

# The Oriental Region, because everything that is local is universal

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Regional Council of the Oriental Region



Wilaya of the Oriental Region



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*« For Morocco, Africa means more than just being part of a geographical area, or having historical bonds with the continent. Africa also means sincere affection, appreciation, close human and spiritual relations as well as tangible solidarity. Furthermore, Africa is the natural extension of Morocco and the embodiment of the country's strategic depth.*

*This multi-dimensional relationship puts Morocco in the center of Africa ; it also means Africa holds a special place in Moroccans' hearts. For this reason, Africa has been given top priority in Morocco's foreign policy. I believe that what is good for Morocco is good for Africa - and vice versa. Theirs is one and the same destiny. I also believe there can be no progress without stability : either the two go together, or they do not exist. »*

Speech by His Majesty King Mohammed VI to the Nation  
on the occasion of the 63<sup>rd</sup> anniversary of the Revolution of the King and the People. (\*)



*«The future will not happen without an Africa that is standing up, coherent and united.»<sup>(\*)</sup>*

His Majesty Mohammed VI





Mr. Mohamed MBARKI,  
CEO  
Oriental Agency

**Being an engineer, architect and holder of a PhD in Urban Planning, former Minister and former Wali, the author is also Honorary President of the International Urban Development Association, titles to which is added his current responsibility. This career has created skills, revealed approaches and allowed views on environmental issues that are, obviously, not common.**

# What should **some be** in the **world** ?

What should some be in the world ? How to be from Africa, from North Africa, from one's country, territory, community...? These questions were never simple. The notions of finitude, and therefore of sharing, lead to their review. Globalization, this concept has demonetized an old imagination, where the infinite and the elsewhere were still possible, or at least objects of dreams.

With all the inter-continental transportation, new technologies, and market deregulation, we interact with the entire or almost the entire planet. Everyone is everywhere, from everywhere, but always from nowhere as well.

Humans become aware of the Earth's ecosystem as never before, and its finiteness is obvious: the finiteness of natural resources and the finiteness of the ability to absorb our nuisance also.

The concept of finiteness leads to another one: the urgent obligation of the necessary sharing. The conflicts in the world are, and will increasingly be, revolving around the sharing of resources, land, water, population, etc. But in fact, the new consensus and major agreements reached by mankind will also be of this nature : sharing is also a source of dialogue. Conflicts over the sharing of resources, and peace based on consensus: the future of the world rests partly on the triumph of sharing.

Sharing means overcoming the limitations imposed by borders. Our countries have to give to borders a meaning, another meaning or new rules. The polluted air here is breathed elsewhere, the river of one country becomes another one's river, and the sea brings out pollution coming from the other side of the world...

More than ever, sharing (including social sharing), consensus, and therefore treaties, citizenship, solidarity, are the keywords and even the key practices, well beyond speeches. Morocco proves it.

Being a pacified and peaceful Kingdom, Morocco continues to weave multiple links, national, continental and intercontinental, with its close neighbors and with the more distant ones. His Majesty King Mohammed VI - may God help Him- is leading by His guidance to the Government, by His travels and personal tours, and by His involvement alongside heads of state and foreign peoples. Domestically, the example is shown by the policies that the world welcomes, congratulates and

Today's energy  
in the Oriental Region :  
thermo-solar plant  
of Aïn-Bni-Mathar



advocates as a reference, such as the strategies pursued in renewable energy.

The Kingdom of sharing : here is a positioning of peace. Not only Morocco limits and processes its emissions, reduces its consumption of non-renewable resources, while raising the quality of life of its inhabitants, but it does so with the collective ownership of the right behavior through education, communication, political education, and even territorial coaching now, as in the Oriental Region. Fair community sharing - as well as shared responsibility- takes on a dimension that gradually extends and revitalizes older traditional solidarities.

But sharing is also a global key according to a proven principle: maybe two people will fight one day for the last liter of oil, but if we share an idea or a piece of information, we are now two to hold it and the planet has become richer accordingly.

Indeed, the Moroccan expertise shines more and more on our continent. Our skills do fertilize and come back enriched in return. They are requested as the stories of our experiences, the assessment of our progress, our thoughts, our strategic choices are listened to. Let's simply take, in our humble level, the example of territorial coaching developed in the Moroccan Oriental Region under the leadership of the Regional Council, the Wilaya and the Oriental Agency : the 2015 Africities Exhibition in Johannesburg made it a model which many territories asked to adopt. Could a Moroccan Region claim to offer appropriate solutions to a whole continent ? Perhaps not, at first sight ; yet yes, after completing the demonstration. The Royal Initiative for the Development of the Oriental Region has given hope and given again some future already in 2003 to the Oriental Region, its institutions, its representatives and its inhabitants.

Today the Region is in a position to actively participate in the humanistic vision of our Monarch and wants to be part of His wake, by His side. The Oriental region speaks to the Nation as it does to Africa; it listens as much as the Nation listens. Joining again the African Union and being always involved in the continental destiny, Morocco, today becoming decentralized, is more interested in sharing than in borders, more interested in infinite opportunities than in finite resources.

The Oriental Agency publishes on a regular basis thoughts and analysis of contributors involved in the territorial development process, in the Region, in Morocco or abroad, in its Journal *Oriental.ma* and its eponymous site. With UNDP, under the DÉLIO Programme, Oriental Agency also publishes the Journal *Oriental Territories* focused on the interventions in the Region and the stakeholders.

Indeed, many societal themes directly related to the favorite subjects of COP 22 were covered : this document gathers part of these contributions to share them with the participants of this Conference and contribute to discussions.

We will see how a Moroccan Region puts its strengths and weaknesses at the service of the great climate cause, how it sees itself involved and how it is in this world, civic and participatory, Moroccan, North African and African, aware of the finitude and anxious to share.

Mr. Mohamed MBARKI,  
CEO of the Oriental Agency next to  
Mr. Jean-Pierre ELONG MBASSI,  
Secretary General of UCLG Africa,  
during the Convention on Civic Values  
in the Oriental Region, in July 2015





Abdenbi BIOUI  
President of the Regional Council  
of the Oriental Region

**Elected as the head of the Regional Council of the Oriental Region since September 2015, the President is also a businessman known in the Oriental Region. With a background in the construction sector, he knows the environmental issues related to territorial adjustments and human settlements. Entrepreneur and politician, he confronts the problem by seeking the convergence of wills and a participatory dynamic.**

# Collaborative governance, a **catalyst** for the **sustainable development** of the **Oriental Region**

The Oriental Region has lived under a predominant rural setting, which gives to this region today, due to the richness of its soil, an offering that is harmoniously distributed throughout its territory.

The issue of citizens' inclusion promoted by His Majesty King Mohammed VI led the teams of administrative authorities or successive elected officials, to engage in the promotion of the living conditions of the citizens of the Region, by the territorialization of different public policies, and of their targets.

A first phase of the sectoral construction, particularly through the I.N.D.H. Program, made it possible to identify the potential value-added offerings and to work for their emergence on the markets. Thus, in direct contact with civil society, a territorial fabric of the social and solidarity economy, was built.

Today with little industrialization, our Region may seem unfairly underdeveloped. This representation is based primarily on the image of a territory that appears less affected by the stigma of the past development model based mainly on fossil fuels.

Thus, our economic activity spread across the territorial space finds its material and deals with the natural environment of the life

of its citizens. Our apparent underdevelopment is rather the enjoyment of an unusual environmental capital, based on a biodiversity of a rare level of preservation and a beautiful and diverse geological configuration.

Being geographically the largest territory of the twelve regions that make up the kingdom, we enjoy a Mediterranean sea-front of 220 kilometers, exceptionally rich and preserved, two mountain belts, high plateaus with unique pastoral vegetation, the tree basin of Berkane and a vast desert with the beautiful oasis of Figuig.

By their preservation, these strengths enable us today to consider our development model with exceptional elements in terms of offering and sustainability.

This integrated sustainable offer will help us maintain both our model of sustainable governance in the sovereign functions - such as mobility, energy and housing - and exert a lasting, strong territorial attractiveness as a welcoming area by its excellence and positioning, of all the eco-friendly activities in the Kingdom.

To do this, we will first act in a concrete way through the adoption of all the citizens' recommendations gathered during the Regional Pre-COP on July 23rd, as an eco-territo-



rial referential charter, that we undertake to observe.

Thus, two irreversible axes are jointly undertaken in the active observance of this eco-citizen charter :

- Sectoral upgrade of the socio-economic prevailing situation ;
- Close collaboration between the Region, the Regional Investment Center, and the Regional Environment Directorate, to ensure the environmental requirements of all investment projects ;
- Evaluation and implementation of environmental sustainability upstream of any structural project, such as the Nador West Med port, which will be the connection portal of the Oriental Region with its Mediterranean and African destiny ;
- integration of the global environmental issue as inevitable element of any territorial cooperation agreement, whether North-South, South-South and triangular North-South-South.

The climate issue inevitably affects us just as it affects all parts of the world. In the sub-Saharan areas of our South, it pushes people to increasingly uncertain geographic entrenchments, prompting them to migratory escape and making our region a passageway and, even more so, a more or less temporary reception area. By the will of His Majesty King Mohammed VI, may God glorify Him, our country can be proud to offer to these people the hospitality and social and

health coverage that are due to our culture of peace among peoples and civilizations, developed worldwide as a model, and measuring to the most demanding international standards.

Thus, the climate, due to its universality, inevitably raises the question of solidarity.

Here's how the Oriental Region is part of the sustainable development vision of the Kingdom and engages with its eco-citizen forces, preserving what is already today the leading precious capital for a territory : its environmental capital.

The President of the Regional Council of the Oriental Region, M. Abdenbi BIOUI with the Territorial Coaching Program team at Pre-COP 22 in Ujda



# Pre-COP 22 in the Moroccan Oriental Region

In the context of the Conference of Parties of the UN Framework Convention on Climate Change (Marrakesh from November 07 to November 18, 2016), the Oriental Region has organized in collaboration with the Fez-Meknes Region, and in partnership with the Wilaya of the Oriental Region, the Regional Commission for Human Rights of Oujda-Figuig (HRDC) and the Moroccan Coalition for Climate Justice, an interregional Pre-COP, on July 23 and 24, 2016, at the Centre for Human and Social Studies and Research of Oujda (CERSHO).

This Pre-COP was held in the form of plenary lectures, workshops, round tables and stands. Scientific event, it mobilized all local and regional stakeholders of the Oriental and Fez-Meknes Regions, including territorial entities, associations, private operators, media, academics and citizens. This massive participation reflects the strong will of the Oriental Region to enroll in a preventive and incentive policy to fight against the harmful effects of climate change and their impact on our natural resources and the living conditions of the population.

This Pre-COP 22 is also an opportunity for citizens to live a simulation of COP 22, for greater ownership of climate issues, a way to give local communities the knowledge and tools to understand the issues of climate change, to be considered in the planning process of certain priority regional actions based on «climate commitments».

It also offers the opportunity to strengthen regional mobilization and communication to achieve participatory commitments on the environmental protection and sustainable development of our Region.

This Pre-COP took place in four areas :

- «Side events» area (debates, discussions and capacity building around the COP 22 and Climate Change) ;
- «Climate Actions & Initiatives» area (exposure to the actions proposed by local stakeholders, local authorities, regional services of the ministries, universities, associations, public and private entities...).
- «Parallel activities» area (project site visits of local activities for mitigation and adaptation to climate change) ;
- «Consultation & Dialogue» area (meetings, exchanges and dialogue between elected representatives, civil society and citizens).



The Vice-President of the Regional Council of the Oriental Region, Mohamed Mrabet answers questions from the German channel DW : Pre-COP 22 found an international resonance.

At the end of the event, a set of «climate commitments» recommendations were prepared for each area, which constitute a road map for the Region with its commitments in the fight against climate change.

## I. Integrated water management

1. Manage water in an integrated and participatory approach, with a mandatory social support of projects through communication

- plans and taking into account the constraints of implementation of water-related projects ;
2. Encourage irrigation by modern technology (nanotechnology) based on water and energy saving ;
  3. Encourage the mobilization of surface water, especially rain water ;
  4. Plan budgets to undertake soil loss mitigation programs, reducing siltation of dams, expansion of plant cover and flood protection ;
  5. Create a permanent unit responsible for strengthening and coordinating regional water management policies ;
  6. Encourage and strengthen scientific research and innovation.

## II. Sustainable Environment and Environmental Education

1. Adopt a participatory approach to design and implement a regional strategy for environmental education ;
2. Establish a regional environmental education organization involving all regional actors (various services, particularly education and training institutions) ;
3. Integrate environmental education into school curricula and programs ;
4. Involve civil society in environmental awareness programs;
5. Carry out awareness-raising programs in environmental education for the benefit of Schools ;
6. Operationalize environmental clubs and their support ;
7. Train and upgrade teachers' skills in environmental education (capacity building) ;
8. Organize awareness practical workshops on environmental protection and field trips ;
9. Upgrade education Institutions (green areas).



## III - Biodiversity, Natural Environments and Desertification

1. Preserve biodiversity in the Region, that has a great diversity of natural environments, by protecting existing areas but also the creation of new areas and parks ;
2. Encourage research on biodiversity and set up a computer system on Biological Diversity



3. Rehabilitate the ecosystems experiencing malfunctions, protecting certain endangered species ;
4. Encourage the Region to join the international and regional programs of the International Union for the Protection of the Environment ;
5. Operationalize the role of environmental and biological media centers present in the Region ;
6. Fight against desertification and rehabilitate highland routes by preserving alfa routes, through a rotational grazing plan ;
7. Strengthen forest monitoring (fight against illicit grazing), activate the role of the environmental police and promote education and awareness of biodiversity and protection of natural environments ;
8. Create an alert and preventive monitoring system on climate change ;
9. Comply with Laws on biodiversity and strengthen the legal arsenal in this area.

## IV. Renewable Energy and Energy Efficiency

1. Raise awareness to the importance of renewable energies ;
2. Integrate training on renewable energy in school curricula ;
3. Organize awareness workshops and a public debate with all stakeholders (universities, territorial entities, associations...);
4. Create a database on re-

newable energy (Regional Council of the Oriental Region, in partnership with the University, local entities and public administrations), to collect all the information necessary for scientific research, awareness and investment, with an access to data prompting the implementation of pilot projects with modern techniques ;

**5.** Promote and generalize scientific research and make them available to economic actors ;

**6.** Urgently train (initial and ongoing) architects and engineering firms in energy efficiency and integration of renewable energy in urban planning ;

**7.** Create a special training for technicians dedicated to measuring atmospheric gases ;

**8.** Acquire digital updated information on the actual needs of the labor market in 2030 ;

**9.** Hold conferences and workshops on all Laws relating to the environment, especially the Law on renewable energy, for the benefit of decision makers in territorial entities and public administrations ;

**10.** Build on partnerships between the Regional Council of the Oriental Region and territorial entities with recognized countries in the field of renewable energy ;

**11.** Leverage the investment in renewable energy in order to create opportunities for development and employment ;

**12.** Create local industries that produce heat insulating building materials, batteries and electric bicycles ;

**13.** Generalize thermo-solar stations and water-saving techniques ;

**14.** Use and modernize the energy storage techniques, including hydropower (WWTP) ;

**15.** Operationalize the Laws on renewable energy (Law 58-15) to encourage investment in this field ;

**16.** Grant Central government subsidies for renewable energies ;

**17.** Commitment of government agencies, territorial and private entities to realize their own energy audit of their consumption (air conditioning, lighting, heating...) ;

**18.** Adherence of all territorial entities to the national program to reduce the costs of street lighting and urban transport ;

**19.** Use solar energy for all public lighting, including public squares, boulevards and gardens ;

**20.** Commitment of the Region and government agencies to integrate renewable energy and energy efficiency in all major future projects ;

**21.** Create an annual award of territorial entities using the most renewable energy and energy efficiency.

## V. Management of solid and liquid waste

**1.** Make the household waste treatment center of Oujda a pilot center producing 6000 m<sup>3</sup> of biogas and 9 MW/day of electricity to meet the needs of approximately 7 000 inhabitants ;

**2.** Create a leachate treatment plant (in progress) ;

**3.** Strengthen training, scientific research, support, guidance and improvements to generalize this experience at the regional, national and African levels ;

**4.** Appropriate selection of the site of the leachate treatment plant, taking into account the geotechnical data ;

**5.** Upgrade wastewater treatment plants (WWTP) in the Re-

gion for a possible reuse of treated water without harmful impact on the health of citizens (tertiary treatment) ;

**6.** Enhance the sludge from Nador's WWTP to extract biogas, producing electricity and reduce processing costs ;

**7.** Speed up the studies relating to the management of household



Mr. Driss El Yazami, President of the National Council for Human Rights, at the tribune of the Pré-COP 22 in Oujda

waste, programmed under the National Sewage Plan (PNA) and the National Household Waste Program (PNDM) ;

**8.** Encourage the development of interregional centers for treatment and recycling of solid waste, taking into account more than one Province through rational management ;

**9.** Coordinate the various stakeholders and decision makers in waste management in an integrated vision of regional development ;

**10.** List and classify the waste from industrial units in the Region ;

**11.** Rehabilitate quarries in the Oriental Region ;

**12.** Raise awareness of the treatment of hospital and pharmaceutical waste in all health Public institutions of the Oriental Region ;

**13.** Encourage the private sector to invest in the management of hospital and pharmaceutical waste in the Oriental Region ;

14. Treat industrial waste in industrial units, to protect the environment and prevent any malfunction of household wastewater treatment plants ;
15. Import modern technologies to reduce the volumes of vegetable water produced by oil mills and enhance them ;

9. Conduct training programs for the benefit of decision makers, including elected officials, external services and civil society ;
10. Create an observatory on migration in the Region ;
11. Create an exchange of experience and training within

the University on migration and climate change and their relation to extremism and terrorism ;

12. Upgrade rural areas and create integrated and pilot campaigns ;
13. Subsidize marginalized and vulnerable areas with revenues from rich areas ;
14. Increase the subsidies of the Region from other Regions and also strengthen international cooperation ;
15. Practice integrated water management, protect it from pollution and operationalize environmental laws against polluters ;
16. Encourage seawater desalination initiatives through renewable energy ;
17. Treat wastewater ;
18. Encourage the planting of fruit trees ;
19. Limit water-demanding plantations in rural and urban areas ;



16. Integrate composting and sanitary landfill plants to the treatment and recycling centers to produce biogas ;
17. Establish a regional organization specializing in the management and recycling of solid waste ;
18. Transform outdated waste treatment centers into sites with current environmental standards ;
19. New approach to manage demolition and construction products collected and their transfer to specific centers ;
20. Develop an approach integrating the sorting and realization of transfer centers in waste management ;
21. Establish a participatory approach linking civil society, schools, elected representatives and administrations to treat all solid and liquid waste management projects ;
22. Operationalize the entire legal arsenal on the management and solid and liquid waste treatment.

