interests;
- disengagement, breach of promises, marginalization, indifference, and non-involvement of civil society.

6. Response of elected officials to the needs of the most vulnerable



64% think that elected officials do not meet the needs of citizens. 36% say the opposite.

7. Quality of the relationship between local stakeholders (incl. elected officials)



58% of the respondents mention the poor quality of the dialogue and relationship between local stakeholders on the same theme. 42% say the opposite.

> Personal and professional changes since the beginning of the

I feel better now, I am full of energy; I have a great desire to improve myself. I'm more organized: in my head, my daily life and my relationships!

I always give the best of myself. I set my goals more carefully, I effectively track my schedule and, above all, I check my results on a regular basis: what

I really achieved, what I still have to consolidate ... and also to celebrate my success!

I learned to combine business with pleasure, to accept myself, to know myself better, manage my emotions, eliminate any prejudice on others, and also to step back and analyze and deal with any situation.

Family and friends have felt the change. More than before, they ask for my opinion.

Unlike in the past, I avoid as much as I can to direct them towards my solutions; I rather push them so that they give the best of themselves and make their own decisions!

I am convinced that each one has his own identity, experience and belonging, which makes him the best person to decide what suits him. For a collective work, I do not limit myself to a good team ...

I aim for perfection by the best use of skills and knowledge of each one, so we take advantage of our collective intelligence.

«I thought I knew the way to success ... now I know that success has many ways!».

Ongoing changes in the field internship

Through my internship, I practice what I learned in the training - an opportunity to further improve my performance - and I show the dynamism of the territory.

In my field of internship, we generate right from the start a high motivation, full of energy and many initiatives; but these are often individual or made in small groups of stakeholders, which restricts the effectiveness and limits the results. One of the first tasks of my intervention is to help stakeholders better know themselves as well as other stakeholders in their territory working on similar or complementary themes.

The results are satisfactory: the opening on others has eliminated prejudice.

The spirit of sharing continuously improves the performance of the stakeholders, who gradually get ownership over the expertise provided by Territorial Coaching, which bodes well for the sustainability of its impact.



Fahd CHEBAB

I was a little dubious before the training; I did not know well what it was! I was seen as solid, with a strong personality, but I had lost my guiding thread and benchmarks that helped me to point to the right directions. In the beginning of the training, I had doubts about my abilities and myself. Through

learning, I took over the reins and saw the positive side of things, with our training coaches. I have achieved a lot in my behavior (thoughts, ideas, habits, communication, stress, fears ...). Using the fundamentals, I felt I was accompanied in my development.

Now I clearly envisage the steps to be taken: I gained confidence to become a certified territorial coach. I also measured the importance of this profession and its vital role in development. I feel empathetic now, and people in my circle noted the change. I value my skills and strengths, and no longer fear failure, and I perform each time an evaluation to understand what needs to be improved. This training has created in me a process of change both professionally and personally. In short, I realized that everything is possible, whatever the status, education, or experience, because everyone is an actor of his life.

Ongoing changes in the field internship

I chose Figuig for its potential. At a first meeting with the elected officials of the Municipality, I struggled to set my line of work, finding myself facing many problems: social, economic, cultural and environmental ... The participants were victims of marginalization.

Then I met with the water users associations, and finally with the President of the Municipality. My mission is to apply the tools and techniques on a single axis: here, «the management of water from the dams.»

I noted the absence of listening and detected conflict, old, with past painful events.

This allowed me to learn how to go about it and what tools and techniques to mobilize. I felt useful and very involved when stakeholders saw in me a companion. I encouraged new learning for a plan of action. I am proud to have been able to coordinate the stakeholders, and motivate them to work together. They defined their goals, managed to listen carefully, and made the necessary choices (fair pricing, etc.). I measured the usefulness of this profession, developed the posture and behavior of the coach, encouraged responsibility, enhanced motivation and commitment, and accompanied the evolution, self-learning and change.



Amal GUADI

The training was beneficial for me. On a personal level, I was very hesitant to face new projects. I took a long time to decide, which stressed me more. So, I missed a lot of opportunities. But over the training, I gained confidence in myself and was full of energy. Professionally (I stir territories and mobilize stake-



Hamida EL KOUICHE

holders around a theme or program), the training, through the tools of Territorial Coaching, facilitated my communication, through active listening and questioning to analyze a problem in depth, detecting the signs and the nature of conflicts in case of deadlock. With the posture of the coach, it is easier to manage meetings, manage any tensions, facilitate the collective understanding of the problem and speed up the negotiation process after taking into consideration the constraints of each one. This approach reassures the stakeholders involved; it promotes consensus and the effective involvement of stakeholders.

Ongoing changes in the field internship

At Ain-Bni-Mathar, the scoping meeting with the Secretary General of the Municipality and some elected officials and civil servants, turned into a quite rich discussion, where everyone spoke with enthusiasm of the efforts to promote culture, but also problems that hamper their outcome, hence the interest in our intervention.

This, following individual interviews, reassured the stakeholders thanks to the posture of the coach. The stakeholders spoke freely, helping me understand the deadlock and define the nature of the conflict, while detecting conflicting relationships and tensions weighing on the promotion of culture.

The most important was the magic of language and active listening in the analysis of the problem and its origins. The journey, through questioning, in the history of Ain-Bni-Mathar, has facilitated individual awareness of the stakeholders, who were beginning to recognize their responsibility in deadlocks. With this new state of mind, the stakeholders have innovated together for a common vision and a clear strategy, with clear goals and an operational action plan.

What really touched me, and I am proud to say it, is the positive energy created among stakeholders during the discussions and the expressed desire to act and work together. There the coach supports the stakeholders to advance in the complexity, facilitates communication between stakeholders to ensure a shared understanding of the territory and problems.

Of all the experiences I've had, the Territorial Coaching Training impressed me the most. I never thought there would be a radical change in my viewpoints, my behavior, my way of being in front of others, my perceptions of life, personal or professional. I felt the change in September 2014, the launch



Tayeb BENTAHAR

of the Territorial Coaching program in the Oriental Region, the starting point of an extraordinary adventure for several reasons:

- I learned among others the extent and value of active listening that must precede any action, something I had never really given any importance;
- self-discovery, something that was impossible to reveal without this rich experience and the skills of the coordination office, professional coaches and my territorial coaches colleagues in the training;
- this field allowed me to have a lot of patience before taking a decision, to hear first the plurality of the votes, not to underestimate any one, the least of things seen or heard can bring solutions ;
- I learned how to empower myself before empowering another person and bring him to find himself the ways for his development and evolution;
- I am pleased that my relatives reflect positively the change that occurred in me.

Ongoing changes in the field internship

The Urban allowed me to work on the problem of AIDS, a sensitive issue that threatens the whole society, where many actors are already working, but each one on his own. It was an opportunity for me to show the role of a territorial coach in coaching local stakeholders. It also made me discover what could hinder the development of the territory, including:

- individual intelligence instead of collective intelligence;
- autarky substituted for the exchange;
- dogma preferred over consensus;
- separation instead of cross-cutting relations;
- total lack of communication.

This has widely opened the scope of intervention to:

- reduce tensions between stakeholders;
- facilitate communication between them, the synergy, understanding and success;
- create a promising work environment with transparency, pride and joy to have found in them the way of their development and empowerment.



A new profession to develop synergy among the human resources of the Oriental Region

*Amina LAARIBI
Senior executive at the Oriental Agency*

The author wanted to benefit from the territorial coaching training. She did not measure at first hand the extent of the changes to expect. Feeling more credible, more productive, she puts her experience at the disposal of her colleagues; starting with her new behavior.

Territorial development takes place now by mobilizing all human and economic resources to face the challenges. Associating local governance and human behavior is a priority. Territorial Coaching aims to promote and develop the human potential; it may not be reduced to the fact of detecting and analyzing the attitudes and behavior of local stakeholders, elected officials and all the stakeholders in the territories.

These stakeholders are the basis of success or resistors, hence the importance of a structured dialogue, as an operational implementation tool for sustainable development within organizations and territories. It is also a way to empower stakeholders and establish a corporate and social responsibility.

To this end, the various stakeholders use a guide who is supposed to manage the negotiations and ensure synergy, without bias, given and due to his neutrality.

He promotes dialogue between all stakeholders, supports the development of responsible approaches and facilitates the preparatory phase of the various conventions and various MOUs.

At the crossroads of several questions that I would like to put into perspective is the concept of Territorial Coaching and its importance to integrate collective intelligence at the service of local development:

- how to make of Territorial Coaching a full-time job?
- how can a territorial coach manage the challenges and pitfalls of the coaching relationship?
- must we ensure the signs of successful interventions of the territorial coach?
- is there a best practice guide to make the territories winners and communities successful?

Why Territorial Coaching today?

The development of territories in the mirror of Territorial Coaching

This program first brings out a new profession - the «territorial coach» - to be equipped to facilitate the synergy of all the stakeholders in a given territory.

In parallel, it maximizes the coordination, coherence and impact on the sustainable improvement of the living conditions and the environment of the population. This explains why professionals were called upon to supervise the training in this direction.

Taking in account the territorial dimension and participatory approach related to human interactions will allow for the harmonization of Territorial Coaching:

- knowledge and control of territorial governance tools;
- the synergy of the various players in the area;
- the ability of elected officials to know how to decipher, mobilize and enhance the intrinsic and extrinsic resources of the territory;
- a global vision shared by everyone.

By examining these points and their conditions of implementation by the various government agencies, one can deduce that this new approach is interesting; evidenced by the intervention requests for territorial coaches that absolutely must come from the beneficiaries (coached), which may be communities, elected officials, civil society, etc.

One of the fundamental principles of this coaching practice is that applicants find the resources and solutions to the triggered problems: in practicing self-transcendence, the territorial coach is only a «mediator» between the coachee and his doubts.

Which versions of Territorial Coaching within communities?

Today, the territorial managers need to rehabilitate their territory management approaches for a wide mobilization of local stakeholders and a better performance evaluation. For this purpose, the Territorial Coaching proves extremely effective, giving priority to the human dimension to achieve tangible results in time. The approach can only revolutionize governance through:

- coaching and management of resistance in a given territory;
- the synergy between stakeholders;
- promoting sustainable development of territories;
- the creation of a regional momentum with a collective involvement;
- revelation of talent and collective intelligence.

Thus, all stakeholders will be involved: Government, local authorities, development agencies, economic operators and civil society. A territorial coach will also help transform the concept of change in a concept of evolution and

progress in the country; he will unlock situations related to events or projects on the ground. To this end, the Territorial Coaching workshops promote the mobilization and synergy of all stakeholders to develop and implement genuine development projects.

Chronicles of a «personal and professional transition»

The greatest adventure of my career

Senior executive at the Local Development Pole of the Oriental Agency, I have developed skills and techniques that helped me gain a broad knowledge of the internal and external work environment.

Despite this, a craving need pushed me towards a new management style and behavioral communication.

The discovery of the Territorial Coaching Program came somewhat unexpectedly, at a presentation by the Program Coordinator, using concepts, values and procedures, which we considered extremely efficient.

When I decided to take part in the Territorial Coaching training, I was looking primarily for advice, and an objective and external view of my inter-personal skills.

My goal was to stand out with a clean style, referring to my references and my expertise, and helping me through the steps to make a sustainable awareness through continuous learning.



My goals and desired situations:

- find harmony in my work and an appropriate etiquette after the establishment of the Agency in Oujda;
- strive for excellence in my work approach and innovate in my analysis;
- meet local authorities and local stakeholders, discover their needs and manage conflicts;
- adopt an optimal communication and develop emotional intelligence;
- overcome my fears faced with uncertainty due to the change, to the unknown;
- discover my grey areas.

My dialogue with the coaches/trainers opened my eyes on myself. I was looking for my professional path with the need to be helped to clarify my ideas: who am I really and what do I want?

Today, I do not endure anymore: I reflect, I choose, I act.

A coach plays the role of an importer of doubts and exporter of energy

In 6 months, I got really to discover myself professionally (with several goals achieved) and personally (I found about my shortcomings and changed my perspective).

My eyes and my behavior have adopted a better understanding of the paths I want to follow and the goals I want to achieve. I felt I had to look in the daily work on myself for the chemistry between a journey of discovery of the emotions, a different perception

of the events and a way of smooth and effective communication. With the coaches/trainers, I removed personal barriers that I had no idea of, genuine psychological barriers to my personal development. I am now able to manage situations that seemed insurmountable and really understand and listen to the needs and expectations of stakeholders.

After overcoming my fears, I accepted the challenge of becoming a good

coach, which for me was the fulfillment of an attitude: namely to create a relationship of trust with its presence, its integrity and ethics, the quality of listening, the relevance of the questions that open up the field of consciousness of the applicant(s).

I have a much clearer vision, I gained confidence...

The necessary conditions for me to succeed this change management were to lay my hands on the container, to master the techniques of its toolbox, a method of objective thought and a constant questioning on that new job. The long-term effect of territorial coaching is great; after a rich program, with a transition from theory to the field, I did a real work of transformation, admitted my mistakes, and particularly have accepted myself as I am.

> Personal and professional changes since the beginning of the

My Territorial Coaching training has changed many things in my personal and professional life. Since the first seminar I felt a change in my way of seeing things and act in different situations of life. First, I was able to realize that I complicated many things and that I did not listen to anyone's advice;



Fatine BARBOUCHA

I was getting angry too fast if we did not agree or if my reactions did not influence people in my circle. I understood during the seminars the need to take account of the other, his vision, his behavior, his character, his principles and his education, and that listening is a crucial element needed to open up to other people.

I could also answer many questions I was asking myself for a long time, such as how to help a person who comes to seek advice and for which I can do nothing, or how to deal with difficult situations that require timely involvement.

Today, I became a different person, more mature, wiser, and more open. I rarely get angry and becoming a coach has taught me that the solution comes from the person and not from me.

So when I happen to support people in difficulty, I realize the difference when they find the solution themselves and how their reaction satisfies me.

Coaching has also influenced the way I act with my colleagues and my students. I always try to find the most suitable answer so that everyone is satisfied, to understand the reactions, manage my emotions with students in difficult situations, not to complicate things, and to see the good side.

Ongoing changes in the field internship

During my field placement, the reaction of the people with whom I had a discussion about my job made me realize that they need someone like me to accompany them to find a solution for the project. I was able to get the answers to my questions without any problems, which is a good start for me as an intern.

The only things that we really have are the time and the will, if I found everything I was looking for in my life, through coaching. For me it is a comprehensive program that will be a success by our total commitment and our will to get things differently, using tools, techniques and Territorial Coaching strategies.

Before you start training, I was described as close-minded, introverted.

I used to abstain from speaking in public.

During the training, I discovered in myself almost untapped resources, such as innovation, listening, passion to help others to learn, questioning and sincerity, and I changed a lot.

I took the decision to go through this fabulous adventure.

Today, I describe myself as a strong inner strength; besides, my friends told me that I have empathy, intuition, and some tell me that I keep progressing towards excellence.



Najib TIROU

Ongoing changes in the field of internship

As part of the training, I went on a mission in the town of Bouarfa to discuss the theme set by the President of the Municipality, namely the problem of starting the operation of a socio-educational Centre for children and youth.

During the first meeting, I worked with the Secretary General of the Municipality as well as the elected Municipal Council. We discussed at length the theme, which allowed us to analyze the issue in depth with the relevant stakeholders in civil society.

Secondly, I met with the Director of the socio-educational center for children and youth.

Then I met with the associations concerned with the theme, each separately.

The intervention enabled me to detect inter-personal conflicts and very significant territorial potential to develop. I managed to create synergies between the stakeholders of the municipality.

They are proud to have raised the issue and my role as a territorial coach has allowed them to know each other, respect each other, and interact together.

In the same vein, I also tried to help them accurately identify the behaviors that cause deadlocks - those precisely that prevent them from being what they want to be - and, at the same time, give them as much as possible, the possibility to adopt new behaviors.

In my opinion, a territorial coach is someone who has the patience to listen and observe; this attitude seems more important to me than any method.

Under the Territorial Coaching Program, I received a very beneficial theoretical training, at the personal and professional levels. Before starting the training, I was thinking a long time whether to take or not action; I used to interpret and judge a lot of people. The training has given me confidence in myself and in my life path.



Abderrahmane JEBBOURI

Throughout the training, I changed: now I develop action plans and I take action. This allows me to realize my plans, my dreams. I decided not to judge people and I realized that the celebration of joy is a necessity for a good continuation of the path of life.

I realize that this training also helps me in the affirmation and esteem of myself; it is like a big breath of fresh air I needed to continue my journey.

Ongoing changes in the internship field

I did my internship in the Urban Commune of Touissit, located in the Province of Jerada, 40 km South of Oujda. It is considered a hub for the neighboring municipalities. According to the results of the 2014 General Census of Population and Housing, the number of inhabitants reached 3134 in Touissit.

I worked with my partner, on the theme of the creation of an Economic Activity Zone (EAZ). After four missions on the ground and a dozen contacts with local stakeholders, as well as regional administrative services, our vision on the theme of creating an EAZ in Touissit is clearer, knowing that the Municipality enjoys a very important infrastructure left by the Mining Company Touissit which closed its doors. This space can be transformed into a zone of industrial and commercial activities.

My intervention made it possible to detect:

- a conflict between the Regional Office of the Ministry of Energy and Mining and officials of the Municipality;
- the opportunities offered by the Regional Office of the Ministry of Trade and Industry for such a project;
- the potential offered by the Practical School of Mining and its Director, filled with energy and esteem for the Municipality.

I managed to create synergies between the NGOs that I contacted. The dialogue has opened new horizons in my interlocutors, based on the region's potential and territorial collective intelligence.

Before my training, I did not see where I was going to, because I knew little about Territorial Coaching. Gradually, in every seminar, thanks to the trainers I found another calling. I learned a lot about how to do research, particularly how to proceed on myself and my expectations - which allowed me



Mohamed ESSMAILI

to reflect on my schooling as well as my career - but also to make a personal assessment of the traits of my personality and to become aware of my stumbling blocks. I now know what I want to do professionally and I have the necessary tools to help me in my activities as a territorial coach being trained

I received comments from friends at work to change the way I work, and how to deal with citizens. It was really important to pause, reflect, and position myself to continue this training. In reality, it was an opportunity for me to stop and try to understand what is already starting to change. It gave me confidence to allow me to get into a trade that pre-existed within me.

There were strong moments in the training that allowed me to progress and allowed me to deepen the idea that I had of this career choice. I feel much more confident in my abilities, both professional and personal.

Ongoing changes in the field of internship

The first mission I undertook involved the Rural Municipality of Sidi Lahcen in April 2015. It was an opportunity to attend the regular session of the Municipal Council, to hear discussion of items on the agenda and meet with Councilors and representatives of the territory's local stakeholders, discuss with them and administer the questionnaires, but also to explain Territorial Coaching. I took the opportunity to visit several sites in the area.

I carried out a second mission in June 2015 for a territorial sociogram and completed the questionnaires. For this purpose, I attended a meeting with 21 participants and addressed the theme of «solidarity tourism» chosen by local stakeholders.

I tried to build momentum in the room by using motivating people through the «ladder of success»; during the discussion, I pointed out that the territory has natural, cultural and human resources and qualifications that offer significant opportunities for local development through solidarity-based tourism.



Coaching & Territory: Which links? An expert's experience

Mustapha EL HADDAD
Coach - Senior Trainer

The author is a coach, trainer and very experienced; specialist also of rural development and territorial development. His professional life and career, his studies and his personal sensitivity led him to make the most of the assets and heritage of the territories by the contribution of the coach's skills. Very personal story of a very professional approach.

Coaching and territory are two concepts that are seemingly unrelated, according to the epistemological meaning of the two words. Yet, by a kind of alchemy, these two words have merged to create a new concept: Territorial Coaching.

Look closely and concisely at what the terms mean: Coaching, Territory and the process combining them.

The concept of coaching

Individual Coaching is a support that can help a person to find his own ways to overcome a deadlock and achieve a goal. Coaching is particularly suited to people who need support to change direction, start a new project or overcome many difficulties identified in their work or personal life.

Team Coaching is a process that accompanies the work of a team focused on intended outcomes, closer to operational issues. The team works on its usual subjects, both strategic and operational, while a coach accompanies and hands her a mirror to see herself operate and challenge herself.

The Coaching organization is coaching tailored to a company, an administration or an organization to treat its organizational dysfunctions. This support is reflected in the design and piloting of a working mechanism to facilitate dialogue and problem solving within the organization.