20. Operationalize the Laws regulating the relations between owners and beneficiaries of government and private properties ;
21. Encourage scientific research on planting and irrigation water requirements ;
22. Integrate climate change to the general policies of the Central government, by taking into account Human Rights at the local, regional and international levels.

## VI. Climate Change and Migration

1. Control the data on the population vulnerable to migration ;
2. Encourage income-generating activities ;
3. Make transhumant populations become sedentary by satisfying their needs in terms of basic infrastructure and facilities ;
4. Encourage investment in farmland within the framework of territorial development and reconciliation programs ;
5. Encourage the return of Moroccans residing abroad to invest in the Region ;
6. Rationalize energy consumption, encourage people to use renewable energy and assure them against the impact of droughts, floods and loss of livestock ;
7. Raise awareness of migration and its relationship with sustainable development and upgrade populations skills to adapt to climate change ;
8. Integrate awareness in school curricula ;



# ● Development of the *territoires*

November 2016

Oriental Region's territories



Citoyen Synthétiser  
Processus Potentialités  
Comprendre Motivations Collectivités  
Stimuler DYNAMISER Changement  
Analyser Conscience Comportement  
**COACHING**  
Humain Personnalité  
**TERRITORIAL**  
Excellence  
Accompagnement  
Identifier  
Territoire  
Développer  
Capacités  
Acteurs  
Outil



**1<sup>st</sup> Conference of Citizens  
in the  
Oriental Region**

May 31 & June 1, 2016



Gautier BRYGO,  
Director of the Territorial Coaching Program



Mohamed BACHIR,  
Territorial Coach in the Oriental Region

**One of the protagonists, Gautier Brygo, architect of the Territorial Coaching Program, is the instructor; the other, Mohamed Bachir, the person trained, Territorial coach in the Oriental Region, coming from the first graduating class in 2015, after his training at the National School of Administration. Together they co-write here and tell their ambitions for the Region. Not without legitimacy and with a great sense of citizenship.**

# Territorial Coaching : what opportunities for eco-citizenship ?

A pioneer in governance, the Oriental Region, whose involvement in environmental education and environmental citizenship is strongly felt, continues to develop the forums where discussions and consultations take their place. The political will of the President is also as constant as unshakeable for a successful ecological transition. It is towards eco-citizenship that the Region wants to go. How can these initiatives and actions be organized at the regional level ? What is ecology in this Territorial Coaching approach ?

How to set such a measure in a territorial program ? How can the Territorial Coaching sharpen the enthusiasm and commitment of eco-citizens and open for them a range of opportunities to get involved ? How will they be able to prove themselves in the action, revealing their eco-citizenship skills and be ready to solve the socio-environmental problems forcefully, to project themselves as real actors engaged in the «living here together» ?

All of mankind is in favor of the environment, as it is also for virtue, democracy, justice and human rights. However the mechanisms adopted to achieve these ideals have

evolved significantly, hence the requirement to use this innovative approach. The practical and in-depth work of territorial coaching, with its achievements, can offer real opportunities and open up outreach possibilities, especially in terms of impact on the way to think about the relationship between nature and human beings.

It is a question of participating in this challenge to feed a constructive debate on education for a sustainable development and eco-citizenship around environmental issues and challenges in Morocco – a pioneer country in the fight against climate change ! – and to open a space for reflection and dialogue, which is the essence of education and democracy, towards a renewed relationship with oneself, each other and to nature.

## **Territorial Coaching, a lever at the service of the territory**

Today, the «Advanced Regionalization» and the local management require a participatory approach and new modes of public policy, the process now includes other criteria and therefore requires new tools. Establishing a political participation in the

Laws and Constitutions of African countries reflects a changing perception of citizenship, in the sense of involvement aiming at the emergence of a greater awareness of a shared responsibility.

The use of participatory democracy methods in Morocco reflects the belief that the traditional ways to produce a representation of the general interest, is not entirely satisfactory. To rectify this, it is necessary that these pathways be more open through an orientation towards a participatory democracy taken in a sense encompassing all the forms of mechanisms to get in direct contact with citizens to try to produce directly, at their level, the representation of the general interest.

The challenges and issues of sustainable/long-term development are to build a modern society in a good manner, through smart territorial approaches that involve many local, regional and national stakeholders, from which flows a real complexity in the relationship between multiple territorial stakeholders. Territorial Coaching is here an essential process and a highly efficient territorial management tool to stimulate a territorial development approach in a spirit of good governance.

The assertion of these principles requires from the central Government to prepare the best conditions for citizens' participation in the exercise of power. Territorial Coaching is one of the mechanisms whose virtues and results are well established. Local authorities are then required, through their representative councils, to establish participatory mechanisms of dialogue and consultation, with the aim of involving citizens, civil society and associations, in the development and monitoring of programs and projects.

Territorial Coaching is an appropriate solution to the decrease in resources and the best way to address the hazards that hinder the inclusion of local players. The integration of this approach into territorial culture is a fact, as its qualities and contributions are certain. «Its experiment was a resounding success at the Africities Summit 2015 in Johannesburg, South Africa» - as evidenced by the Director General of the Oriental Agency, Mr. Mohamed Mbarki - because it is essentially based on the true incarnation and judicious implementation of a reference managerial territorial rule: «*Better act upstream than repair downstream*».

The fundamentals of territorial coaching outline an approach whose goal is to produce buy-in, convergence and common sense, in order to redefine the standards and behavior of social and institutional players.



This approach makes it possible to divert conventional and superficial approaches that lead to misguidance and the dilution benchmarks. This approach uses the capabilities and skills for the management of differences and paradoxes, and evicts, seamlessly, all the factors blocking land development programs and projects.

It is a way to rethink local development. The plural misery and ecological and climatic degradation, poverty and impoverishment, and a deterioration of biodiversity by ecocidal projects, are not the inevitable consequence of some natural law to which it would be impossible and foolish to oppose. Rather, they are the consequences of imposed policy orientations and strategies, economic and environmental decisions.

The benefits from this situation worsen the dualism and the glaring inequalities, leading to destabilization, impoverishment and marginalization of the sectors that feed most of the population.

The weather phenomenon is a multi-compounding factor that adds misery to misery, suffering to suffering, injustice to injustice and inequality to inequality. This is not a determinism without alternative because :

MM. Abdenbi BIOUI, President of the Regional Council of the Oriental Region and Jean-Pierre ELONG MBASSI, Secretary General of UCLG Africa, during the Conference

«There is no poor territory and rich territory, but there is a territory of poor people and a territory of rich people». This unique approach gives a special place to the human dimension and civil society, overcoming the traditional vision of a society described as an «aggregate of scattered individuals» and where social problems are treated in terms of mere technical adjustments, identified by «experts» and resolved, or supposedly resolved by bureaucratic decision makers.

Territorial Coaching aims to be inclusive, integrating all social constructs, where the decision-making differs from the traditional approach. It is a moving up approach that stimulates the synergy and interoperability of local stakeholders to develop the resources of a territory : upward movement, driven by an internal momentum to enhance endogenous resources, and downward movement.

- 2- diagnosis.
- 3- choice of actions and priorities.
- 4- and implementation of the project.

It ensures the implementation of a development project, its success and sustainability, as it is borne by those to whom the project is addressed.

Territorial coaching presupposes the call for innovative elements that adopt different approaches, including :

- 1- a concerted approach whose scope is an articulated territorial framework that facilitates the flow of information and communication, to identify and overcome the uncertainties ;
- 2- an organizational approach that involves a better structuring of strategies and action ;
- 3- a cognitive approach making of the environment a field of learning and investigation in order to identify know-how and knowing how to act.

Related to these principles is the one of integration, under a plural semantics, awareness, mobilization, commitment, cooperation, responsibility and citizenship...

This approach is anthropocentric, philanthropic and ascending, which are prerequisites for the societal project to be carried and generate local development : the 'I decide' must be replaced by the «I take the suitable decision» to gather the best feedback and ensure the use of dialogue and partnership, so necessary to ensure that all energies are allowed to participate.

«Everything that is done for me, without me, is against me». Said Gandhi and Nelson Mandela.

Territorial Coaching is multidimensional, especially as the sense of belonging, involvement and ownership is enhanced and the potential base established is highly efficient, becoming a lever, catalyst and driving force of any local development strategy.

Of course, the building of territorial coaching, through rich experiences carried out in the territories of the Oriental Region, was based on important dimensions, including management, partnerships, foresight and proximity, in a «constant dialectic to do, redo and undo the territory, by the population that must take ownership over the territory».

The territorial coach will have the leading role, among others, to avoid bottlenecks and delays in all the steps and implementation stages of all local projects.



Mr. Abdenbi Bioui, President of the Regional Council of the Oriental Region, inaugurating the regional territorial coaching Centre of Excellence

Based on the principle of otherness, which consolidates the recognition of others and therefore of the differences, Territorial Coaching :

- strengthens reciprocity which supports the integration and sharing for the benefit of the collective and the societal dimensions, through co-management, mobilization and federation around social projects ;
- makes it possible to trace the best way to address the hazards that hinder inclusion ;
- constitutes a delicate alchemy that develops and changes.

It is a development tool, but also a gateway. It mobilizes the effective participation of the population in all the phases of a social development project :

- 1- formulation of a societal demands ;



## Eco-citizenship and territorial coaching

Because «the environment, it is every day», the path may be long and winding, but to become ultimately through territorial coaching, practical and accessible.

Eco-citizenship is the high civic sense of an individual belonging to a particular State vis-à-vis environmental requirements. This is, somehow, the behavior pattern of the environmental law abiding citizen.

Eco-citizenship implies that the citizen knows environmental regulations. The commitment to respect the environment can be defined as a concept of environmental preservation and mobilize supporters to the environmental cause, its effective and efficient defense, in order to ensure a better future for the next generation. This also means : compliance with environmental health rules, commitment to develop the environment, clean it and protect it against any degradation factor. The concept aims to promote values and ecological activism. It requires citizen participation in the environmental preservation of a territory in order to ensure sustainable development.

More than ever, civil society and environmental actors must keep moving to maintain momentum for the climate in the wake of the COP 22, because Morocco is well-determined to take responsibility, beyond the

diplomatic aspects. It is convinced, at least since the establishment in 2001 of the Mohammed VI Foundation for Environmental Protection, that it must take action, continue to take concrete action at the local, regional, African and international levels, mixing the scales and multiplying actions, to ensure that policy makers are committed to continuing the ecological aspirations supported by civil society.

The perception of citizens with regard to eco-citizenship remains unclear and varies between carelessness and procrastination. Even though they express it, the «divide» between the initial conceptions and representations of the environment and the way they project themselves as environmental players when they are called upon to act on issues related to ecology and climate, is considerable, creating a gap that can grow in the absence of an urgent awareness because, «we can only protect what we know».

Territorial Coaching highlights the strong interest in a collective commitment among citizens, through awareness and ownership of the role of institutions, civil society, environmental actors, the role of schools in the development of the ecological potential of each player as an environmental agent, in order to provide collective solutions brought by stakeholders and to ward off bottlenecks mainly related to that «divide».

Thus, contemporary education is challenged to support and stimulate the development of critical, creative and committed, eco-

citizenship able and willing to participate in public debates, seeking solutions and the advent of an eco-society.

Despite the emergence of unifying solutions, the assessment of the situation raises questions about the paradox, the divide between ways of speaking about environment and ways of «acting» environmentally, which is a clear contrast between theory and practice, between words and action. It is exactly

- integration of an «ecological plan» in the Municipal Development Plan, with environmental issues and goals ;
- integration of the limitation of use and ecological potential upstream of development projects ;
- new ecological practices ;
- water protection ;
- enhancement of the natural heritage ;
- disuse of pesticides ;



these dissonances and dichotomous nodes that territorial coaching intends to intervene to switch to emancipation producing behavioral change, projecting them as vectors of ecological change, where people reveal their environmental responsibility and show their desire to act into a new sphere: the home, the neighborhood, the city... In order not to miss this historic climate change rendezvous, the Territorial Coaching Program aims to offer a better coordination of eco-citizen initiatives coming from environmental stakeholders, to devote eco-citizenship, located in the heart of the challenges of climate change, and also to help players mobilize quickly to take action in front of an accelerating climate change. The program also intends to adhere to all voluntary approaches that come with a collective consciousness of the absolute necessity to protect the environment and to implement an action plan leading the multiple goals of eco-citizenship and durable/sustainable development, through themes on which we must act, such as :

- development of an «ecological diagnosis» to identify the ecological potential of a territorial community ;

- fight against climate change and for the protection of the atmosphere ;
- conservation of biodiversity, protection of the environment and resources ;
- development dynamic according to responsible modes of production and consumption ;
- ecological planning, etc.

## Conclusion

The Territorial Coaching Program must therefore partner with all laudable initiatives and eco-citizen actions whose scope and objective would be to increase the direction and magnitude of the ecological and eco-citizen dimension among multiple environmental actors in the Oriental Region to implement them as part of a sustainable development approach in collaboration with their carriers ; to also change attitudes and propagate, in a sustainable way, good practices, while educating and transmitting to relatives, to educate them on the preservation of the environment, by conveying new collective and societal values on consumption and behavior, often out of step with those of today.



Abdelhafid JABRI  
Territorial coach in the Oriental Region

**The Berkane-born coach has a non-traditional career : having received a Master's degree in 2010, he first taught English before becoming director at the Ministry of National Education. Converted to Territorial Coaching, he commits himself with passion and becomes a pillar of the program after graduation. He operates with as much determination as pleasure : as attested by his testimony.**

## Interregional Pre-COP 22 in Oujda for the Oriental Region

As part of the preparations to the Conference of Parties to the United Nations Framework Convention on Climate Change, due to take place in Marrakech from 7 to 18 November 2016, the Oriental Region has organized in collaboration with the Fez-Meknes Region on July 23 and 24, 2016, the Pre-COP 22 at CERHSO center in Oujda. This regional meeting was a good opportunity for citizens and stakeholders in the Region to experience a simulation of the COP 22, for a greater ownership of climate issues.

On the booth made available to the Territorial Coaching Program, that is strongly present at the event, the territorial coaches provided «Speed Territorial Coaching» services on the theme of «Environment and citizen

engagement». Thus, more than 300 visitors, about one-third of the participants, have benefited from the many environmental speed-coaching free sessions outstandingly offered by the coaches.

As far as I am concerned I was able to accompany more than 18 people in two days of project ideas related to the environment.

Each session was different from the other, probably in view of the diversity of profiles of the individuals coached, but also in view of their choice of the field of work (individual or professional).

Based on the conviction that environmental education should be the cardinal point of citizenship, our goal was to trigger at the citizens' level awareness about climate issues and to make their pro-environmental practices and habits a daily reflex.

After each session, we were able to come out with concrete actions to implement, while setting a coordinated timeframe with the beneficiary to ensure an ex post monitoring by myself, to find out the degree of commitment of the coachee in view of the achievement of his objective, thus promoting citizens' involvement in environmental protection.

Coaching is an opportunity for awareness, accountability and co-creation, and these ingredients have created moments of smiling, of joy and of satisfaction to my clients.





Zahra ZAOUI  
Honorary President of Ain Ghazal Association  
Member of the Moroccan Economic,  
Social and Environmental Council

**The author is one of the representatives of civil society at the Moroccan Economic, Social and Environmental Council (CESE).**

**This constitutional institution is at the forefront of the struggle for gender equality ; it expresses participatory democracy, from the ground and ensures mainstream concern and gender approach at all levels, in all settings of life and action, and according to all the dimensions of social life.**

# Women and regional development in Morocco, in the light of the advanced regionalization

This article expresses my point of view as a member of the Economic, Social and Environmental Council (CESE), central and permanent advisory body of the government's economic, social, cultural and environmental policies. It is about investing in analysis and policy thinking, to provide valuable assistance to policy makers and key stakeholders in charge of implementing gender equality. This is the opportunity :

- inform stakeholders (that we represent by categories at CESE, through hearings, as part of the participatory approach adopted by CESE in its work, or through our website «Al Moubadara lakom») of what we propose to improve the living conditions of the poor in general and women in particular, and to help eliminate existing imbalances in society ;
- try to lay the groundwork for a new governance on the effective access of women to their rights as they are affirmed by the 2011 Constitution.

Hardly visible for a long time in the decision-making processes, women are still not a priority target of public policy, let alone agents of change as provided for by the Constitu-

tion. This is why the CESE, through its advisory role and mandate to analyze and monitor economic and public and private social policies - thanks to its categorical composition representing an organized civil society (professional associations, trade unions, associations and cooperatives working in the social economy) - remains one of the best ways to advance thinking and generate debate on all matters of general interest, including gender equality, through its opinions and recommendations.

The CESE is an expression of participatory democracy. It is also a forum for social dialogue and a central player in the civil dialogue. Its mission is to be attentive to society. It is therefore also their job to make the voices of women and men heard and to promote consensus on complex issues.

These fundamental concepts encourage our society to a sharing of values and a commitment to search for dynamic compromises on key themes - such as gender inequalities that persist despite all the progress and all efforts aiming at taking into account women's rights in terms of programs, ad hoc initiatives or even legislative reforms.



His Majesty the King receives the former President of the CESE, Mr. Chakib BENMOUSSA (Agadir, January 02, 2013)

CESE would like to make the most of this historic meeting marked by its position in the institutional architecture and its complementary role to the one of the Parliament, expression of the representative democracy, led by the growing involvement of young people and armed with the new requirements of a Constitution which decided to rethink the cultural form of society by giving a voice to women :

- under a preamble that commits Morocco «to fight and banish all discrimination against anyone on grounds of sex» ;
- accordance to Article 19 on the establishment of the Authority for parity and fight against all forms of discrimination, in order to guide public policies on social cohesion.

This new citizen engagement can only encourage CESE to play its leading role in the translation and implementation of the hopes born from the Constitution, illuminating public policies and helping to reorganize the structural system and institutionalize equality as perceived by the current social space. As noted in the approach to social cohesion, in an uncertain environment crossed by various changes, new spaces for dialogue, consultation and cooperation are necessary and are a great way to involve the Citizens in the development of an innovative partnership between men and women based on a sharing of responsibilities, in order to eliminate social disparities.

It is one of the reasons that has motivated CESE to address the issue of equality in the context of the self-tasking No. 8/2012, targeting the «*Promotion of equality between*

*women and men in the economic, social, cultural and political life*», highlighting the structural weaknesses and pointing at the public policy gaps in terms of lack of mainstreaming the gender perspective in all areas of life and at all levels.

This first report on equality - entitled «*Achieving equality between women and men, everyone's responsibility*»- examines the definition of concepts, normative recommendations and institutional measures. In that notice published in the Official Bulletin, CESE calls on the Government and the Parliament to think about what is equality between women and men, and recommends the adoption of the definition of the Universal Declaration of Human Rights, which proclaims that «*All human beings are born free and equal in dignity and rights*» and that everyone is entitled to all rights and all freedoms proclaimed therein, without distinction, including sex.

There is no consensus definition of equality, which is one of the key obstacles to the implementation of effective equality. Poorly explained, it continues to be defined as equal rights (or *de jure*), which does not necessarily lead to equality in fact (or *de facto*). It is opposed to discrimination; but the issue is not limited to direct and indirect discrimination that affect women because of their reproductive function, that society has always been reflected negatively on the living conditions and sanctioned by an unequal distribution of economic power.

The true definition encompasses all the aspects related primarily to the social construction, which translates socially bio-

»

*The Constitution has decided to rethink the cultural form of society by giving a voice to women*

»

logical sex in terms of own role, masculine and feminine, and includes the hierarchy that men are superior to women. This male norm, which leaves no room for difference, continues to impose its rules and to influence social policies as well as structural systems, which do not facilitate the development of a balanced partnership, but rather creates a staging in power relations between women and men. It hinders the establishment of a society that is just, active and inclusive of all its members.



social policy on the ground ; they are the backbone and a guarantee to achieve the contractualized rights and objectives.

The appropriation of this new culture, the need to renew national solidarity, to broaden the governance of public policies and especially to dedicate a budget line to finance all measures that encourage the integration of the concept of gender and its approach in all the areas and at all levels, require the establishment of a peaceful, accountable and democratic dialogue.

This dialogue should be organized in spaces where issues of inequality are raised, perceived and experienced, directly between the relevant sectors, by actors able to include in their political agenda meetings and actions dedicated for women, such as specified in CESE's Directive No. 5, which states : *«CESE urges the legislator and the government to adopt and promote the principle of affirmative action in favor of women, in all areas where their rights to equality are limited or are inadequately protected, or to strive to achieve parity in elected or appointed bodies. The Council also calls on political parties, unions and professional organizations to promote this principle and adopt it in their bodies».*

In addition, and as emphasized in the implementation of equality, one of the most appropriate channels to build an egalitarian program for the visibility of gender issues in the mainstream of society, goes through a development and improvement focus of the democratic representation in well identified sectors, more likely to offer the best potential for any initiative for change or progress toward a fairer social future.

But women's access to economic power raises a genuine issue related to the unionization of women, which aims to strengthen first women's awareness of their fundamental rights in their representativeness ; then, the double participation of women through access to representativeness, including Boards of Directors, with a mandate to define the guidelines of trade policies, and the implementation of concrete specific actions for women.

Along the same lines, discrimination based on sex will be discussed in the workplace by men and women ; in areas where the imbalances are constructed and maintained, where family and professional systems confront each other and where the problems associated with the reconciliation of working

In the active life, working for an equal sharing of economic power

It follows that, in all its opinions prepared by self-tasking (such as the Social Charter, disability, gender equality) or in case of parliamentary or governmental referral (INDH, generalization and access to basic health care...), CESE supports the mainstreaming of the gender perspective as a method giving to human dignity the rightful place, trying to build momentum to move towards a cohesive society and capable of ensuring the well-being of all members (men and women), seeking to promote cultural diversity and reconciliation as the key factors of the cultural approach.

In order to achieve this goal, it would probably be easier to deliver a change in mentalities through an active involvement of the talents and skills of the organized civil society, which sees the reality on the ground, structural barriers and the reasons for social exclusion or even self-exclusion, hindering the full participation of women to the equal access to rights and resources.

These economic and social partners will implement labor laws and the economic and



the Council adopted a repository of principles and fundamental rights broken down into binding targets for all and supported by progress indicators.

This is a key message to promote tangible goals of an integrated social policy, inviting to consider the repository as a minimum set of rights, with guidelines for the design, preparation, assessment and improvement of public and private social policies, serving as a basis for collective negotiations, social dialogue and responsible governance, and to guide the design and implementation of laws and regulations.

The goal is of CESE to target a directive to move towards a new social charter and be part of a strategy for social cohesion, to build a fair, active society, based on social dialogue, the rule of law, shared responsibilities and accountability, promoting an innovative partnership through what the Council calls «the conclusion of major innovative contracts.»

and private life must be resolved. The question will be directly asked to stakeholders and policy responses provided by this new partnership, which must take into account the compatibility with family life, the rights of children, family balance, the dynamic compromise of equality and of course, the economic life in a globalized world. Ultimately, all the social protection system should be developed in coherence and coordination with the family system, which remains the most closed one to gender equality.

In a first opinion voted unanimously, entitled «*For a new social charter, standards to be met and goals to be defined by contract*»,

Contracts that institutionalize civil dialogue, take into account the specificities of national and global contexts, seek consensual solutions, and call for the adherence of potential stakeholders, mainly the economic and social partners.

CESE urges all stakeholders to take note of its advice and recommendations, and to discuss them in order to achieve the effectiveness of fundamental rights, mainly the issue of equality and its integrated approach, for a better government management and a reinvestment in social rights, in accordance with the spirit of the Constitution and international instruments on human rights.

**The Moroccan Economic, Social and Environmental Council**

The Economic, Social and Environmental Council is an independent constitutional institution. Established by His Majesty the King on February 21, 2011, it carries out advisory missions on behalf of the Government and both Houses of Parliament. CESE is made up of 99 members representing the stakeholders of the country, grouped into five categories: trade unions, professional organizations and associations, organizations and associations working in the areas of social economy and associational activity, personalities in an official capacity and experts appointed by His Majesty the King. By its representativeness, CESE contributes to a participatory democracy and is a source of proposals capable of helping improve the effectiveness of public policies.



The CESE in regular session



Fériel BERRAIES GUIGNY  
Researcher in social sciences,  
journalist, activist and therapist

**A Franco-Tunisian national, the author is pressing for women's sustainable regional actions at the head of United Fashion for Peace. This former Tunisian diplomat is as much involved in developing the potential of African women as in protecting children in danger. Activist for an ethical planet, she promotes the better living together all the way to Europe, a solidarity-based economy and soothed relationships with nature, including the consumption of fairly produced goods.**

# Women and the environment : a sustainable battle with a feminine twist !



Wangari MAATHAI (Kenya),  
2004 Nobel Peace Prize  
Planting trees !

where other resources are lacking. Today, the countries that are most at risk are those facing the inexorable advance of Sahara, such as in Chad and Sudan, but the threat is further North such as in Ghana. In the Southwest, Namibia, Botswana, and Angola, are also exposed, to another desert, the Kalahari.

People are poor, including a lack of means and education. For Wangari Muta Maathai, the approach must be comprehensive foremost : biodiversity is inseparable from human rights . «We must now achieve in Africa good governance and the protection of human rights» she told us. This is crucial for peace, but the greatest danger is addiction. African leaders must react, review their policies and learn to expect less from others. For Wangari Maathai, we have to fight, to find at home the means for this struggle, valuing own human resources, and learning how to make a better use of natural resources and not to be exploited by the rich countries. Three variables are related : good governance, sustainable development and peace. Being interrelated, they can participate in the global fight for biodiversity.

It was the great dream of Wangari Maathai ; it is today the one of her heirs worldwide...

Profiles  
of women  
involved  
in the  
protection  
of the  
Earth

The Kenyan national Wangari Maathai has succeeded in facing up to the crazy challenge of opening the way to awareness. She got for that a Nobel Peace Prize. With her, sustainable development became the ideal instrument to promote peace. The Green Belt Movement, which is neither comparable to Greenpeace nor to WWF, and lacks the financial and media power of the Al Gore Foundation, offered an African-African vision of the problem.

The NGO has been fighting for years so that Africa combines environmental protection and community development. For the late Wangari Maathai, Africa must now respond as an adult and in an independent manner. A beautiful lesson for African communities threatened by globalization, privatization and biopiracy.

For her, the biggest fight of Africa remains deforestation, which continues to strike



Khadija BELEKZIZ CHRAIBI  
Women of the Earth Award  
Yves Rocher (Marrakech)  
for an eco-informed patient

Being the president of the association «Maghrebio Santé Environnement» Khadija Belekziz is Doctor in Pharmacy. She completed her studies with trainings in homeopathy and phyto-aromatherapy; until then, she remained in the «scientific» mind, although interested by the globalist philosophy and its methods looking at Man in his totality. It took the death of her father, friend and master, for her to discover the methods of personal development and, later, energy methods.

Her journey and training allowed her to evolve, as she says in specific terms : «I realized I was walking on a path of light and love !» And to advocate for a greater participation of citizens in a bio-responsible life, as an eco-sustainable citizen is possible, which will enable the protection of the ecosystem, be eco-consumer, eliminating the risk factors for health and the environment.

In other words, it means «living close to nature, using prevention methods and respecting the determinants of health,» says Khadija Belekziz. Being healthy is being conscious of our surroundings and interacting with our environment. So it is a balance between indoor and outdoor environments. It goes to show the commitment and the rigor we must show towards everything related to this balance : pollution, climate change, changes in biodiversity, pandemic, stress, and vulnerability of all orders !

#### Guiding patients

To restore or regain health, the subject must be the main actor and become aware of his healing force (the immune system), or else live better his illness ! All methods or techniques (allopathy, homeopathy, phyto-aromatherapy, acupuncture, energy methods, laugh, massages, etc.) act at a particular level and can be used separately or together for the comfort of the patient ; the task is to establish a therapeutic strategy where the patient will have to leave the prison of his habits and regain equilibrium at all levels and within his environment, as well as the power of love !

#### Staying aware and responsible as a citizen

What can we do in light of this state of things ; we, people and civil society, are very small in front of the economic issues and multinational, but we have an extraordinary power by being aware and responsible :

- the power to buy or not a particular product, to consume or endorse another one ;
- the power to lead a silent revolution, but effective for our health and the one of the planet ;
- and the power to apply the principle of total precaution, from the fork in the fields, to the fork on your plate !

There is no alternative but to take our health and the one of the earth in our hands. Politicians will eventually follow ; today, they sign agreement after agreement and do not apply much, paralyzed by selfish concerns. But the time for assessment has arrived and with the time of accountability for the health of people and of the planet, by applying the consumer rights stipulated by the United Nations since 1984 !



Vandana SHIVA (India)  
Indian revolutionary  
versus GMOs

Vandana SHIVA is one of the leading environmentalists and anti-globalization players, the most respected one of the century.

Just like the Kenyan Wangari Maathai, she dedicated her life to the defense of peasant and organic agriculture in her country, India. She fights the appropriation by agrochemical companies of the country's natural resources. She became

famous in the 1980s, in the «Save the Narmada movement», in order to oppose the construction of dams on the Narmada River. A struggle to preserve the ecosystem from unfortunately aggressive and systematic practices that contributed at all times to move millions of poor farmers. It is with Navdanya, her Association, that she fights everyday to preserve biodiversity and protect the rights of farmers. Navdanya is also a network that is among other things behind the creation of seed banks, which collect traditional seeds throughout India to preserve them, reproduce them and then redistribute them.

While continuing her fight against the introduction of GMOs in her country, Vandana Shiva is involved in a form of global activism in favor of peace, biodiversity and self-determination.



Ameena GURIB FAKIM  
(Mauritius)  
Winner of L'Oreal  
UNESCO 2007 Prize  
President of Mauritius  
Save Humanity by plants !

*The Mauritian born Ameena Gurib-Fakima is Professor and Director of the Herbal Medicine and Research Center (CEPHYR). Elected Fellow of the African Academy of Sciences, she is the first Mauritian citizen to gain the highest recognition from the Academy.*

*Ameena Gurib-Fakim has fought for years by her research for the just recognition of botanical plants and their virtues for Humans. She has already received numerous international awards. Putting her knowledge at the service of human*

*development through the medical properties of tropical plants is the commitment of her life. Winner of the L'Oreal UNESCO Prize in 2007, Ameena Gurib-Fakim, has been active for twenty years in this field, a sector that is yet unknown because medicinal plants and their pharmaceutical and cosmetic intakes were little exploited in the past. Yet the plant world is full of inexhaustible resources, and some endemic plants that continue to be discovered in forests play a major role in the treatment of many diseases.*

*A biologist, in love with and advocate for botany, she is the first female University Professor in the island, and the first Dean of the Faculty of Science. Ameena Gurib-Fakim entered the world of politics by becoming the first female President of Mauritius in 2015. Ultimately, she told us that she will never abandon her first love, because for her the future of Humanity is in plants !*



Fettouma BENABDENBI DJERRARI  
and ESPOD for a  
humanistic earth

*Fettouma Djerrari is President and founder of Espod, Association for the promotion of women's enterprise (solidarity-based economy), and also Co-President of Earth and Humanism (TH Maroc) and initiator of the agro-ecological educational garden of Dar Bouazza near Casablanca. Founded in 2005, the TH Maroc Association has conducted awareness raising, training and transmission of agroecology with the Moroccan farmers, as an alternative to sustainable development in Morocco in which almost 50% of the population is rural.*

*«A healthy agriculture, both for the Earth that welcomes us and feeds us, and for life of which we are a component as humans», she confided.*

*TH Maroc is currently conducting several training projects for facilitators and farmers in agro-ecology practices and ethics ; three sites are thriving and very active: the educational farm of Dar Bouazza, the village of Kernet Ben Salem, and CIPA (Crossroads of agroecological initiatives and practices) under construction in the Marrakech region, a semi-arid region undergoing desertification.*

*TH Maroc is at the crossroads of the initiatives included in an agro-ecological dimension. In this context, agro-ecologists trained facilitators carry new projects and catalyze new dynamics across all the regions of Morocco.*

*Developed from a participatory thinking within the first animators formed in 2008, the idea has gradually evolved to end with the proposition of a network. It is the network of Morocco's agro-ecological initiatives (IRAM). It aims to create links between all the stakeholders of the agro-ecological dynamics. Half of the population has a Moroccan peasantry background where women have demonstrated their efficiency !*

The work of sustainable women must be valued in the world and the issue of «Women, gender and sustainable development» should not be a mere rhetoric. Agenda 21 of Rio considers gender equality and women's participation as an essential aspect of sustainable development. In view of the Rio Conference in 1992, the women's movement had developed an Agenda 21 of women for a world in peace and good health.

Women are considered as an opportunity for Arab and African societies and all societies in general, because they enjoy political virginity that institutions can benefit from, at the service of social peace and peace in the world.

And to repeat the words of an Arab philosopher «*educating a man means educating an individual, educating a woman means educating a whole nation*».

Let's increase our investment in women !



Dr. Philippe DE LEENER  
Professor Catholic University of Louvain,  
President of the Federation of Brussels Wallonia's Social  
Economy Enterprises (SAW/B)



Dr. Marc TOTTÉ  
Inter-Mondes Coordinator Belgium

# Change, Environment and Local Development : act at the level of the operation of companies !

When it comes to local development and environment, the word «change» is on everyone's lips: policy change, behavioral change, change in mindsets, changing attitudes...

For a long time, «development» seems to rhyme with «change». But do the situations really change ?

Many seem to agree that if the contexts - social, political, economic and cultural - have indeed been deeply affected, the same problems keep reappearing in different ways, especially in terms of environmental threats.