The concept of Territory

The concept of Territory is a rich concept; each discipline lends itself a specific content. The geographer has his territory, the agronomist his, as is the case for the sociologist, the forest manager, the geomorphologist, and others. The territory is a complex system of relationships and exchanges. It is associated simultaneously with the geographical space, with economic and social realities, with cultural and ideological representations, and with positioning of local social players.

It is a collective construction that is both the product and the condition for the production of resources. It is a «relevant» space for the implementation of governance and public policy.

The stakeholders leave their mark in the territory where they live and move. The multiplicity of stakeholders, who may have diverging interests and criteria from each other, affects the dynamics and relationships that come into play in a given territorial area. If there is of course space in the territory, it is not considered a neutral and isotropic medium.

Multiple components (environmental, social, economic, institutional, etc.) provide the specificity and identity to the configuration and operation of this set. The territory is an identity marker: the behaviors of social stakeholders can be read as messages, which, provided they are decrypted properly, mean something about their territoriality.

Over the past decades, local development practices in Morocco are reinforcing each other and moving towards territorial development, which implies «activating social relationships that are innovative, organizing local resources, and designing a project territory». Nonetheless, this decentralization, multiplying the capacity of local action within a visible logic of democratization, also was made in the name of efficiency principle

of the national government. From being an interventionist, the national government has moved to become a «regulator», organizing the frameworks of public action but leaving more and more often its operationalization and funding to local stakeholders.

In this new public management, «the strategist state», refocused on steering duties, promotes local initiatives, project management and responsibility, but it remains the master of general frameworks within which these must fit. This new logic of territorial development focuses on «increasing the capacity of stakeholders to master the dynamic changes affecting them», thus specifying new accompanying skills. Territorial Coaching is the appropriate approach.

The territorial coaching approach

Territorial Coaching is defined as a crosscutting approach that focuses on the management of human dynamics. It is a process that accelerates and facilitates the stakeholders' taking responsibility in a given territory so they can define their own development. Often the difficulty to harness synergies of the stakeholders appear as a barrier to switching on the development dynamics. These are the behaviors and attitudes that are at the base of the greatest achievements as well as of the greatest resistance to change.

Territorial Coaching aims precisely to rely on local talent and skills to contribute to the development of the territory by acting on the complementarities of stakeholders (local government, civil society, entrepreneurs, elected officials, agencies or governments), in setting priorities and commitments, and in their monitoring and in paying particular attention to behaviors and relationships.

The synergies of actions and consistency of interventions between the diverse spaces of power must be sought in the interest of the realization of regional projects. A double horizontal and vertical



Selecting the first territorial coach

integration should lead to a maximization of the results of development activities. The territory is not just a complex space; it is also a space that produces economic, cultural, social and political values, thus an emotional, affective place, in which relations of trust and solidarity unfold.

Thus a new profession was born: territorial coach, to facilitate synergies and ensure that the dialogue process begins and takes place in harmony and trust. A territorial coach is neither a professional coach nor an expert in territorial development: he is a combination of two professions.

He builds and uses the tools and techniques of the two activities to navigate between the two concepts, to promote synergy and alliance of stakeholders to learn the development dynamics, and to encourage a behavior that is conducive to change and success.

That is where the great challenge with multiple dimensions lies: challenge for trainers/coaches, territorial coaches, the Regional Council of the Oriental Region, the Oriental Agency, and for the Echos Communication NGO that supports the Pan African organization UCLG-A.

The dance of space and of the human being: the adventure of a trainer coach

After this epistemological detour, why didn't I try to combine these two terms to invent this concept, that I practiced maybe without realizing it? I have been a specialist in territory development for over a quarter century and moreover a professional coach for seven years now! The two components of territorial coaching!

Indeed, my experience helped me focus and act conscientiously in «my territory». Trained in the late 1970s in the sectors of nature, environment (agricultural, water and forestry engineer) and sociology, after twenty years of practice as an expert in rural development, management of watershed and forests, biodiversity studies, erosion phenomena and soil conservation, ecology, I got fascinated with the professions related to the development of human capital and the different approaches to coaching: I became a professional coach. It was a logical extension of my professional and personal experience.

The coaching profession emerges and manifests itself as truth, as evidence, allowing me to navigate the interface

> Achievements

between organizational issues and people development needs.

I have cultivated a taste for pedagogy and relationships and feel animated by a great passion for human nature, its complexity, diversity, fragility and also its great wealth.

Today, I devote myself to training engineering, management, and especially coaching.

Training for the job rather than to the coach's techniques enabled me to cultivate what was in front of me, intangible and available in abundance: the particularity of each coachee, his unique identity, history, path, values and my personal resonances, during each session a little more ...

While continuing to find new sources of inspiration in- and for - territorial development; the dance of space and of the human being.

The Oriental region: first full-scale experience

What was to happen happened: the concept was created and, even more, it has been tested on a small scale in other places with more or less success, but it is in the Oriental Region that the approach will be achieved full size, full scale, as a true regional development process.

There, I decided to jump on the bandwagon (literally and figuratively) to reach a goal, a project, and a team. My motivations are dictated primarily by the novelty and the challenges that the Territorial Coaching concept represents: bringing something to our citizens for the advancement of our regions and the quality of the team involved in this project.

The genius of the project authors was manifested first in the choice of the trainers coaches: professionalism, diversity of schools and career paths, spirit of commitment and adventure, complementarity, and the like: all the ingredients that have deftly helped increase the motivation and create this intrinsic

energy, this collective intelligence and this cement mobilizing human potential, despite the distance, the plurality of stakeholders and the newness of the concept.

Indeed, the modification, through technology, geography, distances, associated with the development and opening of the geography of thought, combine to reduce the time factor, the distance and the energy/effort factor. As any new and innovative project, everything had to be co-built from the base:

- itinerary of the training and its logic;
- design of tools, content of the modules and their progression;
- selection process of the territorial coaches to be trained;
- certification and support arrangements in the field of territorial coaches apprentices and their supervision ...

The approach has combined scientific and methodological rigor with flexibility and pragmatism. Vigilance, ethics and creativity are the watchwords that have accompanied me throughout this adventure. The goal was not to rush by automatism or intellectual laziness. I had to be mindful of my acts, to take up my responsibility and accept willingly to accompany this adventure, in agreement with myself, trusting the various stakeholders in the process.

Not everything was easy to conceive and give birth to. I have in mind moments of strong emotional charges, intense discussions, deep personal reconsiderations, successes not always celebrated, and failures, which sometimes have the appearance of a big turn and at other times of deep concentration; in short, always constructive and rewarding routes.

In territorial coaching as in forestry, I learned that in order to explore without getting lost, just open your eyes, develop good listening skills, have a direction and vision, respect for ecosystems of settlements and their ecology. That's what I tried to introduce to my appren-

tice coaches, with no resources but my experience, my background, my learning and my know-how-to-be-a-coach, know-how-to-be-with-the-other (and for the other) and my skills as a territorial development professional... this combination, this crossing and this opening always create a highly fertile and productive space.

So what ?

The meta-position allows me to observe, philosophically, the marked course: so many steps made to overcome difficulties, so many successes, so much work performed, proposals, so many hopes raised...!

We deployed all our energy to overcome the challenge. Not everything is completed and the work is just beginning. The approach is a long term one, but the milestones are set, the itinerary laid down, and the compass indicates the direction to follow.

The Program Director is present to overcome the difficulties, coordinate interventions plan actions, and boost energy.

Territorial coaching for a smart and dynamic territory, the «learning territory», such as the Oriental Region, is trying to find its feet so as to organize itself and maintain «the project and the territorial contract».

Territorial Coaching is one of the means for ensuring an interactive exchange between stakeholders and develop a proactive approach to conflict and resolution of bottlenecks for a harmonious and integrated development of the region in all its components. This is where the territorial coaching approach finds its place, its nobility and its *raison d'être*: an approach that is human, open and co-built with local stakeholders and for them.

When will there be a new adventure, a new intervention region, a new experience that could capitalize on the experience of the Oriental region?



Migration, an ally of local development

Ana FONSECA
Head of Mission
International Organization for Migration

«Migration and Development» remains a key and recurring topic. Oriental.ma devotes to it an edition. IOM is partnering with the Territorial Coaching Program and makes of the topic one of the themes addressed by the municipalities involved. Its support that was asked for does translate its expertise. Figuig is a case in point.

Migration has become a megatrend that is becoming more complex as it becomes a global phenomenon. This therefore requires constant and renewed dialogue at the international, at the central (or national) levels, and also locally.

The goal is to exchange and apply best practices in migration, and also in development.

Because of its history and its location at the gates of Europe, Morocco has a plural migration profile. It is not only a country of origin, but also a country of transit, and has recently been recognized as a country of destination.

The country has a large diaspora⁽¹⁾ which maintains a strong link with its country of origin, but also hosts many migrants.

The migration profile is supplemented by internal migrations that are more or less important depending on the regions, according to their dynamism and attractiveness.

Despite an increasingly committed national institutional context, national strategies face difficulties in exercising a real impact on the territories.

Meanwhile, Moroccan territories are facing specific and daily realities that place them at the front line and pose significant challenges to managers of local affairs. Often it is the territories that live the economic, social and environmental consequences of migration.



In Morocco, migration remains relevant

Migration, challenge and opportunity for Moroccan territories

If migration is an important element to take into consideration in the development of public policies at the national level, it is equally important at the territorial level. It is indeed in the territories that one can feel the causes and effects of migration, of ongoing challenges facing managers and local stakeholders and, in the first place, facing local elected officials.

In Morocco, this analysis is justified especially since Advanced Regionalization is getting close to its first term.

Local authorities, because of their leadership role in local development and with civil society, and also because of their knowledge and proximity to the territory, are key players who could give a regional dimension to national strategies, and also who could help build tailored and effective public policies, including data management and collection, provided they receive institutional support, provided that their capacity is built and adequately strengthened, and provided that they are equipped with tools.

> Achievements

This also supposes that the Regional Councils make the most of the flexibility offered by their new competencies.

It is in order to meet this need for support that IOM is engaged in the Joint Migration and Development Initiative (JMDI), a joint global partner program implemented by UNDP, IOM, ITC-ILO, UN Women, UNHCR, UNFPA and UN-TAR, funded by the European Commission and the Swiss Agency for development.

JMDI is devoted to the promotion of migration for local development. It is implemented globally in eight countries⁽²⁾, allowing the implementation of a network of initiatives by local authorities and experts on issues related to migration and its management at the local level⁽³⁾.



Seasonal migration to Spain

In Morocco, JMDI currently operates in three regions: the Oriental, Souss-Massa, and Draa-Tafilelet regions. In addition to supporting best practices locally, JMDI's goals are to strengthen the capacity of local stakeholders and to network them to promote the integration of migration into the local planning. It is for example in this context that the stakeholders of Figuig were able to meet partners from the seven other JMDI countries in ILO's Turin Training

Centre (Italy) in July 2015, and also that the Souss-Massa region and the Province of Carchi (Ecuador) strengthened their decentralized cooperation around the human mobility theme in the autumn of 2015.

IOM, partner of the Regional Council of the Oriental Region

Since 2001, IOM Morocco anchors its action in several Moroccan regions, among which the Oriental Region has a special place. With the Souss Region, the Oriental Region is part of the historical homelands of the Moroccan diaspora, and is therefore organized in a strong fabric of NGOs, and it has also been a territory of transit for more than a decade.

IOM intervenes of course in the context of the direct assistance to persons in the area of health of migrants, but also as part of its «Migration and local development» component, specifically within JMDI. This support has first included the support to a great project entitled «Investments and transfers of migrants' know-how for the revival of polyculture mixed farming in Figuig's palm grove⁽⁴⁾.» Subsequently, IOM has focused on strengthening the capacity of local stakeholders.

In July 2015, the Council of the Oriental Region, UCLG-Africa and IOM decided to engage together in a cycle of migration-and local-development capacity building for local stakeholders, including through the Territorial Coaching Program.

This commitment was implemented on February 16, 17 and 18, 2016, at the Knowledge Campus of Oujda's Mohammed 1st University, with the organization of the first regional training of the Oriental Region for the new Regional Council team and their territorial partners on migration and development.

This training, for which IOM has mobilized an expert from the Training Centre of the International Labor Organization in Turin, was delivered from a tool called «My JMDI toolbox.»



Mrs. M. Boudraa, expert from ITC-ILO, delivers one of the training activities

In total, about thirty participants (including ten regional, provincial and communal elected officials, executives from the Regional Council, territorial coaches, decentralized services of the state such as the Social Development Agency and the «Entraide Nationale» (National Assistance Agency), the Regional Commission on Human Rights, local associations, the Ministry of Moroccan residents Abroad - MCMREAM, and the Local Governments Directorate - DGCL) attended assiduously the training and actively participated in the formulation of innovative ideas for the Oriental Region in breakout sessions.



Awarding of certificates to the persons trained, February 18, 2016

All the participants indeed contributed to the development of a coherent action plan for the integration of migration in the region's development planning.

Migration, serving sustainable and inclusive development

IOM's approach deployed as part of JMDI is based on very simple observations. First of all, it is proven that migration, if well managed, can be a real opportunity for development.

«My JMDI Toolbox»

Developed in a participatory way in June 2015 at the ITC-ILO in Turin, Italy, during an Academy organized by JMDI, this training kit provides flexible and comprehensive tools for local stakeholders (local authorities, territorial authorities, civil society, migrants' associations, universities, international organizations, etc.) on how to integrate migration into local development planning in order to better exploit the development potential of migration.

The content of the «Toolbox» was designed as a direct response to specific needs identified by local stakeholders and practitioners working on issues of migration and development.

This training kit covers a wide range of practical issues related to local development through its 6 modules. The first and main module is compulsory, while the other 5 are optional, depending on the various interests of the participants.

The «Toolbox» also contains a number of best practices identified, a list of additional resources and courses, and a series of key resources selected by JMDI's partners, each providing additional support and advice to local stakeholders in their Migration and Development efforts.



From left to right, Mr. Mesbahi, Vice President of the Regional Council of the Oriental Region, Mr. Goujri, SG of the Prefecture, Mr. Benkaddour, Chairman of the UMP, and Mrs. Fonseca, at the launch of the «My JMDI Toolbox» training, on February 16, 2016.

Secondly, at the local level, regional authorities are key stakeholders to stimulate, facilitate and coordinate the integration of migration for development.

Migration, at the local level, can be seen as a way of grasping territorial development in a sustainable and inclusive way.



Indeed, the «Migration and Local Development» approach promoted by JMDI can reveal that, in addressing migration issues, local authorities may not only strengthen local governance and social cohesion, but also improve the supply of public services in the territory while stimulating the local market.

These are all elements that the regional team mobilized in its diversity for three days in February fully understood. It is clear that local authorities have an important role to play here:

- they are facilitators of citizens' participation as well as the diaspora's participation;
- local authorities are providers of local services to the population, to the diaspora and to the private sector;
- as planners of territorial public policies, local authorities can stimulate territorial development while fostering integration and social cohesion.

Today, at the launch of the first territorial planning processes of «Advanced Regionalization,» IOM is more than ever mobilized alongside its regional partners to support them to better account for, - and manage - migration for the development of their territories.



Mrs. H. Elkouche, Territorial coach, native from Figuig and (ADS) agent

- 1) More than 4 million. Source: Moroccans from Abroad 2013 Observatory of the Moroccan Community Residing Abroad, Hassan II Foundation for Moroccans Residing Abroad.
- 2) Ecuador, Costa Rica, El Salvador, Morocco, Senegal, Tunisia, Nepal and the Philippines.
- 3) See the JMDI platform and its support Unit: <http://www.migration4development.org/>
- 4) Project implemented by the FAF-MF (Association of the Diaspora), ACAF (local association of agricultural cooperatives) and the Urban Commune of Figuig.



Education against prejudice: a project of the Living Together School

Pierre BIELANDE
Echos Communication NGO

Territorial coaches convey to the Communal Councils some values related to education, such as tolerance to difference and the fight against prejudice that prevents any dialogue and installs some hardly penetrable barrier. The School of Living Together brings immediate solutions and prepares people for the future by influencing behavior at an early age. Coaching therefore benefits all generations.

On February 10, 2016, the headquarters of the Regional Council of the Oriental Region welcomed the launch of the School of Living Together project for the Oriental Region. This project, initiated by the Belgian NGO Echos Communication, aims to improve the Living Together in primary schools. The project works primarily on the implementation of fun activities that reinforce group cohesion and their ability to live with people of diverse origins.

The project School of Living Together also aims to train teachers in the deconstruction of prejudice, whether between children or between adults and children. This project is supported by a fairly unique partnership since we find the Regional Council, the Wilaya, the Regional Academy of Education and Training, the Oriental Agency, as well as national level stakeholders such as the National Federation of Associations of Parents-Teachers in Morocco (FNAPEM), and international stakeholders such as United Cities and Local Governments of Africa and UNICEF.



Immediate support for regional authorities

This support for regional authorities demonstrates the link between education and the territory through a simple question: how to develop a territory? The answer involves a multitude of social, geographical, economic, or political aspects. It is based on various strategies, a series of choices, but ultimately, it is built on the basic human wealth that makes up the territory. This is a key issue.

Words from the dictionary

Prejudice is:

- a judgment on someone or on something, which is expressed beforehand according to some personal criteria and which guides in a good or bad way the state of mind with regard to this person, this thing; having prejudice against someone.
- an opinion adopted without prior review, often imposed by the environment or education; having prejudice based on a someone's caste.

Countries like the United States have well understood this fact, since through an education system based on excellence, they attract brains from around the world who will contribute to the creation of a cultural, human and economic wealth that many countries try to imitate.

The health of the education system in Morocco has been the subject of numerous reports of which the latest show for example the difficulties of the general use of the Arabic language in all sectors of the Moroccan society and adminis-

tration. A joint research work carried out by the Mohammed V University in Rabat and the University of Alabama (USA), recently pointed to the difficulties of mastering the Arabic language, both by teachers, pupils, and the problem of teaching sciences. This is one of the many facets of the problem.

Be serene to better learn

Another facet of the problem is the quality of children's learning. It depends on a number of parameters, including pedagogy of course, but also children's well-being. To put it another way, a child who is subject to harassment, stigmatization, psychological or physical abuse from his coreligionists or by adults, will have more difficulties to learn than a child living in a serene environment. If children's rights mean fighting against these situations, then understanding that these stigmas and violence do directly affect the child's motivation to learn helps strengthen a human-rights based approach.

When wounded by unjust and aggressive behavior, a child spends time thinking about what he undergoes rather than focusing on learning.

If the phenomenon is fairly easy to understand, the difficulty to change these situations is based on behaviors experienced since the beginning of time in the genes of mankind.

The project led by partners does not claim to revolutionize the education system but, at its scale, improves Living Together, considered as an important condition for the quality of learning.

A project enriched by Morocco on a regular basis

This project is a special case in its genesis since it feeds on various phases, alternately in Belgium and Morocco. Born in Belgium in 2011, the first version was to provide eight animations for one hour and a half each in the 4th and 5th years of primary school.

These animations worked on the relationship towards diversity, particularly in

A Belgian trainer, expert on prejudice, came in March 2016 to raise awareness of the stakeholders to the dimension of Living Together and deconstruction of prejudice.

Secondly, in April 2016, the Belgian trainer began the training of thirty trainers to improve the Living Together and deconstruction of prejudice: a 9-day training with multiple parts.

Once trained, the trainers will visit schools and then train volunteer teachers.

After 2 days of training with teachers, the trainers start monitoring the project and animations in schools, which run until May 2017.

Among the monitoring activities, one consists in establishing a «Living Together» charter co-created by children. Each school will then have one or more «Living Together» charters.

At the end of the project, a ceremony will celebrate the progress made and the «Living Together» charters.

An education package

Each participating school has an education package with:

- a booklet consisting of articles dealing with attitudes and prejudice;
- an educational booklet for the animations to be conducted in the classroom;
- videos detailing the steps for project implementation;
- a board game entitled «Mille Potes» (One thousand buddies), to talk about the attitudes and values of Living Together.

Everything will be translated and adapted into Arabic to facilitate the implementation and local ownership.

Africa, for children brought to mix with an always richer cultural diversity in Belgium. It is common to see children of forty different nationalities in schools in Brussels or elsewhere. Belgium has, for example, more than 500,000 people of Moroccan origin or having dual citizenship on its territory.

In 2013, a first transposition took place with the «Petits Débrouillards du Maroc» (Little Resourceful People of Morocco) Association before giving rise to wider experimentation in the Greater Casablanca Region in 2014.

Co-funded by IOM (International Organisation for Migration) - Morocco, the project had harvested very encouraging results: thirty school leaders trained among teachers, parents, coaches, and a number of interventions in schools, with 659 children covered by the animations and delighted to have participated.