The environments of life have considerably changed - who could deny it - but life within these environments, the ways of living together, producing, consuming, sharing, deciding identify oneself, being a male or a female... have they changed as much ? In depth ?

In other words, the forms of social life have evolved, sometimes at a breakneck speed in light of history, but has the operation of companies changed as much ?

What we call «change» would not just be a variation of the «same otherwise» ?



This finding, if one admits it, invites us to reflect the change in renewed terms to embark on a new paradigm.

The environmental emergency forces us, all of us : we can no longer simply talk about change, we must really do it.

And succeed. Locally, the municipalities or local communities, rural and urban, are among the areas where, indeed, profound changes are needed.

**Environmental drifts are the projection into space and the biosphere of the drifts that are caused by local companies**

The territorial coaching work, as launched in the Oriental Region, unleashed on this scale a promising process by renewing and revitalizing the local capacity for diagnosis, dialogue, participation, planning and local action, particularly at the interface between elected officials and citizens.

However, this is only the beginning. Regarding environmental issues, for example, a better

*Thinking  
about change  
in new  
terms*



control of water, landscape restoration, flow management (including waste), land development planning and regulation... we cannot stop at acting on the symptoms, what is quite obviously seen.

We must also address other issues, more delicate, such as :

- how do we “cause” in these local societies - individually and collectively - damage or environmental disturbances ?
- how do we make these environmental threats so sustainably effective ?

But that’s not all. Environmental degradation, major imbalances in landscapes, rural and urban, are actually the symptoms of degradation and imbalances in the way - and the reasons - to live together. Sick societies make their environment sick. The landscapes are the skin of societies : diseases that attack

them manifest themselves there in all their magnitude.

In the field of economy, few developers are considering the issue by articulating the three functions that are production, processing/ storage and redistribution. Here too, failure to take into account the last function of redistribution - which calls to review ways of living together and to consider oneself - we are witnessing around the world a widening of inequalities, with the concert of violence that accompanies them.

What does that mean ?

In practice, this means we cannot just focus on treating the symptoms, act on appearances, even if it is actually necessary. Improve incomes, jobs... construct a watershed, recolonize a desertified valley, is not enough.

We must also - in addition - tackle what generates these difficulties and renew them so efficiently in the «belly of societies». In other words, at the same time that we repair, restores, rebuilt, with all the care and attention that is required, we must also, with the same efficiency, deconstruct what is at the origin of what we are fighting. That is to say, act against the causes.

And above all, let’s insist, against what puts the causes at work, what makes them «work» so that they are so efficiently deleterious: the roots of these causes. This is where it becomes essential to see - in detail - how societies ‘work’ to produce these causes and to energize them.

**Let’s not get tired fighting against the symptoms, let’s rather tackle the trouble at its root, that is to say «in the belly of our societies,» where they are processed so efficiently and sustainably**

As one can guess, this involves considering change in a different light. We can no longer simply act on the «states of affairs» as they are seen, such as for example, environmental or economic disruptions : we must act on societal processes that «process», develop, and perpetuate these states of affairs.

Yet, the situation is that this outstanding «work» on environmental-economic conditions, it is the local societies that undertake it.

Our recent work in some municipalities of the Oriental Region, although still very sketchy, suggests that the node of many local pro-

blems, including those that are part of the environment, are not so much a problem of insufficient skills nor a question of means, that is lacking, nor also a lack of political will, but more fundamentally the difficulty of «making ONE» while facing common challenges that arise.

And more precisely the difficulty to make a «plural ONE», a unity of action and of «being together» which draws its strength from the fact that the differences, disagreements and controversies put themselves at the service of a common action to confront common challenges. It is at the heart of local communities, in the depths of their operation, that is found the ultimate challenge of change.

As a result, funding will not be sufficient to address the environmental challenge, good words, good plans, and awareness-raising. The possibility of change in the environment is closely related to a change in the functioning of societies, specifically the resolution of a problem node among the most critical ones, the «making a plural ONE». In order to act at this level, it is necessary to understand from the inside how and why societies in question

operate in a particular way, to generate environmental or economic disruptions.

In this case, regarding the Municipalities of the Oriental Region, the challenge is to understand not only how we cannot «make a plural ONE» but also how are collectively manufactured the obstacles to «making ONE». How and why ?

Where does the difficulty come from ?

How is it rooted to the point that we find it «normal» to each do to the best interests of his family, his clan, his tribe, his group at the exclusion of others ?

It is only if, and only if according to us and those who live in these societies respond to these questions and look for a way out that suits them, that changes are possible and consistent.

The emergence of a new power to act concerning the sustainable management of the environment in a global warming situation closely depends on it. From there, we better understand why many of our efforts to raise awareness, change behavior, change atti-

The Bni Guil highlands, in the Oriental Region, a striking example of the consequences of the scarcity of rainfall





tudes, are likely in the end to remain unsuccessful. It is not enough that each one knows individually what to do, it is still necessary that collectively - together despite differences and cleavages - we want to do it.

And for this, we must understand how and why each one at its level, reproduce and generalize what prevents «making ONE» collectively, how we come to be content and to find it normal that it does not happen.

Once this perspective is highlighted, we are not necessarily more advanced, let's acknowledge it. Indeed, concretely, how can we work on the operation of local societies ?

How, for instance in the case of the Community of the Oriental Region, how can we «make a plural ONE» ?

It is precisely this kind of challenge Inter-Mondes Belgium joins forces with the Territorial Coaching Program, with the support of the Agency, the Wilaya and the Council of the Oriental Region, without forgetting the University of Oujda and the Department of the Environment of the Oriental Region, each with the talent and potential of its own.

The assumption that is favored today is made up of two words : hit two targets with one stone.

The idea is simple in principle. It involves closely combining in the same movement two complementary actions :

- undertake concrete activities on targets that mobilize actors and are important to them ;
- at the same time, seize opportunities that arise during the conduct of concrete activities to work on what, locally, prevents local players from "making a plural ONE».

Working means here two clear things :

- on the one hand, working to understand how the obstacles and impediments «work» in the local society, namely what are in practice the mechanisms at work, what gives them their power, what makes them operational and so effective ;
- on the other hand, we help players develop countermeasures to neutralize those mechanisms that operate «in the belly» of their local society, namely actually in their hearts and their thoughts.

**Hitting two targets with one bullet, acting at two levels simultaneously : acting on the potential or the real problems, here and now, but also at the same time, with the same energy, acting on the mechanisms that generate them in the depths and interstices of social life.**

This work can only be completed by those involved themselves and therefore certainly not by «scholars», «experts», as benevolent as can be their intentions.

In our opinion, this is how it becomes possible to combine these three major dimensions that are change, local development and environment.

Without an approach that aims at making societies work in one way or another, we must fear that attempts to promote «change» in terms of environment and local development will be reduced at the end to putting the same cutlery on the table, that is to say, reproducing the same scenario, certainly in different methods and sequence, but identical in logic and, alas, similar also in its effects and its long-term inefficiency.



Colette GAILLARD  
Expert on climate change



Dominique LINOISSIER  
Expert on sustainable development  
of territories

# Climate change and citizenship

In the light of current scientific data, more and more people, institutions and organizations are convinced that it is our lifestyle that generates a greater amount of greenhouse gas (GHG) than what our planet can absorb naturally.

This surplus is responsible for the warming of our atmosphere. There are consequent global climate changes that will become less and less controllable over time.

Given the predictable consequences of climate change, it is urgent that we raise, collectively and individually, awareness of the extent of the phenomenon and its effects, in order to change our life paradigms and behaviors accordingly.

In this context, addressing this issue is a big commitment and we want to contribute by remembering what is climate change, what is the COP, and how to deal with change.

## Climate change: what are we talking about?

Climate change is the change in the average type of weather or climate over time. The change is most clearly demonstrated by :

- an increase or decrease in the average temperature of the oceans and the Earth's atmosphere, measured globally over decades ;

- changes in atmospheric circulation and water cycle ;
- consequently, the cloud cover and the amount of precipitation on Earth.

The current climate change is the result of greenhouse gas emissions generated by human activities altering the atmospheric composition of the planet. To this evolution are added the natural variations in climate.

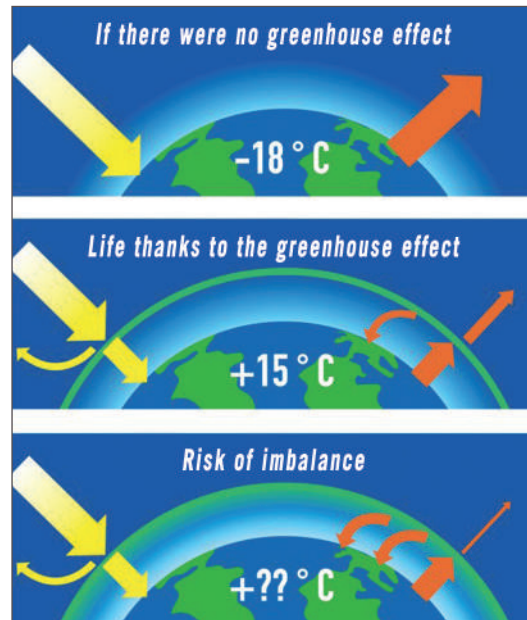
## Life is possible on Earth because it is protected from solar radiation by the greenhouse effect. How does it work ?

Let us first say that this phenomenon is fully natural.

Solar radiation passes through the atmosphere before reaching the surface of the earth, which re-emits in the space part of the received radiation, in particular infrared ones. These are partially stopped by an atmospheric layer composed of carbon dioxide, methane and nitrous oxide, called greenhouse gases.

It is through this phenomenon that Earth is not frozen, which makes life possible, unlike many other planets. But the temperature range that makes earthly life possible is extremely narrow : between 0°C and 100°C, so that water is liquid at normal pressures.

*The temperature range that makes earthly life possible is extremely narrow*



Let us remember that three «ingredients» are fundamental to the present earthly life: carbon, liquid water (superficial or not) and energy source (light or chemical). Yet, the range of possible temperature fluctuates from  $-273^{\circ}\text{C}$  to millions of degrees, the pressure and mineral composition of the planets vary infinitely, making scientists say that life on earth was infinitely improbable.

The cause of global warming. The IPCC, Intergovernmental Panel on Climate Change (established by the UN in 1988, open to experts from all countries), in its 2013 report, certifies that human activities (massive industrialization, intensive agriculture, deforestation...) are responsible for more than 95% of global warming, because they generate a strong increase in the content of these gases.

These gases accumulate in the atmosphere as never before, as shown by the research of Claude Loriot, glaciologist, through the analysis of air bubbles trapped in the ice of the Antarctic 800 000 years ago.

## Four essential consequences for life on earth

### 1- Rise in temperatures

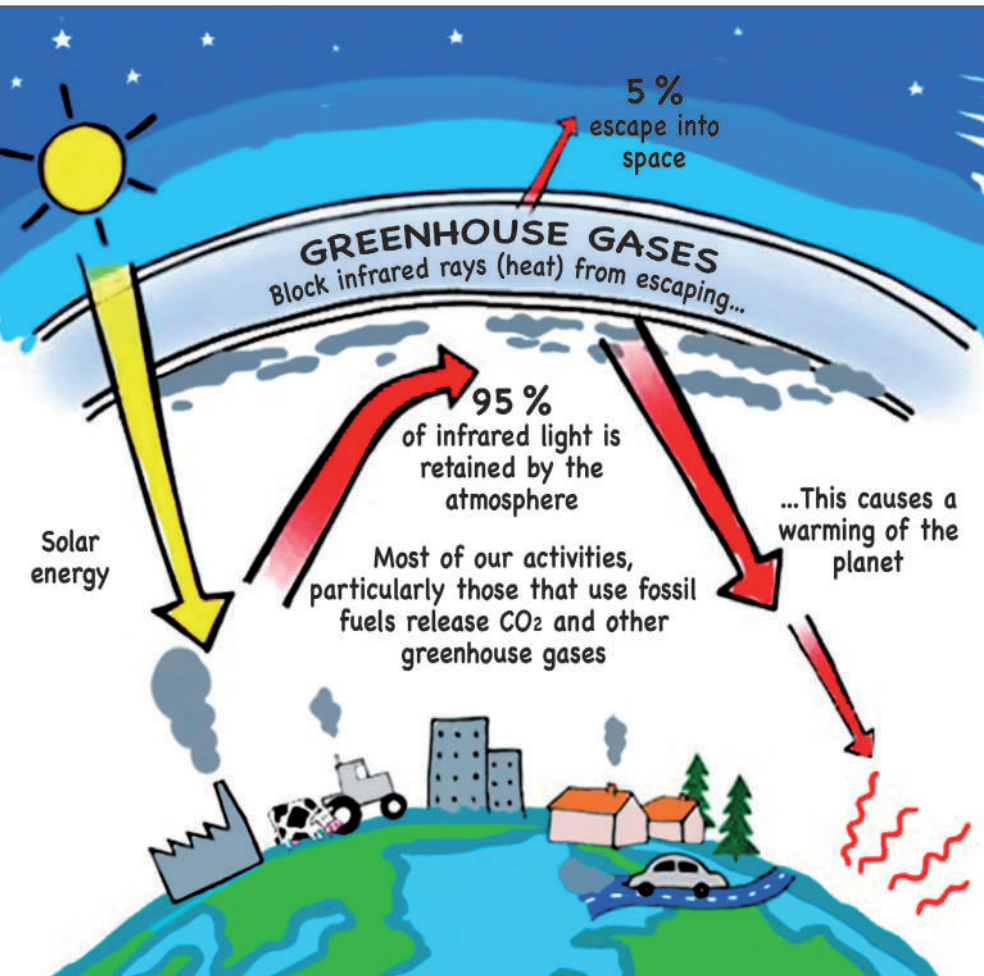
The Earth's average temperature rose by  $0.85^{\circ}\text{C}$  since the end of the 19th century and, if we continue at the pace of development, industrialization and current demographics, the  $\text{CO}_2$  concentration may double by the end of the 21st century, resulting in an average temperature increase of up to  $4.5^{\circ}\text{C}$ . Meanwhile, extremely hot or extremely cold temperatures now affect 10% of the land area

### 2- Rise in sea and ocean level

Glaciers, which trap 75% of the Earth's freshwater, in altitude or at the poles, are visibly declining. The Arctic and Antarctic ice sheets melt into the ocean and increase its level, at the current rate of 3.3 mm per year, 19 cm since 1901. IPCC's climatologists estimate that the waters could rise 80 to 120 centimeters by the end of the century. Island states are threatened (such as the Maldives), but also some seaside towns. Do you know that 20 out of 32 megacities are on the edge of the ocean? Tokyo, New York, Cairo, Bombay, Shanghai, Lagos, Sao Paulo...

### 3- Disruption of precipitation

The rain increases for the middle and high latitudes (Northern Europe, Asia, North America), with floods becoming more frequent. In areas already affected by drought (California, Africa, and South Asia), longer periods of drought and reduced river flows are expected, resulting in power plant cooling problems. Sub-Saharan African countries are already suffering from irregular or insufficient supply of energy.



#### 4- Ocean acidification

Unknown but worrisome effect, the dissolution of CO<sub>2</sub> in surface waters causes acidification.

The speed of this phenomenon has been unprecedented for the past 300 million years, and scientists do not know its consequences in the coming decades on ocean currents, the abundance and biodiversity of flora, starting with shellfish and plankton, first links of the food chain underwater. Here again, it is our food security that is threatened.

Let us recall that :

- earth, in its current form, is 4.3 billion years old ;
- life has existed for 2.2 billion years ;
- Homo sapiens appeared 200 000 to 300 000 years ago ;
- Industrial Revolution for the past 200 years.

If we reduce the numbers to a human life scale, that we consider that the earth is 60 years old, Man is a child of one day and the industrial revolution dates back to 1 minute. We can say that in 1 minute, man has disrupted everything !

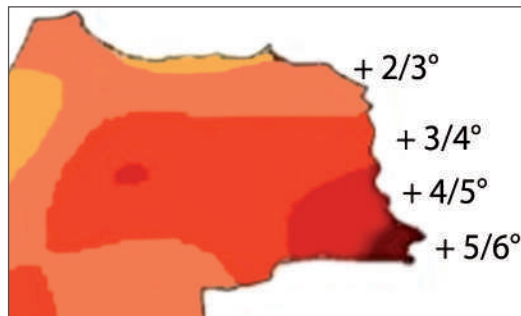
We can also consider that the human being is very young in a mature planet. Let's consider that we are currently at this transition crossroads where we have to correct our shooting, both by reducing our greenhouse gas emissions where they are excessive (in industrialized countries) and by adapting our range of production and development in order for them to be sustainable.

#### In the Oriental Region

Environmental associations began working for several years to alert the public services, to raise awareness, initiate actions to fight against the effects of climate warming.

For example, the average increase of temperatures by the end of the century in the north of Morocco is almost everywhere higher than 2°C. The rainfall will decrease (less days of rainfall and lesser amount).

The coastline in particular is fragile, has countless Sites of Biological and Ecological Interest threatened by rising sea levels, deforestation and construction in flood zones. The sea has gained 120 meters between 2003 and 2011. 60 km west of Rass El Ma, is the Marchica lagoon. This small sea is one of the largest lagoons in the Mediterranean, now endangered by liquid discharges without handling



of urbanization. The Development Agency is responsible today for managing the unique challenges of this area.

Beyond these remarkable ecological sites, the Region as a whole suffers from climatic variations, slowing the already fragile economic activities. For example, grazing areas are scarce, following the heavy degradation of the vegetation cover, and the forage deficit is increasing year by year. It is no coincidence that this region with scarce resources, food deficit, and that has seen its population explode during the last 30 years, is the one that has the largest numbers of Moroccans Residing Abroad.