The impact study showed a change in the behavior of children going towards more tolerance and integration of those who were seen as «different». The animation activities turned out to be very playful –promoting integration through laughter - and also places when people can talk freely about the consequences of discrimination between children.

The IOM assessment report also showed strong support from principals, whether urban, peri-urban or rural. The president of the FNAPEM federation, Mohammed Qnouch, used to say at that time that there was such a word of mouth going on that his association, already a partner, was overwhelmed by the many requests from other schools in the Casablanca Region wishing to participate.

Very positive feedback

Feedback from parents, teachers and principals has enabled the Belgian NGO to build the Living Together School project in Belgium, incorporating the advice received for improvement coming from Morocco, including the question of monitoring. It is not enough in fact to train people so that they can become opera-

> Achievements

4 key concepts

Category: grouping of dis-tinguishable entities according to a rule or principle. They have a common characteristic (big objects, the small objects,

Stereotype: set of shared beliefs about the characteristics of a group of people, built from scratch or inspired that we generalize to the category (small is beautiful», for example). applied to a group without taking individual differences. These are mental based on a series of factors: balance tions, simplification, generalization, distortion...

Prejudice: attitude with a dimension of type, with respect to a given group, with avoidance, sense of superiority, fear ... person or group, without sufficient knowledge. the members of a group.

Discrimination: positive or negative behavior towards a group, led by the prejudice, applying differential and unequal treatment to people because of their origin, affiliation or opinions, real or imagined.



tinguishable entities accor-combined entities therefore (blue or red objects, the men, women...).

beliefs about the charac-based on rumors from examples («Anything that is These beliefs are into account indi-constructions of power, emo-omission and

the «I like or I not like!» an emotional part leading to Prejudice is a prior judgment, final on a per- It is a socially learned preconceived idea, shared by

tional in classrooms or schools: one still needs to support them in the transition period leading to a sufficient control to do oneself what we have seen others doing before.

The project that now returns to Morocco, redesigned by FNAPEM and the Echos Communication NGO, consists in training Moroccan trainers of the Oriental Region, so that they support different schools in the implementation of the «Living Together» programs and of deconstruction of prejudice programs. In total, in the current version, 32 schools will be involved in the project, all Provinces combined.

The contribution of Territorial Coaching

The link is clear between the dynamics of a territory and education: the articulation with the Territorial Coaching is manifold. The first articulation consists obviously in the introduction to the municipalities by the territorial coaches operating in the Oriental Region, with the aim to involve them as early as possible in the process. With the potential support of the Presidents of municipali-

ties, there is a multiplier power that can immediately give more strength to the project.

The second articulation consists in the complementarity between trained people who will go in the field. They come from different sectors: AREF inspectors, staff from the National Education department in charge of school violence at the provincial level, several territorial coaches receiving training, and representatives of associations and NGOs.

One imagines the complementarity offered by the encounter of expertise in coaching, territory and education. This is the first time a system will allow the encounter to be potentially so rich. Coaching techniques are well suited to the philosophy of the project. What a better way indeed for children to integrate values and behaviors of Living Together as to make them emerge by themselves?



Animation of a class by the «Living Together» coaches

«Tékitoi?» (Who are you)
to promote the integration of all

Echos Communication created in 2011 in collaboration with the Abeo Foundation, an entertainment block entitled «Tékitoi?». It has four complementary modules:

Module
1

Who am I?

Here, children define themselves atypically, allowing them to say that they are not confined to traditional categories. The games allow children to work on the evaluation of what makes him unique.

Module
2

Who is the other?

The child experiences the fact that himself, like the others, tends to put other people in boxes with labels. If they are foreigners, he can admire them but also pity them, or hate them without even knowing them.

Module
3

How are we different
and complementary?

It invites to get familiar with, to learn what makes each one a unique individual - a fundamental psychological need - and what connects us to each other.

Module
4

Mosquito-style actions

It involves setting up small concrete actions by inviting children to more openness to the other, curiosity and self-knowledge.

These modules developed in French will be translated and adapted to meet the cultural and educational background of the Oriental Region. They consist in ensuring ownership of the techniques by those who must implement them and, again, the techniques related to Territorial Coaching should greatly help the process.

Results already achieved

In 2011, with the Abeo Foundation, Echos Communication carried out this project in four Belgian schools. It involved carrying out the animation in 8 classes. Conducted by a female university graduate, the impact assessment of the animation on children showed a significant progress on four dimensions:

- sharp decrease of prejudice based on gender (reversal of opinion);
- reduction of intercultural prejudice (emergence of the nuance in the words of children);
- reduction of the group's influence on the child's views;
- increase in the desire to get in touch with different people.

Concerning the trained adults, the evaluations show significant advances in the understanding of prejudice and of the resulting discriminatory behaviors, as well as in the knowledge and skills required to conduct the Living Together training.

Evaluation of training

We chose as an example a two-day training, including one on prejudice.

Regarding the achievement of the goals and the qualities recognized to be held by the trainer, the training gets 80% to 100% of «very good» ratings from the participants, the remaining being rated as «good.» The achievement of the “goals” is hardly more nuanced, with more than 60% of the respondents saying «very good» and the rest «good.»

The impact of the training is measured in terms of the acquired ability to define the concepts and explain prejudice. Previously rated «low» to «medium», this variable relating to abilities is considered «good» by the participants at the end of training.

The awareness of prejudice-related phenomena and their deconstruction also increased a lot during training and the understanding affirmed by participants comes close to excellence.

What remains is the question of the know-how acquired to overcome prejudice, and the need to step back and not to discriminate. Here again, the training changes the scores from the initial level «medium» to «good», if not «very good», especially when it comes to identifying prejudice.

It thus happens that the participants in the training become in fact the best advocates of such training.



At school, the end of a Living Together training is celebrated in joy

> Original Initiative underway

UCLG-Africa offers a roadshow across the Kingdom and beyond, to promote Territorial Coaching. A rich program of more than 10 days of socio-educational activities is provided at each stopover. Local development stakeholders would be the main beneficiaries.



An offer to meet a need

In Morocco, the context is primarily the result of the radical constitutional innovation created by the adoption of «advanced regionalization». The role of civil society has now been strengthened, if not guaranteed, in the management of public affairs related to them, so as to promote its contribution to an integrated and sustainable human development. The involvement of citizens is also provided by participatory mechanisms of dialogue at all levels (Regional Council and other local authorities' councils). This is evidenced by articles 136 and 139 of the New Constitution of 2011.

Now expectations are high in terms of new governance, renewed by the proximity and listening to people, fertilized by the desired character of equitable distribution of resources and responsibilities. All the more so since its launch in 2005, the National Initiative for Human development (INDH) already has a strong participatory dimension: it has introduced a new method of management of public affairs and placed human beings at the center of priorities.

It is in this totally new context that the social and economic development of territories should unfold. We must therefore rethink the methods, tools, processes: think and act differently.

This new environment opens wide the doors to Territorial Coaching, based precisely on the same principles.

From where and how to disseminate innovation?

Territorial Coaching is an innovative approach: it is not a turnkey product but

an offer of support. It is never easy to promote a concept that requires education, a didactic argument. Current media tools or traditional communication media are not suitable, so we must use what is called the «chatty media» and, if possible, the «face to face» dialogue. In other words, come and meet the stakeholders of territorial development with four objectives:

- promote awareness that territory planning starts with the one of each, self and others;
- provide stakeholders, locally, methods and tools for conducting territorial coaching programs;
- increase the attractiveness of the territories by a better expression of the existing local potential;
- placing people at the heart of any strategy for sustainable local development.

The target audience may be reached directly or via opinion leaders. This audience includes the local stakeholders (from the national government, local authorities, elected officials, civil society or religious or simply moral authorities, and private entrepreneurs), and also the intellectual world (people of the world of culture, teachers, researchers, experts ...), as well as communicators and the media (and therefore also the general public).

The specific goals reflect what success would consist in:

- initiate Territorial Coaching projects in 150 Moroccan municipalities to be carried out over 3 years, from 2016 to 2018;
- train territorial coaches throughout the country and beyond;

- organize in Morocco an international symposium on Territorial Coaching in 2016;
- Create a special event on Territorial Coaching at the Africities Summit in Brazzaville, Congo, in 2018.

A roadshow across Morocco

So it is a caravan that seems the most appropriate tool. Of course, it would visit the 12 Moroccan Regions:

- in each, 1 city and 2 rural communes would be crossed by the roadshow;
- in each municipality visited (10 days of presence), 3 special interventions (1 day) will take place in 3 communes selected within a 50 km radius.

In total, nearly 150 communes will be directly affected:

- 12 medium-sized cities and 24 rural communes, by the stay and the program of activities related to the presence of the roadshow;
- 108 localities by the interventions.

In fact, all municipalities will be invited to participate in the caravan's activities where it will stop.

The route, the actions, the program

Two options are being considered to manage the tour:

- the tour is pre-defined in dialogue with the authorities;
- organizers call for expressions of interest to the municipalities with the specifications that meet the constraints of the program.

A wider tour could extend the roadshow in Senegal, Mali, Côte d'Ivoire, and maybe other countries.

The action plan

The roadshow would be built in 5 phases.

1- The preparation in the Region

It suggests the creation of a steering and organization committee including all the institutional stakeholders (Regional Council, Wilaya, Development Agency if it exists, INDH, regional Investment center (CRI), Chamber of Commerce and Industry (CCI), Moroccan Employers' association (CGEM), the Social Development Agency (ADS), the National Mutual Assistance Agency ('Entraide Nationale'), NGOs, civil society) which will set the sharing of roles and responsibilities between stakeholders, both for the animation of the caravan and the follow-up after its departure. The preparations would begin a month before the visit of the roadshow.

2- The «nomad village»

It will include mobile structures, giant screens, TV & radio programs, tents, and a listening room, among others.

3- Training seminars

The program involves a multitude of themes and players. This list is far from being a comprehensive one:

- Training of territorial coaches;
- training workshops, with communicators, on territorial marketing;
- mediation and conflict resolution to overcome behavioral blocking points (around concrete cases submitted by the stakeholders);
- individual coaching sessions;
- collective coaching sessions.

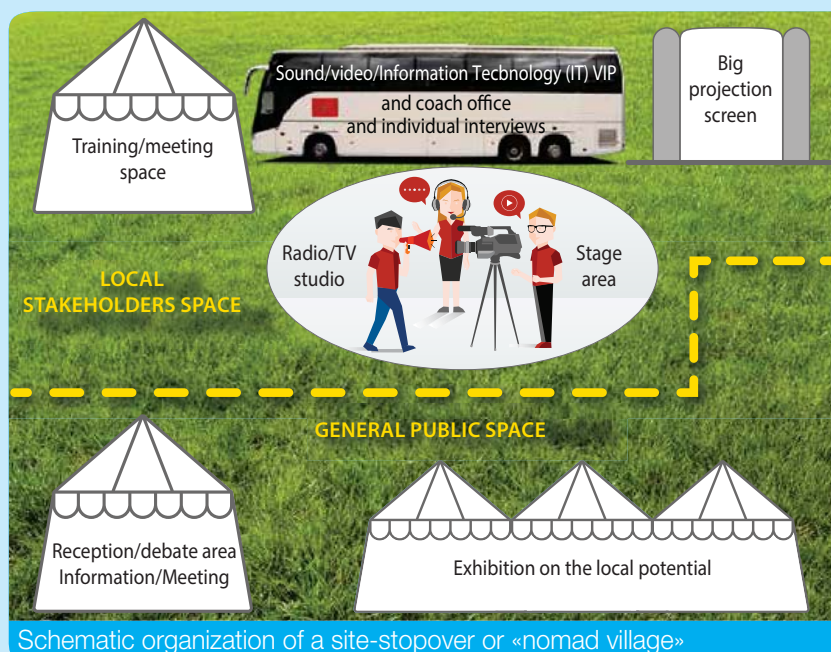
4- Fun, educational, and innovative activities

They will be available to all:

- workshop «Deconstruction of prejudices» in schools (audience from 9 to 12 years old);
- thematic speed dating with local stakeholders;
- eco-citizenship activities on the theme «My living place, my territory, I take care of it»;

- awareness of stakeholders and the population (waste management, eco-tourism, agro-tourism, biodiversity, promotion of products, Solidarity-based and Social Enterprises (ESS), gender, ...);
- intervention in the communes within 50 km from the roadshow site;
- presentation in each region on the «Advanced regionalization in Morocco.»

Press briefings will be held on each occasion.



Schematic organization of a site-stopover or «nomad village»

A simple system

To implement the project, the system would not require much:

- 1 motor home and two 4-wheel-drive vehicles;
- 1 power generator;
- 1 large screen (for example, of the inflatable type);
- 1 video projector with its equipment;
- circus tents (reception of 30 seats);
- 1 TV & radio studio (microphones, HD camera), computers, 4GW internet).

- «How to do more with less» forum;
- TV & radio program «What is local development? How am I affected? «;
- documentary screenings followed by debates, particularly with young people;
- Local election of «hopeful and creators of human wealth» with awards ceremonies;
- fair/exhibition presenting the region's potential (local skills, expertise, local farm products, etc.).

5- Awareness workshops

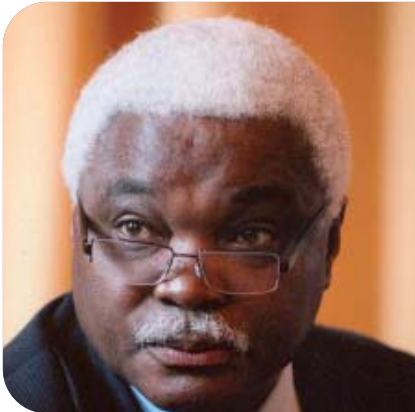
The following list may be complemented:

- presentation of the Territorial Socio-program and debate the findings;
- intervention along with elected officials in each Commune (eg on the theme «Coaches at the service of elected officials for the deployment of the Communal Development Plan (CDP)»);

The human resources would account for about 35 people:

- 1 coordinator;
- 5 senior territorial coaches (trainers);
- 21 junior territorial coaches;
- 1 facilitator/mediator;
- 2 consultants;
- 2 journalists (presenters);
- 3 technical assistants (Management of the Equipment).

By starting the first steps in January, 2016 (search for partners, finalizing the program, the tour, etc.), teams could be recruited and trained in March for an official launch at the end of that month: this makes it possible to organize a 9-month tour to end in December 2016. This is a realistic project that depends on the goodwill that it can mobilize.



Territorial Coaching at the 2015 Africities Summit in Johannesburg, South Africa

Jean Pierre ELONG MBASSI
Secretary General, UCLG-Africa

Born on African soil, Territorial Coaching takes the strength of an idea whose time has come for implementation in the continent. Governance, participatory democracy, decentralization and regionalization... African states are advancing, install new paradigms. The change is not easy; one must innovate while facing harsh resistance. UCLG-A finds itself in the middle of the debates: Morocco and Territorial Coaching as well. In Johannesburg, the approach is raising hope.

UCLG-Africa organizes every three years the largest Pan-African dialogue platform on decentralization and local governance in Africa, also known as the Africities Summit. Internationally renowned, the Africities Summit is a powerful gathering between (and with) local and territorial representatives from Africa.

It wants to echo the voices of some 300,000 elected representatives, mayors and presidents or other similar officials who administer and manage the 15,000 local authorities that are currently in African continent. The Africities Summit has three major goals:

- to be a time for evaluating the conduct of political decentralization and the progress of good local governance, as well as cooperation programs to support decentralization and good local governance in Africa;
- to define and share policies, strategies, methods, and best practices that will contribute to the effective improve-

ment of the environment and the living conditions of African populations at the local level;

- and to contribute to the integration, peace and unity of Africa, with the mobilization of the stakeholders who have the responsibility to manage territories or are involved in such territories, especially around the challenges and major issues that may be a risk for the unity of the continent, such as migration, trans-border cooperation, conflict prevention and management, etc.

The seventh edition of the Africities Summit, was held from November 29 to December 03, 2015 at the Sandton International Convention Centre in Johannesburg, South Africa.

It was organized in collaboration with the City of Johannesburg, the South African Local Government Association (SALGA) and the Department of Cooperative Governance and Traditional Authorities (COGTA) of the South African government. The Africities Summit theme was «Building the future of Africa with its

people: the contribution of African local governments to Africa's Agenda 2063.» The vision of Africa promoted by Agenda 2063 is as follows: «Our hop is that, in 2063, Africa will be a prosperous continent with the means and resources to drive its own development, and that the African people have a high standard of living, a good quality of life, good health and well-being; well-educated citizens and a skills revolution backed by science, technology and innovation for a knowledge society. Cities and other institutions will be the centers of cultural and economic activities, with modernized infrastructure, and people will have access to all the necessities of life, including housing, water, sanitation, energy, public transport and ICT. Economies will be structurally transformed to create shared growth, decent jobs and economic opportunities for all...» (Agenda 2063–The Africa we want).

Over 2,500 participants agreed to meet during the Africities Summit in Johannesburg to determine how local governments and other stakeholders on

the African territories could contribute to the achievement of this vision and to define a path and credible steps so that this vision leaves the stage of wishes and be materialized in mobilizing strategies and actions that are visible actions on the ground.

Took part in the Summit about twenty Ministers, just a little more than one thousand Mayors and local authorities, as well as many delegates from civil so-

ciety organizations, private sector operators, experts, professionals and academic representatives, representatives of pan-African organizations, development partners...

By the choice of its theme centered on Agenda 2063, the Africities Summit aimed at getting a rigorous understanding of the trends that influence the future of the continent over the next 50 years, taking into account their impact on the paths and steps at the local level for the implementation of Agenda 2063.

The Summit particularly dwelt on the policies and strategies (planning, financing, resource management, education, governance, information) to be carried out at their level so that the territories contribute significantly to achieving the «The Africa we want».

The Africities Summit format includes two parts conducted simultaneously: first, a series of lectures in the form of thematic sessions, open sessions and political sessions, held in parallel and, secondly, the Africities Exhibition, place of exchange and offers of projects and partnerships. The experience of Territorial Coaching of the Oriental Region was present in both parts of the Summit:

- Tuesday, November 30, 2015, from 18 hours to 19 hours, at the pavilion of the Kingdom of Morocco in the Africities Exhibition, a meeting of debate on the South-South partnerships to be developed around the Territorial Coaching experience conducted in the Oriental Region brought together 28 Moroccan elected officials, 33 Senegalese elected officials, 10 elected officials from Benin, and 4 elected officials from Cameroon;
- Wednesday, December 01, 2015, from 9 am to 12:30 pm, a session of the Summit was devoted to the presentation of «The Territorial Coaching experience in Morocco's Oriental Region» session chaired by Mr. Mohamed Mbarki, Director the Oriental Agency, and facilitated by Mr. Gautier Brygo, Director of the Territorial Coaching Program, attracting a hundred dele-

Direct contacts and dissemination

The President of the Regional Council of the Oriental Region, M. Abdenbi Bioui, and the Program Director, M. Gautier Brygo, took advantage of the Africities event to strengthen operational synergies, meet other Presidents of Morocco's Regions, exchange words with the Minister delegate to the Interior Minister, and contribute, through the Territorial Coaching Program, to the influence of the Oriental Region and the Kingdom of Morocco in the African continent.



A significant support from the Ministry of Interior appeared feasible to support the program and disseminate its findings in Morocco and elsewhere in Africa.



The Presidents of the Regional Councils of Tangiers, Fez and Rabat have expressed their interest in the Territorial Coaching Program and request a greater sharing of lessons and results of the experience of the Oriental Region to evaluate the possibility of starting such a program in their respective regions.

Territorial Coaching Workshop Open session of UCLG-A, Dec. 01, 2015



Mayors attending the Africities Summit recognize that many development initiatives of their territory are facing stumbling blocks, resistance and even conflict, both in their definition and their implementation, that are involved in the relationship between elected officials, within local governments, between local officials and civil society, and between elected officials and economic stakeholders.



To overcome such issues, mayors ask for additional means and capabilities so that human behavior becomes more a factor for success rather than the cause of failure of the desired changes.



gates to the Summit, including many of the traditional authorities and African Mayors. Among the participants one could note the presence of many Moroccan authorities, including Mr. Chakib Draiss, Mi-

nister Delegate to the Interior Minister of the Kingdom of Morocco, Mrs. Nadira El Guermai, Director of the National Initiative for Human Development (INDH), and a dozen Mayors and senior Moroccan officials.

At the end of the session, the participants recommended that:

- elected officials should use the Territorial Coaching approach to smoothen relations between the stakeholders in their territories;

- robust methods and training necessary for their control to be developed and delivered in order to prevent resistance to change and increase the trust between elected officials, civil society, private sector and representatives of the national government;
- the methods mobilized and developed and the lessons learned from their implementation in Morocco's Oriental Region, be widely disseminated in Africa in the context of South-South cooperation.