#### What's the purpose of the Conference of Parties ?

What shows us this reminder of what is climate change is that climate is global. No region of

*In 1 minute,  
Man has  
disrupted  
everything !*

A recent magical view  
of the Moulouya Site of Biological  
and Ecological and Interest



the world is independent of the others in this regard. Therefore no approach, no development is possible without a simultaneous engagement of all countries. For example desertification in southern Morocco has impacts on the continent and in southern Europe.

During the third Earth Summit in Rio in 1992, a text detailing 27 key principles recognizes human responsibility in climate change and outlines the rights and duties of each country in environmental matters. This is the United Nations Framework Convention on Climate Change. It also recognizes the need for annual meetings between the signatories: the Conferences of the Parties (or COP).

Since the IPCC report of 2013, we are finally talking about solutions.

The purpose of the **Conferences of the Parties** is to provide political answers appropriate to the scientific observation.

#### Brief history of the COP

The COP is held annually since 1995. Political representatives of countries that have signed the Climate Convention get together. Political negotiations are tough but for 21 years, progress is visible:

- the notion of international public benefit has emerged ;
- carbon emitting countries gradually recognize their responsibilities ;
- China, the US and India have eventually joined the negotiating table ;
- a Monetary Fund for the Environment (MFE) financed by emitting countries to fund a clean development in the least developed countries has emerged ;

- common commitment to reduce GHG emissions are made ;
- civil society has finally become involved in 2015 in Paris ;
- agreements, hitherto non-binding, will be fiercely negotiated and mitigation and adaptation actions concretely defined and quantified, country by country, at the COP 22 in Marrakech.

#### Act now

The stated aim of the agreements of COP 21 in Paris, ratified by many countries among the 195 countries present at the Conference of the Parties in December 2015, was to identify the measures that would slow global warming.

The agreement reached should limit the temperature increase to 2°C. We even hope for 1.5°C, compared to pre-industrial times, 2°C being the threshold beyond which the warming could have devastating impacts and in any case unpredictable.

Mitigating global warming requires slowing seriously greenhouse gas emissions and to not exceed about 2900 gigatons of CO<sub>2</sub> equivalent emissions. However, human activities have already emitted an aggregate of 2,040 gigatons of CO<sub>2</sub>.

**Today we all know that we need to change our development models. Change... not for the planet, no, to save humanity! Earth has its own resilience capacity, no problem about it !**

#### How to change ?

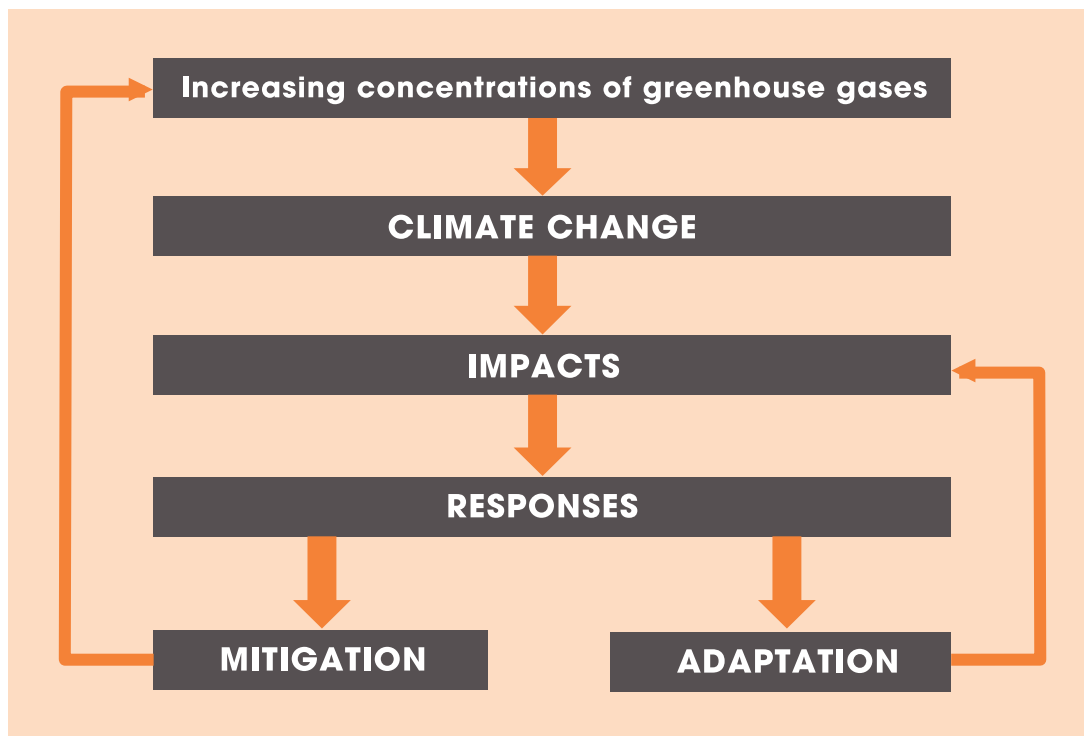
Historically life on Earth has adapted to climate change, glaciations or warming. The peculiarity of the human species is indeed to be able to design new ecosystems and therefore be able/know how to adapt. We can assume here that what Man has built for centuries and which is unsuitable now, he can correct it and develop new resilient ecosystems. The fundamental difference with the past is the time scale that compels us to act quickly

#### 2 possible responses :

- attenuation = anthropogenic intervention to reduce the sources of greenhouse gases or enhance GHG sinks (IPCC, 2007) ;
- adaptation = accommodation of natural or human systems to actual or expected climatic stimuli or their effects, in order to mitigate the disadvantages or exploit the benefits (IPCC, 2007).

Global warming is already well underway





The fight against global warming begins first with «mitigation» actions for carbon-emitting countries, at all levels, individually and collectively.

For low emitting countries, such as Morocco, the fight against global warming goes mainly through «adaptation» actions, in addition to mitigation measures. The strategy of the Moroccan government seamlessly integrates both approaches.

Thus, the State Secretariat for Environment of the Kingdom of Morocco states in the Second National Communication to the UN Framework Convention on Climate Change, Morocco's strategic conception : «*Adaptation is a process to improve, develop and implement strategies to mitigate the impacts of climate events, to cope with them and to benefit from them. It acts through the development of public policy and decision-making by stakeholders such as individuals, groups, organizations (government agencies or non-governmental organizations) and their networks. Stakeholders should be gathered to identify the most appropriate forms of adaptation*».

#### **Individually ?**

Develop our «eco-gestures»: turn off the tap while brushing your teeth, turn off the electricity when leaving a room, eat organic food, sort waste, better manage our trips...

This is not enough! To change radically and permanently, we must change the paradigm and model, raise our awareness of the pro-

blems, issues, impacts and consequences to adapt our ways of thinking about the world and our behavior.

#### **Collectively ?**

The field of politics is obviously concerned in the first place, by :

- comprehensive and integrated adaptation processes, taking the form of national strategies, legislation and regulations, incentive or restrictive public policies, as much national frameworks needed that must be relayed in the territories by more localized approaches, at the level of the regions in particular ;
- design and implement regional public policies to really promote the approaches, methodologies and actions for the «mitigation» and «adaptation» to climate change in the Oriental Region, in complementarity and synergy with the action of the central government in this area, which is a key issue (for example, the design of a regional development plan of industrial areas could take the form of a specification systematically involving a comprehensive approach to eco-design project, recycling/waste recovery, water treatment/recycling -efficient management of energy and renewable energy sources, energy efficiency in buildings, revegetation of sites and buildings, «soft» internal transport, etc.) ;
- ensure social acceptance of mechanisms used to ensure their effectiveness and sustainability in the medium and long term.

#### **Some references**

«50 ideas on agriculture and food», Marc Dufumier, 2015

Climate Change for Dummies

Understanding global warming in 4 minutes : <https://www.youtube.com/watch?v=T4LVXCCmIKA>

Global warming in 10 figures : <https://www.youtube.com/watch?v=8uHXWLgLGJU>

2 movies, among many others : «Ice and Sky» by Luc Jacquet, 2016  
«Tomorrow» by Cyril Dion, with Mélanie Laurent, 2016

Secondly, civil society has strongly entered this debate, having been able to develop commitments, practical implications, and therefore has acquired real expertise in this field.

In the Oriental region, the Citizen Regional Forum of May 31st, 2016 and the Pre-COP of Oujda in July 2016, show if there is a need the extent of this mobilization. Associations and networks in the region now wish to further coordinate their activities, work together on a precise mapping of areas at risk or already affected by climate change and pollution, continue to imagine solutions and be a force for proposals.

The feeling of an inescapable climate justice rises in civil society. The most vulnerable popu-

lations by climate change are not responsible for emissions : these are the poor in the South. Our societies, through civil society organizations are working to hear that voice, so that their aspirations and needs are taken into account, so that the necessary actions are taken to protect them, if we do not want that a billion climate refugees heighten migratory movements, as predicted by IPCC for the coming decades.

Finally, we need to educate consciences, change beliefs, so that everyone feels responsible and that this responsibility is exercised collectively. To radically and permanently change our behavior that is responsible for climate change (food, consumerism, energy waste, etc.) ; these profound changes take time.

Awareness and education at all levels of society, in all age groups ! For example in the Oriental Region, for many farmers the concept of climate change is not explicit ; one should instead speak of climate change (!), that is a concept referring more to their experiences and concrete observations.

### **In conclusion (very temporarily !)**

Throughout history, life on earth has adapted to climate change, glaciation or warming. We can assume that the Human is also able to adapt.

The movie «Tomorrow» and numerous documentaries and books, the Pre-COP in Morocco, the climate day of October 1st at the National Library of the Kingdom in Rabat... all these testify enthusiastically resilient initiatives that abound around the globe and in the country, social innovations that are multiplying in the territories, ecology, renewable energy, education, finance, businesses...

Joël de Rosnay, Hubert Reeves, Yves Coppens, giant scientists that marked the second half of the twentieth century, philosophers, all speak of a necessary renewal of spirituality and wonder.

A Summit of consciousness is held just before the COP 22 in Fez : it is a sign that the world's religions know that they have a role to play.

Ice melting at the poles, one of the most visible consequences of global warming





Dr. Salima DEMNATI  
Regional Director of Environment  
in the Oriental Region

**The author is a PhD holder in Environmental Sciences of the University Mohammed 1st of Oujda. Heading the Regional Department of Environment, she is also responsible for the Regional Observatory for Environment and Sustainable Development of the Oriental Region. So she knows and follows in detail the rapid changes of her Region in her areas of expertise.**

# The Eco-Region in action

*Making  
the Oriental  
Region a  
reference  
Eco-Region  
in sustainable  
development*

The regional policy of the environment is one of the pillars of the Oriental Eco-Region. Its objectives are to promote clean energy for the sustainable development in the Oriental Region and to preserve and restore the quality of the Region's communities, to address global environmental issues and preserve and enhance the quality of life of the Oriental Region's citizens. This regional policy revolves around 10 priority areas of intervention, which are :

- preservation of the richness of the coast ;
- enhancement of the urban environment ;
- improvement of parks, gardens and public spaces ;
- integrated waste management ;
- development of renewable energy ;
- prevention of natural and technological risks ;
- management of water resources ;
- prevention of health/environment ;
- communication on the environment ;
- environmental excellence.

To respond to these issues, the Oriental Region has its own powers conferred by the new Laws on environmental protection : Law No. 10-95 on water, Law No. 11-03 on the protection and the enhancement of the environment, Law No. 12-03 relating to environmental impact studies, Law No. 13-03 on the fight against air pollution, Law No. 28-00 on waste management and its disposal, etc. The Regional Council of the Oriental Region has also joined the momentum and actively participates in the implementation of partnership agreements concluded between

the Government and the Regions, in the presence of His Majesty King Mohammed VI, may God assist Him, on April 14th, 2009. These agreements marked a turning point for the realization of the strategy of proximity of the French Ministry in charge of the Environment, to establish the foundations of sustainable local development for current and future generations.

The implementation of these policies relies on the skills of the agencies associated with the region and the work of the Regional Observatory of Environmental and Sustainable Development of the Oriental Region, whose establishment and support are an integral part of the regional environment and proximity strategy adopted by French Ministry in charge of the Environment. It must meet the goals of improvement and knowledge, transparency of information and networking of stakeholders. The Regional Department of Environment, the Regional Council, the Wilaya and all regional stakeholders, hope that the Oriental Region will be an Eco-Region that will become a benchmark for sustainable development. The Region is an intermediary between the local and national level ; it also has the essential tool to shape an efficient and modern sustainable development with its ability to discuss and implement broad public policies.

The commitment of the Region aims, simultaneously, to engage the Oriental Region in solving major global environmental challenges - such as climate change, loss of biodiversity or waste recovery - and to offer the regio-

nal population a good daily environment. It comes in three transversal objectives :

- fight against greenhouse gas emissions and development of renewable energies ;
- protection of natural areas and improvement of the environmental quality ;
- fight against nuisance and pollution to improve the health and well-living of citizens.

Moving towards a systematic management of resources is the next important step. If we plan on reducing the environmental damage due to large waste stream, it is not enough to act at the end of production line. Goods and services must respect the environment and the social equity throughout their life cycle, in a perspective of sustainable development. This concerns the recovery and extraction of raw materials, but also their processing and finishing, the use and disposal of products.

### Morocco's responses

Aware of its vulnerability to climate change, Morocco is implementing a climate national strategy and action plan. This strategy offers a comprehensive framework on the issue of adaptation to climate change impacts and the risks associated with them, including extreme weather events (droughts, floods, etc.). Several actions were undertaken to implement its strategy in the short, medium and long terms :

- ratification of the United Nations Framework Convention on Climate Change (UNFCCC) on December 28th, 1995 ;
- ratification of the Kyoto Protocol on January 25th, 2002 ;

- holding of COP 7 in Marrakesh in 2001, presentation of the Initial National Communication (INC) ;
- National Council of Climate Change (NCCC) ;
- National Scientific & Technical Committee on Climate Change (NSTC-CC) ;
- establishment of the Designated National Authority and the National Council for the Clean Development Mechanism in 2002 ;
- development of a first diversified portfolio of projects in various sectors ;
- registration of several CDM projects ;
- organization of COP 22 in Marrakech in November 2016.

### The Oriental Region and the fight against climate change

Reducing the ecological footprint of the Oriental Region is one of the major objectives of the regional environmental policy. The region relays Morocco's efforts to increase the share of renewable energy and one that is local, in the regional consumption and to reduce emissions of greenhouse gases (GHGs).

The Oriental Region has a thermo-solar plant in Ain Bni Mathar (472 megawatts, of which 20 from the solar component) that accompanies the «strong demand» of electric energy in Morocco.

According to the Director of the National Agency of Water and Electricity, it is an «original» unit, where production of electricity is through natural gas and solar field, «a first at the African level». The integrated combined cycle power plant in Ain-Bni-Mathar is part of the strategies for the development of renewable energy and the development of energy resources for the production of electricity.

The project, with a strong environmental and civic dimension and significant socio-economic benefits, can generate an average annual energy production of 3.538 GW/h, that is the equivalent to 13% of the domestic demand in 2010. The plant consists of two natural gas turbines, a steam turbine, two recovery boilers, a solar field and a solar exchanger.

On a total area of 160 hectares, the solar power plant of Ain-Bni-Mathar considerably strengthens the national means of production as well as the interconnection network of the Region.

The inauguration of the thermo-solar plant of Ain-Bni-Mathar by His Majesty King Mohammed VI





Baba NDIAYE  
President of the Council of the  
Departmental of Kaolack, Senegal

**The Department of Kaolack lives largely off agriculture: this sector represents three quarters of its economy. President Ndiaye therefore knows the sensitivity of his Department to the changing climate. Under his leadership, health and education are priorities. Being sensitive to the Moroccan initiatives, he expects from the territorial coaching tested in the Oriental Region a more effective participatory democracy in his Department.**

# Citizenship and development at the prism of the South-South cooperation

During the Africities Summit of December 2015 held in Johannesburg in South Africa, the Territorial Coaching Program partner teams were right in laying the foundation for an innovative cooperation between the Department of Kaolack and the Oriental Region.

This model relating to actors and territories gives only relative importance to the scientific relevance of the political and economic thinking where civil society does not find its place. Indeed, its cumulative crises demonstrate today, in the actual size, that we are in a situation of paradigmatic crisis requiring local alternatives to the global crisis. Financial, economic, political, social and environmental crises proliferate and require a substantive renewal of our modes of thinking and action. Progress is not anymore what it used to be !