South-South speed-dating between African Mayors

The will of Mayors to strengthen South-South collaboration, with their counterparts in Morocco in particular, is strong. This great moment of exchange between African communities showed the potential of Territorial Coaching to bring together communities and African civil societies and create links and trustful relations over time.



The coaches involved in the pilot project of the Oriental Region (photo above) have demonstrated their contribution to facilitate synergies between local authorities and civil society and speed up the mobilization of stakeholders in favor of a sustainable human development of regional governments.



The coaches took advantage of the Africities Summit to put their skills to the service of the meeting between Moroccan Mayors and Mayors from other African countries by organizing a speed dating type of meeting.

No big speeches, but the time to discover, appreciate, and discuss opportunities to forge mutually beneficial partnerships in the consideration of human behavior in the dynamics of change and development.

28 Moroccan mayors, 33 Senegalese, 4 Malians, 10 from Benin, and 4 from Cameroon started a dialogue over an hour around key themes addressed in their territory: social, agriculture, tourism, culture and ecotourism.

This was followed by the signing of several partnership protocols in which signatories agree to continue the discussion until it leads to concrete projects.



After Africities 2015, interest from African communities is declared

Following the Africities Summit in Johannesburg, where the Territorial Coaching work in the Oriental Region was presented, raising great interest among the participants from all countries of the continent, many expressions of interest were received in return.

It is requested, through the Secretariat General of UCLG-Africa, that the program be tested within the regional governments who declare to be motivated to do that. Here is a review of some territories and countries that expressed interest.

Republic of Benin

The Commune of Avankou, near Nigeria, wants to have its Community of Communes with the support of the Prefect concerned, benefit from the support of a Territorial Coaching program, as well as all the Communes of its home department. At the central level, support for this initiative is shown.

Democratic Republic of Congo

Bandoundou-ville, port city and provincial capital city, wants to start a similar approach to the one of the Oriental Region and seeks the development of a «road map» coordinated with the Municipality to move in this direction.

Republic of Côte d'Ivoire

The Commune of Tiassale, in the Southwest of the country, and the District of Yamoussoukro, the capital city and the Commune of Plateau in the heart of Abidjan, have expressed their requests for support in Territorial Coaching in 2016.

Republic of Senegal

The Municipality of Dakar (see pp. 18-19) and the Communes of Taiba Niassene and Ballou declared their interest in a program similar to the one of the Moroccan Oriental region, in order to start it from 2016. This is also the case of the Bambey department, in the West of the country. Several bodies, including a platform establishing networks of NGOs in 14 countries of ECOWAS, have carried out the same approach.

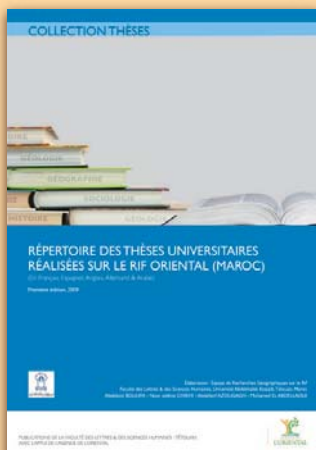
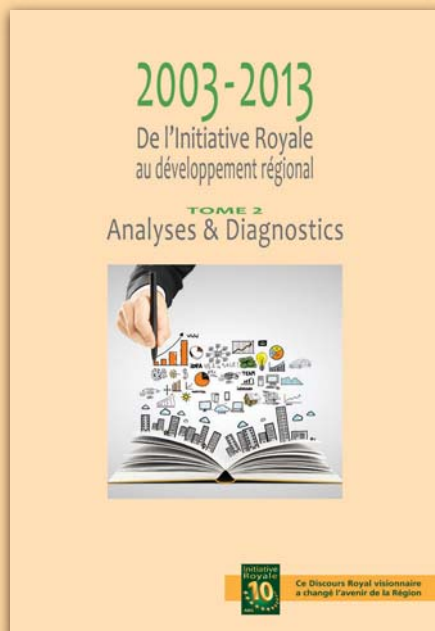
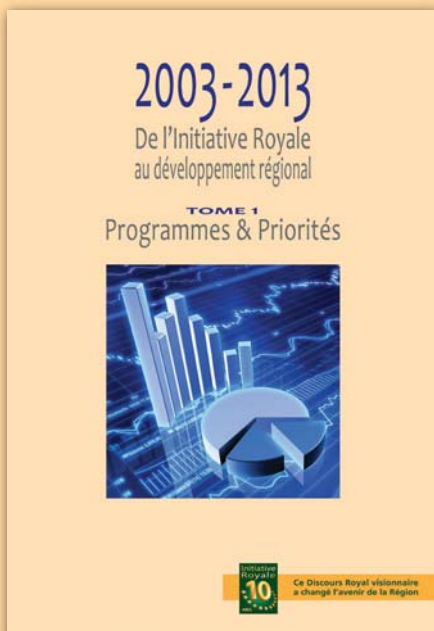
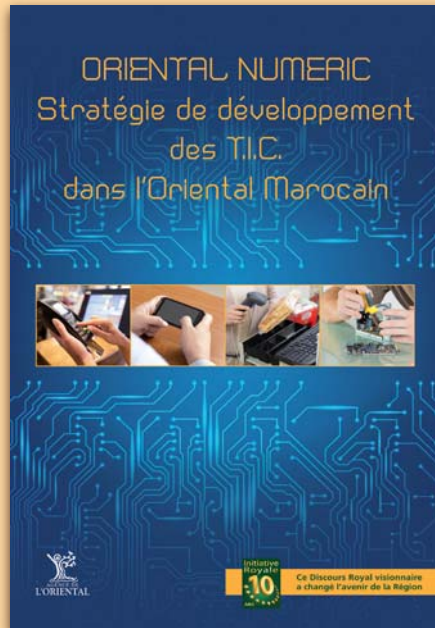
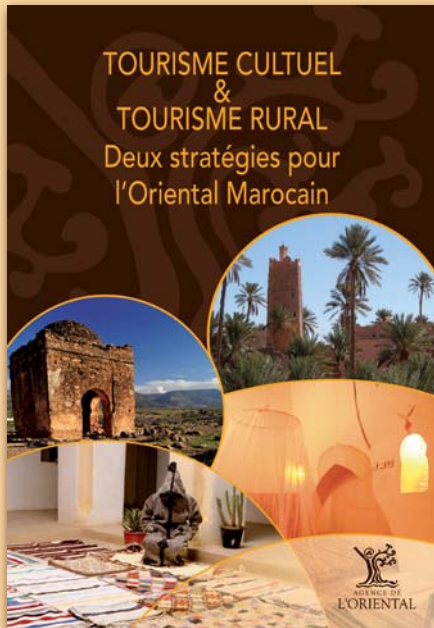
Chad Republic

The communes of Sarh (county seat), Moundou and Koumra, from the Department of Barh Kôh, in the South of the country have indicated their interest in the Territorial Coaching Program.

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Making Territorial Coaching fit within territories' foresight

*Alioune SALL
University professor and foresight expert
Republic of Senegal*

Anticipating is a difficult job ... especially when it comes to the future! The author is an accomplished foresight expert. Anything that can influence development outcomes motivates his thinking. From Territorial Coaching, he retains in particular the optimization of the impact of investments that are better optimized because they unify better the energies, the desires, and the motivations. Might this influence the curves?

Ownership and Empowerment: two concepts now ubiquitous in literature and in the discourse on development. The first notion refers to the community ownership of development projects that affect them. The second notion is a form of development aiming at providing communities with better autonomy and enhanced capacity to determine their priorities, and at providing the means to achieve them.



These two concepts are based on a clear diagnosis: no development is sustainable without the participation of the communities concerned, whose involvement in the planning and management of development initiatives, whatever they are, is essential to ensure their success.

Territorial Coaching is a method that synthesizes these two notions.

It is based on a work of mediation between stakeholders and institutions present on a given territory, in order to establish a collaborative basis in the territories, for the formulation and implementation of local development plans by the concerned local communities.

This article presents the relations that this method, that is relatively new, keeps with the prospective approach. The goal will be, in order to set the context, to highlight some of the dynamics underlying the continuous reconfiguration tectonics of territories in an African context.

The next step, on the one hand, will involve putting into perspective the Territorial Coaching with respect to these dynamics

and to the logics that prevail in development projects and, on the other hand, the problems posed by this putting in perspective.

Finally, we will explore the relationships that maintain, or could maintain, Territorial Coaching and foresight to ensure greater involvement and greater ownership, by the communities, of the development initiatives affecting them.

Tectonics of urban and rural territories

Territories are spaces that are constantly reconfigured. The dynamics that can be observed there are generally the result of a story in which are interwoven constraints and opportunities of an environmental order, on the one hand, and, on the other, some public policies whose implementation follows more or less coherent goals. But territories result from emerging trends, perhaps imperceptible to the eyes of the careless analyst, but whose weight will probably be prominent in the coming years.

In the language of foresight experts, we say that in the territories, both rural and urban, the reconfiguration is dynamic and continuous and that, overall, we see unfold, alongside a number of invariants, major trends and seeds of change. Among these trends, three deserve particular attention:

1- Though geographical boundaries are not necessarily modeled on a dichotomy between the center and the periphery, or between urban and rural areas, the economy polarization process continues irretrievably with a galloping increase in inequality, both in rural and in urban areas. African urban territories, developed under the colonial rule, were originally designed as a dual structure for the segregation of population groups categorized

by race or, more generally, by ethnicity. These particularly pervasive structures remained after the colonial period: to the racial segregations is superimposed a compartmentalization by income levels. The social landscape is becoming more complex with the intensification of internal and external migration.

African cities thus become an assemblage of territories functioning according to different logics: at one extreme there are residential areas, designed on a quasi-imported model, where a capitalist logic prevails; at the other extreme, heteroclite neighborhoods, where the informal sector imposes its law and where the economic logic has to deal with a «relational logic.»

in population in rural areas. While urbanization is accelerating, the population of rural areas grows and, in the absence of a change in production systems, the pressure on natural resources increases.

To feed themselves, the poor eat up, literally and increasingly, their ecological capital, and in the name of the fight against environmental degradation, initiatives are launched, leading to a marginalization of the poor, even their expropriation purely and simply.