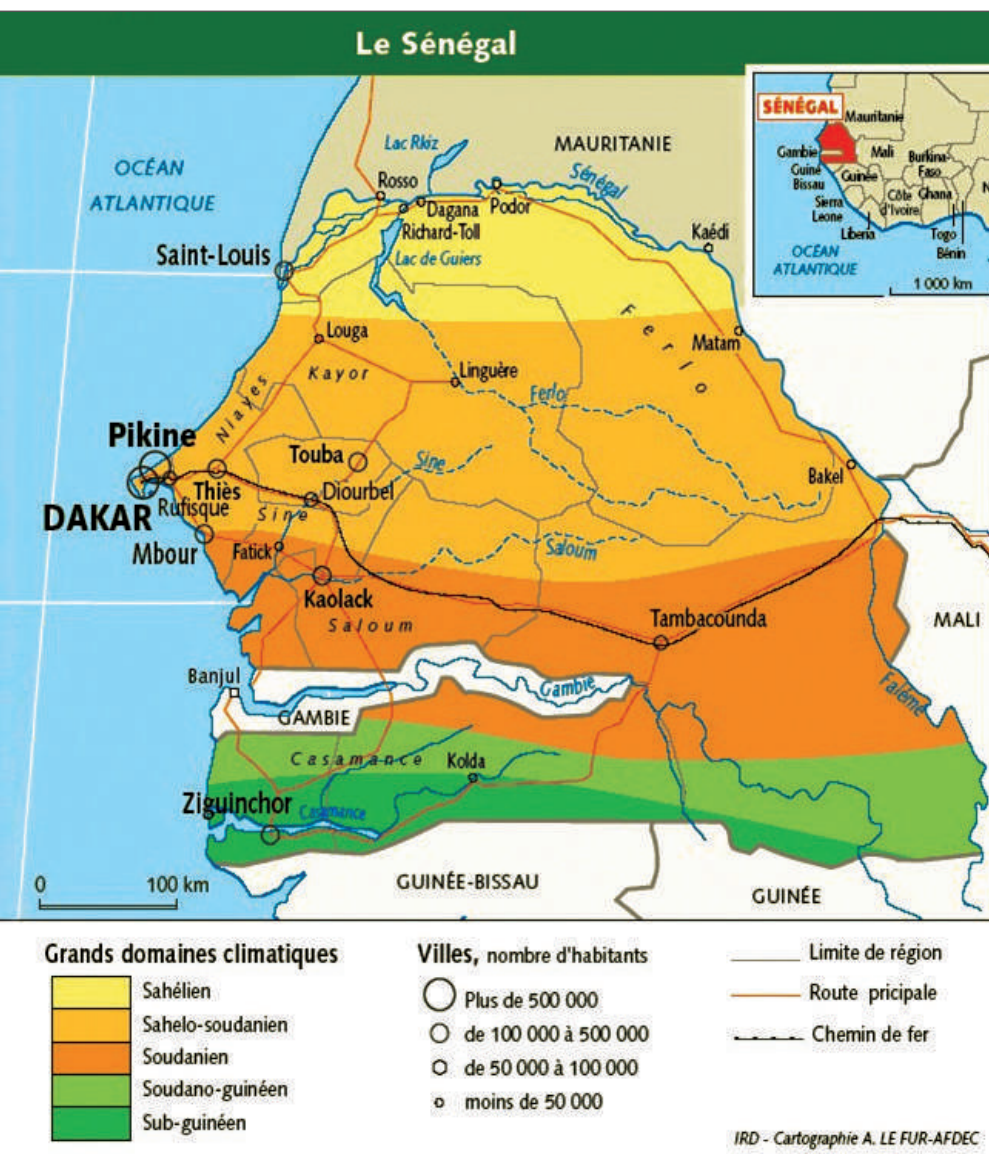
It is in this spirit strongly shaken by the global/local paradox that emerges the new design of a tripolar co-development (South-South-North) carried by the African transnational institution UCLGA, which aims to become a meaningful engineering model of decentralized cooperation. It follows that this initiative popularized by the Territorial Coaching Program of the Oriental Region also aims to include in depth and in the future these

tripartite cooperation models in emerging international networks of social innovation and sustainability. From this point of view, co-development seems very poor and limited in scope.

It remains a prisoner of former mechanistic and linear paradigms, whose obsolescence is astounding. Indeed, the role of direct investments and aids, alone, is not development in the absence of a strong commitment of the stakeholders. Human investment precedes economic investment, whose autonomy, as well as the one of other economic categories, is a mere pipe dream.

Fortunately, the Moroccan model for action in Africa puts human beings at the center of its concerns building on historical, economic, and cultural basics. This Royal Vision was reaffirmed by King Mohammed VI on February 24th, 2014 in Abidjan. He said : «*South-South cooperation is not an empty slogan or a component that is ancillary to development policies, reduced to a mere technical assistance. It is now the answer to a homogeneous strategic vision for the development of nations and to the needs of populations. It becomes integrated and structured around the capabilities and expertise of each. Morocco has made of South-South cooperation a fundamental axis of its foreign policy and*

*The Moroccan model for action in Africa, positions Human beings at the center of its concerns*



*a central course of action of its international work. As such, it works both individually and in collaboration with sister countries and partners to achieve concrete programs in targeted areas, aiming for measurable results in terms of growth and well-being of southern populations in the economic sphere, but also in the social, cultural, environmental and religious spheres».*

Among these sister countries there is our country, Senegal, whose President Macky Sall has, by Act III of decentralization, created the conditions for a true territorialization of public policies with the advent of territorial entities that are viable, competitive and carriers of sustainable development. This is one of the first steps of the break with the paradigm of development and cooperation completely dominated by cost saving and utilitarianism.

Indeed, this opening paves the way for a transdisciplinary approach to the apprehension of the land. It is in this spirit that the

Department of Kaolack has expressed its interest, since the Africities Summit, in taking advantage of the pilot experience of the Oriental Region in the field of territorial coaching.

A memorandum of understanding was signed on May 31st, 2016 in Oujda, on the occasion of the 1st Forum of Citizen Consultation of the Oriental Region, where the Department of Kaolack was invited.

This MOU is not limited to a formal courtesy but actually reflects a commitment of both sister territories to conduct a fruitful cooperation. Thus, in less than 3 months, as part of its Territorial Coaching Program, a large delegation of the Oriental Region composed of representatives of the Wilaya, the Oriental Agency, the Council of the Oriental Region, the NGO Echos Communication, UCLG Africa and the Territorial Coaching Program, conducted a technical mission of exploration and benchmark in Kaolack, from the 21st to the 24th of August 2016.

The South-South cooperation strategy through the Territorial Coaching led by Mr. Gautier Brygo made it possible prospectively to outline three relevant bases and guarantee of a decentralized cooperation between our two territories :

1. immediate value-added development sectors (agriculture, tourism, handicrafts, fish farming and port logistics) of Kaolack are perfectly compatible with the Oriental Region and thus place this decentralized South-South pilot cooperation initiative, in a very favorable context ;
2. Kaolack's civil society is dynamic and offers excellent predispositions to its inclusion in territorial development policies, which bodes well for the exemplary sharing of institutional experience in the fields of governance and citizenship ;
3. the pilot experience of the Territorial Coaching Program incubated by the Council of the Oriental Region became central to the architecture of this cooperation, by its cross-cutting character, as by its future African reach backed by the institutional partner UCLGA.

Hence, this firm cooperation will between our two territories will be institutional, economic and social.

It will quickly integrate a scientific dimension and knowledge, tending to operate the environmental reconversions of our territories, in order to offer, in a second phase, support for the enhancement of our offering through research, training and innovation, while re-

maining in a context of mutual reciprocity that is beneficial to the populations of the two territories.

Obviously, this cooperation is an opportunity but also a responsibility.

The economic and social prosperity of our two territories is at stake, certainly, but just as much for the credible and mastered promoting of our institutional, technical and scientific capability, to drive ourselves and succeed our own sustainable and inclusive development.

Hence, the construction of this South-South decentralized pilot cooperation, will call for a series of steps, consistent with its phasing, assessable by its size and replicable by its particularity in other future partner territories of the Oriental Region.

At this stage, four areas of cooperation have been identified :

- inclusion of youth and women ;
- governance and citizenship ;
- territorial attractiveness : sustainable economy and investment ;
- University, Research & Innovation.

The issue of sustainable development cannot be properly treated outside the issue of governance, especially at the territorial level.

In Africa as elsewhere, the logic of sustainable development is inseparable from the one of the territory, especially in advanced decentralization contexts, such as in Morocco and Senegal, with a division of powers that leaves a significant share of responsibilities at different territorial levels. Sustainable development is a matter of equity and interdependence within time and space, between individuals within a same society and between societies, from generation to generation.

Also, sustainable development is closely related to democracy, therefore to citizenship, its main lever. Hence the importance to be given to the construction of a citizen able to participate in the discussion, design and implementation of sustainable development at the territorial level, in line with the concepts, theories and strategies developed at national and international levels (such as COP 21 and 22).

Moreover, we are thinking of developing joint projects to fight soil salinization (which drastically reduces arable land causing poverty) and create simultaneously green spaces overcoming the lack of recreational spaces in our Region.

This is totally critical for the simple reason that agriculture is one of the key sectors of economic and social development of Department of Kaolack. It is strongly affected by soil salinization due to salt sea spray, by the rise of the salt wedge and by unsuitable agricultural practices. On average, 27 300 ha of infected lands are located in the Department of Kaolack.



Mr. Baba Ndiaye, President of the Department of Kaolack, dialogue on Territorial Coaching with Mr. Gautier BRYGO, Program Director.

Coupled with low and erratic rainfall severely undermining productions, salinization increases vulnerability to climate change and increases the agricultural pressure on forest reserves.

To deal with this problem, biological processes can help restore degraded soils and impact on people's lives. This project could be an opportunity to create wealth and jobs.

The Commune of Kaolack, with its 233,708 inhabitants, is also facing a problem of adequate recreation space. Furthermore, the lack of green spaces and chronic unhealthiness of the bay are an obstacle to the population's blossoming.

To overcome the lack of recreational space, the Council of the Department of Kaolack is planning to set up Koundam Bay on at least 1 km in length. The development of the bay will provide to the Department a green space that could create a pleasant microclimate to the satisfaction of residents and tourists, for leisure and entertainment.

The main strong points of the cooperation between the Oriental Region and the one of Kaolack could include sustainable development, better management of the environment, citizenship, exchanges of experiences between the two communities, through Territorial Coaching.



Israel YOROBA GUÉBO, or «YORO»  
Journalist  
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**A native of Bouake in central Côte d'Ivoire, the author is holds a degree in Political Science from the Catholic University of West Africa. By obtaining a Master's degree at the School of Journalism of Lille, he gives a decisive direction to his career and takes a look both inside and outside of the mainstream media, becoming a keen observer**

# New media to save the planet

Planet Earth is not in a good shape. Everyone, or almost everyone, knows it. In its fifth report submitted in 2014, the IPCC expert group said that global warming is «unequivocal» and unprecedented during the last millennium.

«The impact of human activities on global warming is considered «extremely likely» : these activities are already responsible for a temperature rise of 0.85°C since pre-industrial times.» Hell is at our doors. It appears even

more urgent that the matter be taken head on by both the «big polluters» of the West, and also by the «smaller» ones of the South, which, it must not be denied, also contribute to the degradation of the environment.

In order to act, we must talk about it, educate, denounce widely.

This is where social networks and other «new tools» are positioned as unheard channels (for awareness of the consequences of global warming) and as an educational instru-



Storms, hurricanes, tornadoes... images abound thanks to mobile phones and return to social networks and television

ment of living (survival) gestures. Because finally, these social networks can (also) help save the planet.

## Showing the true realities

In Africa especially, social networks have shown (proved) how they can be used by citizens (youth in general) to oppose dictatorial regimes or to denounce anti-democratic acts.

Then, what if these tools that have shown their strength (in real life) were also used to show the scale of the disaster caused by global warming ?

Rising water, disappearance of forests, advancing desert... Look ! Haiti, a country ravaged and devastated by a hurricane, has been in the headlines in recent months, But let's not go far away.

Right next door, in Côte d'Ivoire. More than a third of the forests have been shattered. Yes, this is not the fault of the «great Western polluters».

But still, we must talk about it. What about Lahou Kpanda ?

Of what was once a large village (separated from the earth by 2 kilometers of sea) : there remains only about 200 meters that separate it from the water. The whole history of people sunken !

Thousands of women, children and men threatened. News that the traditional media do not cover (or very little). It became so commonplace. Yet, the consequences have a strong impact on our daily lives, we the citizens.

Look, citizens ! They are also, as first direct victims, showing how climate change impacts agricultural crops, for example. The seasons merge.

Laborers do not know when to plant. Crops take water from all sides, literally and figuratively. This hard reality must be presented to the world.

## Awareness 2.0

In some Western countries, initiatives exist through social networks to raise awareness on the theme of sustainable development in general and of the environment in particular. For example Newmanity.com, a French platform created in 2012 and which is a networking site, a business directory and a resource database for all people interested in sustainable development and transition. Wide program.

We thus find in it in no particular order videos and practical articles (on shiatsu or the place of the father after the birth of a child), tests and games. There is also Koom.org, «a platform that proposes to group people who act individually, to show the overall impact of their respective small gestures».

By registering, you can commit to perform actions. And there are hundreds and hundreds.

In our continent, they can be counted on the fingertips. Yet, the actions on the ground are no less important. However, they lack visibility.

Associations and other environmental advocacy and protection organizations should use the «new media» to talk about it and raise awareness. I can already hear some say, «yes, but we do not have the same connectivity».

However, the mobile phone, for example, is definitely the most widespread «new media». It is in the hands of the populations of large cities and the one of villages. A message, a ringing tone to raise awareness and it is done.



*And if social networks were also used to show the scale of disasters caused by global warming ?*



Assane MBOUP (called «Mister Blue»)  
Writer, teacher, researcher  
President of the International Union  
of Francophone Educational Television (UITEF)

**Concerned about the defense of citizens, social and human values, a specialist in «Change Management» and ICT, «Mister Blue» gives talks worldwide on the relationship between Man and his environment in the current irreversible process. After around ten books, «Mister Blue» also works to create framework conditions for creativity and innovation for development.**

# The media in environmental education and civic accountability

## Which environment is it ? What are we talking about ?

These are the questions that, by pushing the reflection, will certainly allow us to capture the essence of this article. When the environment is treated by a researcher approach that includes systematized base values, appreciation indexes and analytical ratios through geophysics or an applied mathematical model to computing, then the approach aims at the contours and consequences of the «center» and its importance.

When the environment is assessed as a novelty in a global framework that requires standards and rules, the treatment field attributed to it then becomes dependent on the level of need expressed by the standardized global framework. And when the environment is also established as a word or concept, in the «famous change,» its reality becomes a phenomenon in its cognitive function. One wonders what would remain from the existence in the event that disappear from the planet the air, water, rocks, atmosphere, animals, plants ? And what would Man alone do on a planet without interaction with its «center» ?

The problem we have complicates the belonging relationships between the environment as an element of a set or the environment as a carrier of elements.

Indeed, when the question arises of the environment as a «center» of Man or just the centrality of man with his environment, it is necessary to rethink the environment-related assessments of values to be able to give it the place, the real rightful place in the system of exchange, sharing, community life, to ensure the balance and sustainability of human being's actions and activities on Earth. And there arises a real substantive question, the one of communication or environmental education; the subject of our discussion.

If at the bottom, communication aims to achieve an effective message dissemination, and not only the simple action and transmission of information that can be just or unjust, with or without impact, it remains clear that the communicative approach may be entrusted to a third corporation or sphere of services. This is a responsible communication.

And the world, in its global dimension, is subject to a changing rhythm marked by cycles of crises maintained by another world that

*Giving the  
environment  
the real  
rightful  
place*

wants now to be a dedicated one, the so-call world of the media or new media, and boosted by multimedia (media mix).

In this machinery that would not accept any delay, nor any decline it seems useful to control the angle by which the contents to be made available to customers (consumers) are positioned. Indeed, television, radio, Internet, press, continue to prevail as a lever of justice, decision-making jungle and, sometimes even, elections power according to their policies or vision of the holders thereof.

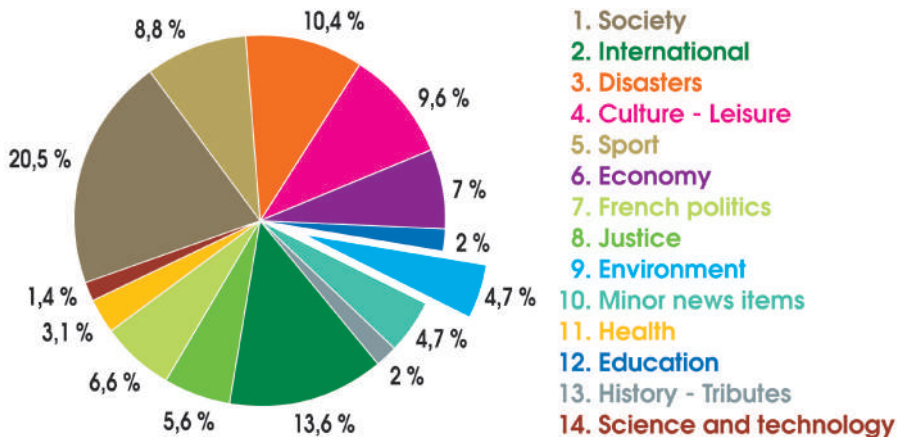
Nowadays the «Business Media», which aims to make media a fund and financial promotions search engine, occupies more and more the ground so that validly educational and citizenship information from the natural world occupy shabbily exploitable places of which the centesimal part cannot be justified in representativeness ratio worthy of the name. INA's experts have dissected the place of the environment in the French newscasts between 2001 and 2010 (see opposite diagram). Conclusion : the theme occupies a modest place with less than 5% of the entire offering.

This scheme, whose illustrations are extracted from extensive studies, reveals the weaknesses of the educational content in the French media and even more so when it comes to countries in Africa where media development remains a major challenge. However, the rate of coverage of educational issues by the media is low, and we can grasp its causes. First the commercial «non-issue» made by the makers of information and then above all, the difficulty of accessing information in the absence or weakness of standards related to the environmental and citizenship problems like other areas of education.

Today, technological progress, the development of media and communications materials, have invaded all fields of activities. By their infiltration and transformation capacity, these same media and technologies are transforming either in a good or evil way the projects or development activities of our society.