2- In this context, traditional governance systems come to be faced with new issues they may not be prepared to deal with. The process of urbanization is increasing and cities expand and trans-

form villages into quasi-suburban areas: the vast majority of African villages are within 50 kilometers of an urban agglomeration. Social groups are diversifying, becoming more heterogeneous and coexist somehow, which results in the juxtaposition of disparate modes of go-

vernance that ignore each other.

On the traditional systems are grafted the state institutions, whose presence is often partial and fragmented, and various development projects pursuing various goals.

In this battle of David against Goliath, there is no need to be a foresight expert to know who will be the winner.



Urban universe and rural world: two types of spaces with contrasting, not to say diverging, developments

Rural territories, although fitting in different flows of events and subject to forces, logics and temporalities that do not necessarily overlap with those of urban areas, also experienced a strong reconfiguration.

Population growth is intense in the rural territories and results in a phenomenon, not seen elsewhere in history, where urbanization is coupled with an increase

3- The post-colonial State and its local branches are still struggling to find their place, to behave as strategists, to guide development and to play a leading role in meeting the expectations of the people.

This post-colonial State, like the Janus of the mythology, has a double face: too present in some areas, but relatively absent in others; it is visible in some areas - the cities in particular - but conspicuous by its absence in large peripheral areas that become de facto state wastelands in which the institutional vacuum is filled by the emergence of local governance models, often coming from traditional systems.

One should add to that the establishment of third-party institutions, such as associations of all kinds, NGOs, various development projects, religious organizations, and others.

Alongside these major trends appear seeds of change. Let's mention two:

1- A more pressing social demand is felt, rooted in new modes of socialization, in a demand that is highly meaningful, and perhaps also in a identity crisis in a context where an apparent anomie co-exists with imported or existing lifestyles, but lifestyles that have lost their relevance.

These changes, often correlated with other phenomena (such as access of the highest number of people to low-priced telecommunications networks or the emergence of radical religious movements able to administer territories of a remarkable scope), should be included in the analysis to get an overview of the dynamics of territorial reconfiguration.

2- The multiplication of stakeholders and their willingness to assert the legitimacy of their presence, or the new roles that they give to themselves, sometimes to the detriment of others, do generate new forms of conflicts.

The growing interest shown for the rural land in Africa by private or quasi-public entities, with capitalist goals, can thus



National governments in Africa: sometimes too absent, sometimes very present



Foreign NGOs, new local development stakeholders

be a vector of conflict worsening, more easily so as the lack of effective integration of traditional land rights into the formal law in force induces jurisdictional conflicts in which the political and financial power almost always outweighs the legitimate claims of the weakest.

From the interaction of these major trends and from these seeds of change results a territorial landscape in which various entities, various categories of stakeholders, operate and pursue goals which, in general, do align only in a very limited way with each other.

These territories come to be systems where disparate regulatory frameworks are superimposed, where the multiplicity of contexts determines what one can do or not, what is feasible and what is not.

This mosaic structure is a profound limit, in the sense that any over-ambitious aspiration stumbles on a quasi-impossibility to gather the collective willingness and to mobilize energies and resources for its implementation. This situation is unfortunately not sufficiently taken into account by the project logic.

Social construction versus project logic

One of the criticisms of the project logic that underpins government actions and development aid lies indeed in the lack of alignment of institutions.

Indeed, the lack of consistency in the goals of the different stakeholders involved - these goals being often linked to short-term issues or issues of preservation of assets - does position the relationships dynamically along a continuum where conflict and cooperation are only two extremes.

The other fundamental criticism to the project logic is about its tendency to use theoretical models and their application to situations where their relevance can only be questioned, at least from a pragmatic standpoint.

Examples of projects («modernization» of irrigation systems, management of forest areas or of arable land, etc.) resulting in outright failures and unprecedented waste of resources abound across the continent. But above all, what one must point the finger to, is the destabilization, or even the destruction, of some institutional control mechanisms that the local communities were equipped with.

Let's try here to put in perspective, with respect to Territorial Coaching, two key points raised in the foregoing consider-

tified as a weakness but also seen as an opportunity. It is not therefore surprising that the establishment of a map of institutions and stakeholders involved in a given issue and the implementation of mediation between them to build platforms for dialogue and action, are two highlights, even fundamental ones, of Territorial Coaching.

These are essential steps to achieve the synthesis of the goals of stakeholders, social groups operating in the territory, with a coherent action plan that is satisfactory to all.

These include mutual consultation, the development of effective cooperation frameworks, and the sharing of certain resources, all of which promoting the establishment of synergies and improved information flow.

These mechanisms make it possible, in turn, to a certain extent, to develop a level of resilience and agility in the management of events. As such, it is a process of social construction that takes place.



Development projects through «modern» irrigation: sometimes sources of huge waste, of water for example

rations: the issue of alignment - or lack thereof - of the goals of the stakeholder groups involved in a given situation and the collective modes of governance that they are able to develop.

On the first point, one of the major innovations of Territorial Coaching is the recognition of diversity, or heterogeneity, of the goals pursued by the social group, such a heterogeneity being iden-

For the second point, the Territorial Coaching method is based on building the collective governance capacities of stakeholders. It capitalizes on the creativity of the stakeholders and their interactions to solve the problems identified, immediate or anticipated.

These interactions are structured over time and lead to the establishment of innovative institutional mechanisms.

Territorial coaching and foresight: different scopes

This social construction process is one of the important similarities of Territorial Coaching with foresight work. Under the latter, the analysis of factors that may affect the evolution of a given social system is compared with the dynamics and goals characterizing the behavior of

stakeholders; the analysis of the stakeholders' interplay thus comes and complements the analysis of the factors of evolution and is therefore part and parcel of the foresight-based approach.

One should add to this the fact that participatory methods have gained acceptance in foresight thinking, because the implementation of forward-looking strategic plans will be more likely to succeed if these plans take into account the collective aspirations of the future communities concerned.

The difference between the two types of exercises, beyond their nature, may be found in their scope. Territorial Coaching aims at the construction of the social dynamics necessary for an improved management of the current business and for a better responsiveness in the face of the unexpected, or even its anticipation. Territorial Coaching therefore fits within a short and medium term time horizon. The foresight-based approach, meanwhile, aims not only at understanding within a given social system the major trends that will give it some continuity, but also the elements that may influence these dominant trends and therefore introduce breaking points that will be elements of bifurcation towards contrasting scenarios.

This difference in terms of ambitions between Territorial Coaching and foresight-based approach leads, on the one hand, to the fact that the resources required for the realization of a foresight exercise, as well as for the implementation of the resulting strategy, are much more important than those required for a Territorial Coaching exercise.

Moreover, beyond its highly advisory and democratic character, a plan resulting from a foresight exercise requires, in its implementation, a more sophisticated form of steering, because the territory is approached in terms of its relationships with other entities: the city, the region, the country or the sub-region, and because the role of public entities is the subject of particular attention in such foresight exercises.



The possibility of symbiosis

Excluding these differences, Territorial Coaching and foresight may well be seen as two complementary approaches and this in three different ways.

1 - First, a strategic plan having a prospective nature is based on assumptions that may be revised in the light of relevant new information, and this during the very course of implementation of that plan. As such, Territorial Coaching can be a complementary mechanism to the implementation of the foresight exercise because it might enable state bodies that are in charge to benefit from a quality and continuous information flow from the communities.

2 - Next, the implementation of an overall strategic plan goes through its translation in a set of specific actions that take place within communities. These communities therefore have a certain degree of freedom as to the modalities of this implementation. It is therefore wise to capitalize on the knowledge and creativity of local communities to identify appropriate ways to define the terms of implementation that are appropriate to the territorial contexts according to their specificity. Territorial Coaching here may provide a suitable operational base for structuring the translation of overall strategic plans into a coherent set of actions at the local level.

3 - Finally, development projects are not sustainable without the participation of the communities concerned. This participation will remain illusory if, in their ultimate aims, these projects have no legitimacy or societal sense with these communities.

Subject to including the entities in charge of the foresight approach, the exchange platforms set up within the framework of Territorial Coaching could act as interfaces between the national government and the communities, enabling an understanding of roles and actions that make sense to all stakeholders. This could result not only in better ownership of projects and initiatives by local communities, but perhaps also in a rehabilitation of the role of the national government in these communities.



For the future

Foresight and Territorial Coaching, although differing in their nature and in their scope, fundamentally in many ways, could be considered as two major parts with significant complementarities in the development of the continent.

It will certainly be very beneficial to capitalize on the justified craze for Territorial Coaching and further explore the potential of these complementarities.

One will especially have to see to which extent Territorial Coaching could join and occupy a prominent place in the range of tools necessary to implement foresight exercises and their translation into strategic plans localized in space and time.

1st promotion of the Territorial Coaching in the Oriental region

21 coaches trained

These are the 21 territorial coaches of the Oriental Region from the first promotion of the Regional Territorial Coaching.

More than 20 days of training have been invested in these human resources since December 2014 ; more than 70 cumulative days of intervention in the territories of the Oriental Region as «practical training». The trainees have multiple profiles. Officials (Municipalities, Provinces, Ministries...), students, managers of training institutions, civil society stakeholders, consultants, social workers, unemployed graduates, vtrainers, teachers, senior managers of development agency... this makes of this very mobile group a real expertise in terms of complementary skills and points of view on the development of the Oriental Region. These territorial coaches are trained to :

- take action on any development theme ;
- create multi-stakeholder synergies in complex situations, even conflicting ones ;
- moderate thematic working groups ;
- ensure a form of neutrality and trust ;
- stimulate creativity and local innovation ;
- empower the people concerned ;
- listen to stakeholders and create spaces for debate ;
- encourage the local dynamics initiated by the players ;
- promote the collective interest for the common good ;
- support changes in a lasting manner ;
- communicate and promote the local potential.



Amina LAARIBI



Mohammed ISSMAILI



Nouredine BELLAHBIB



Zaineb FILALI



El Hassane KASSIMI



Mostafa AIT OUSSARAH



Fahd CHEBAB



Hamida EL KOUICHE



Abdelhafid JABRI



Issam JAMAI



Amaal GUADI



Mimoune MAHBOUB



Mohamed BACHIR



Tayeb BENTAHAR



Fatine BARBOUCHA



Abderrahmane JEBBOURI



Mohammed MISSAOUI



Mourad ZEROUALI



Najib TIROU



Mohammed SADEQ



Nouredine RAHOU

The appeal of heritage ;
the belief that it is exceptional.