No sphere is spared. Whether Culture or Art, Religion or Civilizations, Health and its divisions, the economy and the business, the environment and sports, or crafts and industry, in short, all sectors are today strongly affected by the lure of the technological revolution of our era. It is clear that all these sectors or niches invaded by technology and media, education, environment and human

## French News Broadcast : global offering in 2010



beings are the central body, the nerve center of which depends the balance of the socioeconomic growth pyramid of any nation. Nevertheless, the provision of educational information still lags far behind.

According to Wikipedia : «In the twenty-first century, for example, environmental protection has become a major issue, along with the idea was necessary for its degradation globally and locally, because of polluting human activities». However, it is also a revealing and a contrasting and gloomy fact that terms such as protection and environmental preservation, fight against the degradation of nature... always put Humans at the center as stakeholders and at the same time as destabilizers.

All studies related to environmental protection in order to meet the essence of the seventh of the eight Millennium Development

Climate change is not covered as it should on televisions



### Citizen Contact Center

Provision of useful information, dissemination of approved messages, these are the challenges that the programs of the modern world want to tackle: everything is structured with contact centers (monitoring room) equipped with toll-free numbers to serve the people.

What about citizen and civic affairs? The elected representatives, Regional Councils, local authorities, have they ever thought of establishing contact centers with telephone operators made of citizens, reinforced by territorial coaches? This initiative would help resolve much of the «information gap» on city affairs. We would call for free to:

- just be informed ;
- be oriented ;
- be accompanied ;
- better understand one's Commune, one's Region.

Educational television helps to inform and educate citizens on environmental issues

Goals revolve around the «identification of human actions that damage nature to the point to harm current and future generations. «If human beings are as accountable as we can imagine in the preservation process of their own «center» (the environment), it seems urgent to give them a prominent place in the abuse correction processes, and this what we call «accountability».

### For educational media

Accountability goes through awareness: understanding the challenge of one's involvement through one's daily actions. From the moment human beings are trapped in the «media cting as judges», the problem of the bipolar law of opposites arises :

- either better inform to take action ;
- either not inform or misinform for more destruction.

This is the issue. Faced with such a dilemma, television and citizen media propose to invest the field of educational content to rebalance the processing of information related to the environment, citizenship, health, and civism.

Through the TV programs grid, educational television and educational media will participate in the development of environmental education, citizenship and civism, through contents developed in partnership with specialists in various fields. A large space is also allocated to health and democracy awareness, with the approach to bring together the people and their elected representatives in a synergy of exchange turned into television programs. These are positive media by definition.

It also seems important to emphasize that

this «new TV» especially does not intend to substitute itself to school as it has neither the right nor the means nor the skills, let alone the teaching tools, to do it. However, educational television exists only as to showcase and be a dedicated support to education when profits control the media world system.

With a calling that is free and non-profit, educational media and TVs have a mission that consists in facilitating access to education, environmental education and to citizen and civic values.

To regulate this world of TV, a Board of Presidents, voluntary and apolitical, is established with expert people who are experienced in all areas of education.

Specialized technical commissions are established to ensure, in a transparent way, the implementation of the Large Book of TV Programs, in compliance with the laws. An ethical charter is signed. The Ministries concerned join the regulatory council by representation.

### The duty of accountability

Environmental Protection consists of taking measures to limit or eliminate the negative impact of human activities on the environment.

This is a new widespread assertion that re-blames human beings who finds themselves involved again until the end. To redress the balance, any corrective action should involve human beings, who can make or break, build or dismantle, according to their level of knowledge, awareness, and accountability, which comes before responsibility, often within the meaning of guilt by having to answer for their actions.

This involvement requires the transformation of «consumer» to «consum-actor» to involve citizens in the process of collecting, processing and transmission of information that he is carrying as a resident of the city.

Accountability strengthens the bond between citizens and the representatives of the citizen, and establishes by way of satisfaction, a climate of social calm towards a new communicative approach : we talk about responsible, inclusive and participatory communication. This is the purpose of an educational television.





Annie DE TEMMERMAN-MELLOUKI  
President of the Network of agro-ecological initiatives in Morocco (RIAM)

**The author, a community activist, active serving agro-ecology, animates RIAM around the networking of initiatives. The principles are affirmed: respect for life, humanism, equitable development, innovation, solidarity... Efficiency is based on the exchange of information and experience sharing. The objective remains to disseminate agro-ecological alternatives.**

# Produce differently, feeding differently and **live** differently



Agro-ecology, another way to cultivate, a step towards eco-development

RIAM is the Network of Agro-ecological initiatives in Morocco, gathering individual and collective stakeholders motivated by the desire to promote, in an ecosystem approach, ecological transition, eco-development and sustainable agriculture.

It organizes in Morocco in 2016 and 2017, eight regional forums on sustainable agriculture, followed by the National Forum on Sustainable Agriculture in 2017.

These fora aim to raise awareness of these farmers on alternatives and to meet the

stakeholders and initiatives across Morocco. The next forum will take place in the Oriental Region :

- the first day is dedicated to workshops for exchanges on sustainable agriculture (organic farming, agro-ecology, permaculture), eco-tourism and eco-development around the themes of production in sustainable agriculture, marketing and valorization, training, ecotourism, support for project developers, urban agriculture, labeling of territories, heritage and traditional and local know-how ;
- the second day is dedicated to visiting agro-ecology gardens and farms in the region, in accordance with RIAM's eco-tours.

RIAM's mission is to identify the stakeholders throughout Morocco, to unite them, to make them meet to exchange and strengthen their ties.

## Strategic roll out for 5 years :

- facilitate and strengthen the interlinking of stakeholders and networks at the national and international levels ;
- develop specific activities around sustainable agriculture and ecotourism ;
- capitalize and develop communication, training and advocacy tools, best practices and innovative and inspiring experiences (relocation of the economy, rural agriculture and sustainable urban, green jobs...)

- develop collaborations with educational institutions and participate in research-development work.

### **As an associative stakeholder in the field, what vision of eco-citizenship and solidarity of living together ?**

Engaging in a responsible production and consumption is a personal, mature and coherent choice prompting a change in behavior. It is our level of awareness and empathy that promotes the fulfillment of our citizen eco-actions and takes us to the process of transition and adaptation respectful of the current and future generations.

ferently, feeding differently and living differently», which is the backbone of sustainable development on the horizon 2030, underpinned by the construction of a more cohesive society.

This eco-citizenship, whether local, regional or global, relies on all of us. It goes through the necessary personal awareness, but also a collective awareness increasingly fed. And that is where all active stakeholders of a Region are responsible for awareness and education, the establishment of policies and synergies to co-build without exclusion and develop living conditions that respectful of Man and the planet.

I am convinced that citizen mobilization engaged for months in relation to the COP 22 has raised the level of national consciousness, which is a strong point for the future. The climate emergency that impacts Morocco is an acceleration lever of global change that all stakeholders must continue to pay beyond the diplomatic and newsworthy COP 22.

RIAM has made it its mission to bring in each region this reflection on healthy eating and sustainable agriculture through a regional forum of institutional managers, producers, consumers, students, teachers and researchers, consultants, cooperatives...

### **RIAM meeting with the Territorial Coaching in the Oriental Region during the Pre-COP 22**

After having met during the Pre-COP of the Oriental Region in Oujda in July 2016, the Territorial Coaching team and learned of its missions and operations on the ground, with communities, RIAM's strategic organizing committee was impressed by the relevance of the support process in the regional territory and decided to start a learning collaboration.



Eco-citizenship will be strengthened through a real level of knowledge and understanding of the socio-economic and environmental, climate and migration issues. Fortunately, there are more and more people - men, women, young and old, children - to take the path of this «produce dif-

# Development of the *territoires*

August 2016

Oriental Region's territories





Mr. Abdenbi BIOUI,  
President of the Regional Council  
of the Oriental Region

**The President of the Regional Council is also known for its community activities.**

**This prepared him well to consider the healthy universe of the SSE and to measure what the Oriental Region can expect from it. Elected in September 2015, he has since given many signs of his interest to support the civil society in the region and promote it.**

# Social and Solidarity-based Economy is at the heart of the Sectoral Project of the Oriental Region

The President of the Regional Council of the Oriental Region, Abdenbi BIOUI, in front of the booth of the Region, welcomes the distinguished visitors to the 2016 SSE Show

The choice of the Oriental Council is based on its focus on the economic and social situation, with an inclusive will for all social groups in the region, including those suffering from poverty and insecurity in all its forms.

## The strategic choice of a sustainable development policy

This course of action is based on a conviction of the Regional Council, which stipulates that the dignity, justice, fairness, equal opportunities and the implementation of the well-being means for the benefit of all categories and social layers, are an integral part of fundamental human rights.

Indeed, these values are the foundation of the initiatives of the Regional Council of the Oriental Region, particularly the basis of the strategic guidelines that aim at adjusting the regional economy and job creation in accordance with an approach :

- within the scope of the development of a specific model of regional development ;
- seeking to achieve development in all its dimensions, including sectoral ;
- taking into account the priority to give to the rural world and its special place in the development program, through the establishment of a solidarity-based, strong and organized economy, meeting the requirements of sustainable development.

Achieving the objectives of social and solidarity-based economy at the regional level, requires :





Mr. Abdenbi BLOUI,  
President of the Regional Council  
of the Oriental Region, presenting  
to Mrs. Fatima MAROUANE,  
Minister of Craft and SSE,  
regional productions from  
this participatory economy

- deploying mentoring and guidance efforts, both for the evolution of this sector and for its activity ;
- identifying areas of intervention of this economy, to enable it to fulfill its socio-economic role in harmony with the achievements of the various sectoral programs, particularly the National Initiative for Human Development, as well as the strategies of the Ministry of Craft and Social Solidarity Economy, which we value the efforts in this regard ;
- the development of the performance of economic and social entities (cooperatives, associations, mutual funds...) through networks and groups to increase efficiency and profitability.

Moreover, the interest of this sector lies in its focus on the human factor, placing it at the heart of its priorities, which requires the establishment of a strategic program of reforms :

- based on investment in human resources as a pillar of the SSE ;
- particular focus on income-generating programs ;
- adopting a governance founder of strategy favoring cooperatives ;
- the need to coordinate with all parties to clearly identify the visions of sustainable human, social, economic and environmental development, and that in harmony with the new 2011 Constitution, through the implementation of the concept of advanced regionalization.

### The choice of an economic and social coherence

The choice of an SSE as a strategic project by the Regional Council of the Oriental Re-

gion is not a coincidence, but rather that of the firm belief that this vital sector ensures coherence between the principles of equity and social justice and between economic development and the establishment of an optimal balance of investments.

This choice also creates an opportunity that may encourage all social classes and all companies of different sectors to contribute strongly to strengthen social cohesion and enhance economic development. In addition, the choice of an SSE is a founder prerequisite to address the obstacles to development in our region, obstacles resulting first from border shutdowns, in the East and in the South, plus drought, that is becoming structural.

On this basis, according to the competences of the Regional Councils to promote the SSE and on the base of the vision adopted by the Regional Council of the Oriental Region in that sense, we organized a first regional debate about the SSE on May 13, 2016, attended by the Minister responsible for the sector.

This debate has had a notable success with the participation of many entities of the Region to the preparatory days held in the Oriental Provinces, in the presence of many experts, Cooperatives and other relevant authorities.

It offered a good opportunity to highlight the diversity and wealth that characterized the experiences of SSE in our region, which has allowed us to highlight carefully the benefits, weaknesses, opportunities available and constraints to be overcome.

This was followed by the establishment of a collective roadmap containing the following key points :

- 1-** giving priority to the sustainability dimension of economic action within the Region ;
- 2-** consolidating and strengthening the relations and coordination and cooperation tools with institutional regional partners ;
- 3-** establishing a regional framework for coordination and dialogue to promote and qualify SSE and make it professional ;
- 4-** creating a regional observatory of the SSE ;
- 5-** creating a regional fund to support social investment (for this, a process favoring cooperatives project was launched after the regional debate for SSE, from May 16 to June 15, 2016, under the title "Oriental Coop" ;

## FOCUS

### The Oriental Region has won an award during the sixth edition of the National Prize of the best craftsmen

The Regional Crafts Exhibition (25 000 visitors) provides an opportunity for all a crucial industry (80 000 jobs) to make known and recognized its products, expertise and the people who wear them. Crafting is an essential component of the Social and Solidarity Economy and its development can no longer be based solely on tradition and quality of achievements.

Training and promotion are also on the agenda of development actions and the distinction of the most talented craftsmen in part of it.

For the first time in 2016, three craftsmen of the Oriental Region are rewarded :

- in traditional sewing, Mrs. Souad BEN-CHAOU (Oujda, 1st prize) and Mrs. Fatiha TAAZIOUT (Nador, 3rd Prize) ;
- in tapestry, Mrs. Zakia HILALI (Berkane, 3rd Prize). This success is the result of the mentoring and support strategy conducted in the region, where other sectors seem now promising (including decoration, furniture, jewelry).

120 partnership agreements signed with local communities and several ministerial departments will particularly enable the creation of training centers in all the provinces and the promotion of sites and activities deemed the most promising by the quality and originality of the products.

Already, the impact of the new integrated complex (an investment of 18 M MAD) is felt because it actively contributes to better position the craft into the economy, improves social and economic conditions of craftsmen and promotes their products.

The apprenticeship training is not foreign to the general rise in the quality of production ; it also is an effective insertion tool for the young people concerned.

more 191 projects and 191 cooperatives from various sectors were welcomed there, which are being considered and processes for funding) ;

**6-** supporting access to finance in order to promote the cooperative sector in the Oriental Region (to this end, the Regional Council intends to establish conducive and integrated financial mechanisms that are aligned with all stages of the development of cooperatives - creation, development, expansion - by the expansion of the abilities of the Oriental Region Investment Fund (FIRO) in order to include the cooperative sector, a crucial decision taken by FIRO's Board of Directors on June 10, 2016) ;

**7-** helping cooperatives market their products, a strengthened commitment by the significant presence of the Region's Cooperatives in the Days of the SSE held recently in Casablanca (the Regional Council will shortly institutionalize the Regional Fair of Social and Solidarity Economy, street markets in different provinces, and the creation of solidarity shops in these Provinces).

These are the main projects that the Regional Council launched in the wake of the debate on the Social and Solidarity Economy.


### Decisions in synergy with the national development model

The Regional Council of the Oriental Region mainly relies on the Social and Solidarity Economy as a field participating in the development of a civilizational image both at the regional, national and international levels.


It also contributes to the reduction of unemployment and poverty and seeks to establish a coherent regional development based on social and sectoral justice as well as the optimal investment of intangible capital.

All this concerns us all and causes us to make more efforts and to face all the needs required for the implementation of strategic programs.

In addition to the focus on income-generating projects, these projects require the adoption of governance aimed primarily at supporting associations and craft cooperatives and the need to work with all parties to set clear visions for sustainable development, on the social, economic as well as environmental levels.



*The Regional Council intends to establish conducive and integrated financial mechanisms... by widening FIRO's abilities in order to include the cooperative sector.*



Framework agreement on the financing and implementation  
of Oriental Region's economic, social and solidarity development program, between  
the Ministry of Crafts, Social and Solidarity-based Economy,  
the Council of the Oriental Region & the Wilaya of the Oriental Region / May 2016

**Article 1 : Purpose of the Convention**

This Convention sets the conditions and rules of entrepreneurship in order to finance and implement Social and Solidarity-based Economy development projects and programs in the Oriental Region.

**Article 2 : Projects of the Social and Solidarity Economy**

This article includes the following projects :

- consolidating the potential of SSE project holders (governance and management techniques) ;
- setting up an SSE house to act in harmony with the regional cooperative fabric ;
- supporting and being in harmony with SSE Cooperatives and institutions in the Region ;
- organizing study days and training and awareness projects in different areas of the sector (marketing, finance, business and management, etc.) ;
- consolidating the networks making up the components of the sector ;
- establishing a regional observatory of the SSE ;
- organizing street markets and a trade fair for the benefit of the SSE in the Region.

**Article 3 : Financial cost of projects and funding resources**

A commission is set up between the parties to propose a detailed action program with the expected financial costs, to achieve the SSE projects and programs that are the subjects of this Convention.

**Article 5 : Project Management**

**5-1- Organizational Management :**

The Ministry is responsible for the following :

- preparing the launch of projects integrated to this Convention in coordination with the Council of the Region ;
- approving the specifications before the tender notices for studies, work and developments ;
- participating in tender commissions and the monitoring and coordination commission referred to at section 5-3.

The Wilaya is responsible for the following :

- participating in tender commissions and the monitoring and coordination commission referred to in Article 5-3 ;
- facilitating all the paperwork and procedures within the Region.

The Council of the Region is responsible for the following :

- chairing the monitoring and coordination commission referred to at section 5-3 below ;
- establishing the advisory records and calls for tenders for the project planned in coordination with the Ministry ;
- helping launch calls for tenders, carrying out procurement contracts and concluding contracts ;
- preparing the documents necessary to obtain administrative authorizations for work ;
- approving expenses related to the projects ;
- preparing reports every three months on the progress of projects, at the financial and real levels, and sending them to the monitoring and coordination commission referred to in section 5-3 below.

**5-2- Bookkeeping**

The Council of the Region is committed to keep financial accounts dedicated to the projects in order to ensure the tracking of all the transactions carried out within the projects.

**5-3 Project management and coordination**

A monitoring and coordination commission is established, chaired by the President of the Oriental Council or by his substitute, composed of stakeholders, which is responsible for :

- monitoring operationally the implementation and coordination of projects integrated to this Convention ;
- solving the problems impeding the realization of the projects objects of this Convention ;
- assessing the degree of progress of planned works ;
- setting the corrective measures needed to integrate planned projects under this Convention. The said Commission is regularly held at least once every three months and whenever, necessary. It oversees the application of the conditions and provisions referred to in the contracts and the compliance with current laws on the matter.

Madam Minister of  
Crafts and Social and  
Solidarity-based Economy

Mister Wali of the Oriental  
Region and Governor of the  
Oujda-Angad Prefecture

Mister President  
of the Council of the  
Oriental Region

The editorial board has taken the initiative to translate into English the text of the Convention and to choose the excerpts presented here.



The booth of the Oriental Region in the 2016 SSE Fair : probably the busiest of the event

# National SSE Forum :

## a second edition focuses on : **Region and sustainable development**

From July 14 to July 18, 2016, Casablanca hosted the 5th edition of the Social and Solidarity Economy Fair (SSE) and the 2nd edition of the National Conference of the Social and Solidarity-based Economy. Jointly organized in one place by the Ministry of Crafts and Social and Solidarity-based Economy - at the Exhibition center of the Office of Fairs and Expositions of Casablanca (OFEC) - these two events have given the opportunity to stakeholders (including cooperatives, associations, mutual funds, Economic Interest Groups (EIG), microfinance operators, experts, civil society and Morocco's international partners) to exchange their products, knowledge and experience to raise a little bit more this sector to the level of economic lever of the Kingdom, in accordance with the aspirations and expectations of the authorities. Indeed, if Morocco in general (those

in charge of this sector in particular) can be glad to have reaped good results in no time with painstaking investment effort, guidance and coaching, to enhance and promote the products of the SSE, improve quality and facilitate market access, we must recognize that there is a long way to go to achieve the expected contribution to GDP, namely 10%.

For example, the cooperative sector, one of the most representative of the SSE :

- counts today only just over 7,000 cooperatives totaling nearly 360 000 people ;
- represents thus 3% of the active population (1.6% of the total population) ;
- generates a combined turnover of over 7 billion MAD produced by 50,000 jobs. By 2020 (see interview with Mr. Abdelkrim AZENFAR, Director General of ODCO in page 15), this sector will :

- increase the number of its adherents to 7.5% of the workforce ;
  - increase its jobs to 175 000 people ;
  - raise its contribution to GDP to 3.9%.
- Meanwhile, cooperatives are the ones that respond the most to the call of the Ministry of Social and Solidarity Economy, including the participation in the fairs it organizes in the various regions of the Kingdom.

During the month of July, this year, in Casablanca, they were no exception to the rule: according to the service provider mandated by the Ministry to organize the 5th edition of the SSE Fair in the economic capital, cooperatives accounted for 90% of exhibitors out of a total of 400 which presented their products on an area of 6000 square meters in OFEC's grand palace.

From Dakhla to Tetouan, through Souss Massa-Draâ, Marrakech-Tensift, Fez- Boulemane, the Oriental Region... all the 12 regions of Morocco were represented at the great mass of local products.



Dr. Najia RAHMANI,  
President of the  
Al Bacharq Cooperative  
in Oujda

*«We are participating for the second time at the Social and Solidarity-based Economy Fair in Casablanca. Concerning our goals - meeting people, talking about our projects and our products - we can say that they are generally achieved. However, we would like to meet artists to have ideas and improve our products that are all coming from recycling.*

*Indeed, we found that our products do not find a market in this Fair, let alone in Morocco. We need help to find people interested outside, or to reposition ourselves».*



At the SSE Fair held in parallel of the Forum, among over 20 booths allocated to associations and cooperatives of the Oriental Region, one dedicated to Sidi Bouhria's production of almonds and derived products.

On this occasion, six of them have signed a partnership agreement with the Ministry of Crafts, Social and Solidarity Economy: the Regions of Tangier-Tétouan- Al Hoceima, Fez- Boulemane, Marrakech-Tensift-El Haouz, Casablanca-Settat-Beni Mellal and Souss-Massa-Drâa (see the agreement with the Oriental Region in page 7).

By number of participants, the White City, host city, was the most represented. In contrast, in terms of animation and display

of the authorities' commitment to this sector, the prize went to Moroccan Oriental Region. Indeed, the delegation of the Oriental Region had the highest authority of the Region at its head.

Mr. Abdenbi BIOUI, President of the Council of the Oriental Region, who insisted himself on being present at the inauguration of the Fair. Accompanied by his First Vice President and the General Director of the Oriental

Agency, he has visited all the booths before mobilizing exhibitors through a sensitization meeting on the challenges of the Fair and the benefits that are expected for the support for their activities. Mr. BIOUI stated in particular that their presence is the result of a demanding selection made on the basis of the quality of their products.

Nevertheless, he continued, «You should go around the Fair to be inspired by other regions and improve your products». The President of the Regional Council of the Oriental Region also advised them to register to the capacity building sessions for Cooperatives organized during the Fair. He insisted on his predisposition - personal as well as the one of his team - to help them in their development, in particular to meet the equipment needs : machines, means of transport, raw materials, etc.

A total of 21 exhibitors from the Oriental Region participated in the Fair. Among them, we find almost all the regional specialties : processing of products (couscous, olive oil, argan oil, honey, jams, dried fruits, cakes...), farming, literacy, sewing, hairdressing, decoration, recycling, etc.

Most participants were satisfied with their presence, but many complained about the poor sales as highlighted by the testimonies included below.

Note also that three folk troops from Taourirt, Figuig and Berkane have assured the animation during almost the entire Fair. For conferences and exchange of ideas, the trend recorded in the first edition of Social and Solidarity-based Economy Forum (20 and 21 November in Skhirat) was intensified, including by their giving them an important place in the animation program.



Mrs. Fatima MAROUANE, Minister of Crafts and Social and Solidarity-based Economy, alongside Mr. Mohamed MBARKI, Director General of the Oriental Agency, and Mr. Abdenbi BIOUI, President of the Regional Council of the Oriental Region in front of the Oriental Region's booth



Mrs. Naïma ABDENNOUR, Treasurer at Guercif's Cooperative «Confiance»

*«We are pleased to present our cosmetic, weaving and flavored couscous products in this Fair. Unfortunately, we have not sold anything yet. I think this is due to lack of promotion of the Fair on television and in the media in general. I also think the timing is not appropriate. It is better to hold the Fair before Ramadan to attract the interest of consumers».*

Thus, in addition to national stakeholders, organizers have involved the participation of several experts from Switzerland, Malaysia, Luxembourg, France, Quebec, Brazil, Colombia, Mali... and Senegal to animate three plenary sessions.

The first focused on the presentation of the draft framework law on the Social and Solidarity-based Economy - education - training - research - promotion - mentoring to SSE stakeholders with five panelists, including Mr. Houcine GABI, Director of the Promotion of the Social and Solidarity-based Economy at the Ministry, who presented the draft Law on the Social and Solidarity-based Economy of Morocco (see article in page 12).

In the second session, focused on building skills - funding - governance of SSE's stakeholders, the Malaysian, Brazilian, Colombian and Quebec experiences were presented.



Mr. Salah ABOUBOU, President of the OFOQ Cooperative for the treatment and enhancement of Talsinnt's rosemary in Figuig.

*«This is our second participation in this Fair where we come to promote our product and establish partnership relations. We have had good contacts that resulted in sales of large quantities. For example, we signed a contract for 300 tons of dried leaves».*



Mr. Hassan AMRAOUI,  
President of the Sidi  
Bouhria Cooperative  
in Berkane

*This year is our second participation at the Fair. As in 2011, our results are average : we are not selling a lot of almonds, because there is no advertising on TV, in newspapers and especially no displays in the main avenues.*

*In my opinion, for us to sell well, the Fair must take place at the center of the city as was the case in Meknes, Laayoune and Dakhla*

Mr. Jean-Louis BANCEL, Chairman of Crédit Coopératif in France, informed the audience on the local and international funding available to finance the SSE, while Mrs. Chiyoge B.SIFA, Director of the International Cooperative Alliance - Africa presented her experience in the creation and management of capital cooperatives.

In the third plenary session - dedicated to the theme of the relationship between advanced regionalization and sustainable development, three experiences were presented to the public :

- how health cooperatives and service cooperatives in Québec contribute to boost the region and encourage citizen support ;
- how SSE contributes to sustainable development in British territories ;
- how SSE participates in the civic ecological transition in Luxembourg. In this session, Mr. Karim TOUMI, from the International Labor Organization (ILO), presented the report :



Mrs. Nezha MOSSADEK,  
President of the  
Agriculture Women  
Cooperative Attahadi  
Madagh in Berkane

*«We participate in the Fair of Social and Solidarity Economy since the first edition in 2011. This Fair helps us to promote, enhance and promote our products. We have a great need to receive training to create new products derived from honey, wax, royal jelly...».*

«Economic development and regional action plan for the creation of decent jobs for young people in Tunisia».

Mr. Abdou Salam Fall, President of the Scientific Committee of the Mont Blanc Meetings in France spoke about «The SSE and the regional development poles».

All these works were intended to improve the management and the revitalization of the SSE sector in Morocco. They are a logical result of the recommendations of the First Forum of SSE reproduced below.

***Recommendations of the 1<sup>st</sup> Forum on the Social and Solidarity-based Economy dedicated to the theme «Which framework for development and consistency»***

***(November 20 and 21, 2015 in Skhirat)***

*The 1<sup>st</sup> Forum on SSE in Morocco has allowed a rich exchange of views and debates. Several recommendations were made by participants :*

- 1. Working for the development of SSE's culture through education and training ;*
- 2. Reinforcing and promoting partnerships (specifically) and networking ;*
- 3. Creating favorable conditions to facilitate the marketing of SSE products ;*
- 4. Adopting framework laws according to an appropriate model, and a legislative and regulatory complementarity ;*
- 5. Promoting the financing of social economy activities through fund raising in the context of bilateral and multilateral partnerships, the creation of cooperative banks ;*
- 6. Developing strategies and specific action plans for the SSE, giving prominence to youth and women, and integrating it in the regional and local levels, including the regional councils of the SSE ;*
- 7. Developing together a communication mode on the SSE ;*
- 8. Strengthening academic training and supporting SSE research communities at the national and regional levels.*



Mr. Houcine GABI,  
Director of the Promotion of Social Economy,  
Ministry of Crafts and Social  
and Solidarity Economy

**SSE has its Ministry, and the author is responsible for promoting it. Near the field, he implemented a bottom-up approach based on a broad consultation. In the end, this is a framework-law concerned with more facilitation than guardianship, since the framework in question aims more at the development of initiatives and of the stakeholders of the organized civil society than the exercise of forced constraints.**

# The broad lines of the **Moroccan framework law** of the **Social and Solidarity Economy**

*...correct the  
deficiencies of  
this economy,  
promoting its  
development.*

The Social and Solidarity-based Economy has been experiencing for decades a real momentum in our country. Within a few years, the number of SSE stakeholders - that are the Cooperatives, Mutual companies and Associations - went from simple to double or even triple.

The numbers are revealing :

- Cooperatives have 15,700 units currently, versus 4,827 in 2004 ;
- Mutual companies are among 50 instead of a dozen in the 1970s ;
- Associations are approximately 120,000, versus 45,000 in 2009 and just 30,000 in 1990.

As niches for development and jobs, whose potential is far from being sufficiently exploited, these entities are nevertheless important sources of economic activities :

- Cooperatives gather 450,000 members, more than 25,000 employees and generate a combined turnover of over 6 billion MAD ;
- 12 MCAs have 900,000 active customers, with more than 6,000 employees, and have created a million micro-enterprises in 10 years (the goal is to finance the creation of 2

million micro-enterprises by 2022) ;

- Mutual companies cover 4 million beneficiaries for a total contribution of 5 billion MAD.

This remarkable development is mainly due to the combination of three conditions :

- the renewed commitment of the government to encourage the involvement of the organized civil society in development efforts ;
- the dynamism of civil society organizations, whose participation is motivated by a deep culture of collective initiative, mutual aid and solidarity, rooted in the social body ;
- the increasingly evident availability of funding and support agencies for sustainable human development, which are proving to be less reluctant towards the players of the social and solidarity-based economy.

## **Why a Framework Law on the Social and Solidarity Economy ?**

The goal is twofold ; it consists of building upon the experiences acquired, and also just as much to correct any defect in this

economy, in order to promote development, through :

- its identification and official recognition as a significant component of our national economy ;
- the establishment of a system of governance generator of consistency, sustainability and efficiency in its operations ;
- the promotion of SSE organizations, as important drivers of national, regional and local development.

Seven major steps are to be remembered in the development approach of the Framework Law on the Social and Solidarity Economy in Morocco :

- June 18, 2015, signing of the agreement between the Ministry of Crafts and Social and Solidarity Economy and the United Nations Food and Agriculture Organization (FAO) for technical assistance ;
- October 16, 2015, organization of a launch workshop, meetings and discussions with SSE actors ;
- March 30, 2016, the first consultation workshop about the first reports and issues to be addressed by the Framework Law ;

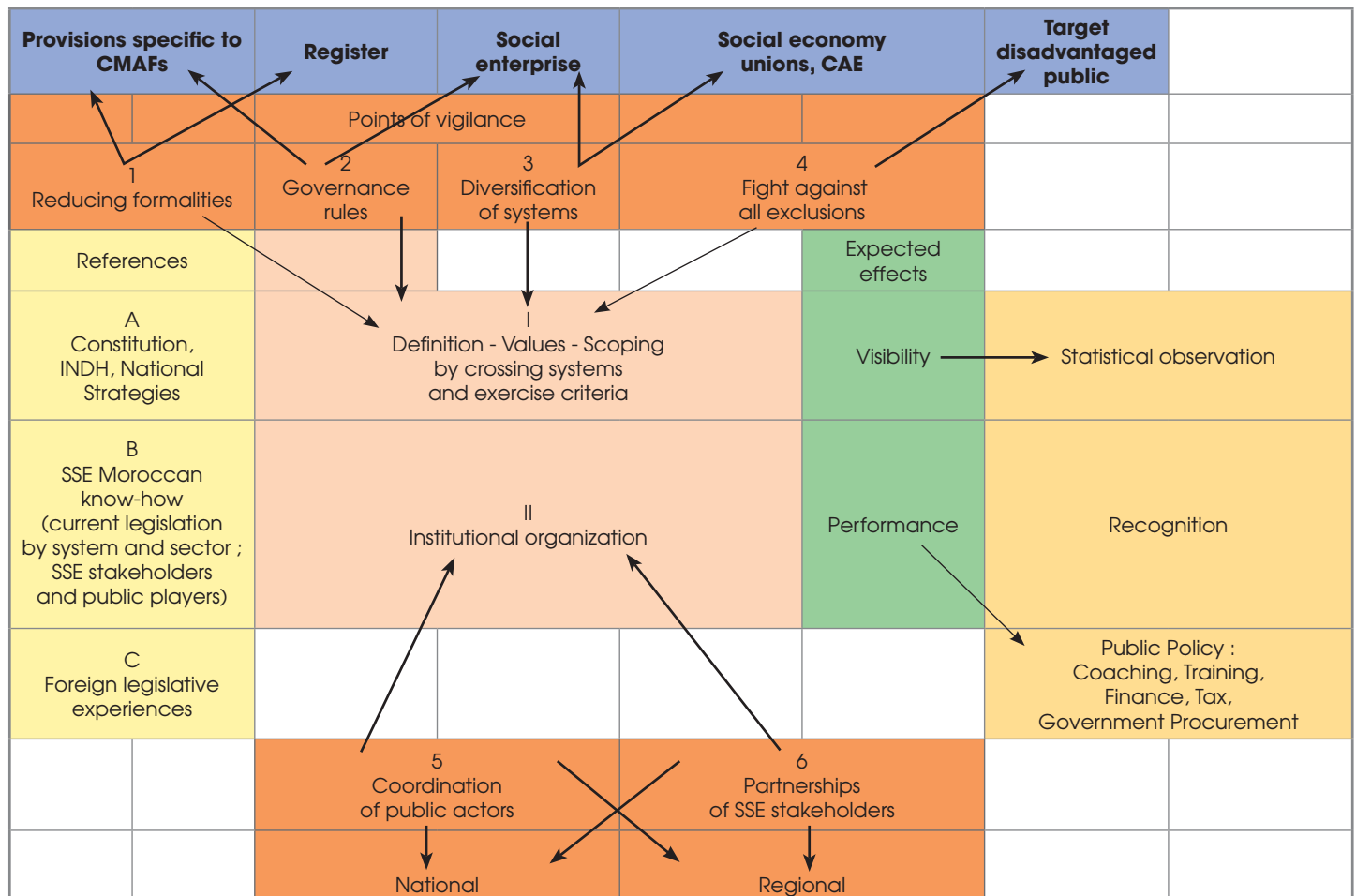
- April 2016, writing a first draft of the Framework Law ;
- May 30 and 31, 2016, two regional workshops for consultation on the first draft of the Law, Casablanca and Tangiers ;
- June 1, 2016, organization of a thematic workshop in Rabat ;
- June 3, 2016, organization of a national workshop to present the draft Law on the SSE in Rabat ;
- mid-June 2016, drafting of the final proposal.

These steps have helped refining further the methodological approach to draft the framework law focusing on six points of vigilance (see table appended).

In the end, the draft framework law consists of 28 articles divided into three Titles :

- Title I contains 3 articles on definitions, values and principles of the SSE ;
- Title II has 11 Articles dedicated to SSE organizations ;
- Title III includes 14 Articles on the accompanying and promotion measures for SSE organizations.

## Methodological approach for the development of the Moroccan Framework Law



Source : Ministry of Crafts and Social and Solidarity Economy

## Article 1

The Social and Solidarity-based Economy consists of all economic, market or non-market activities, creating value, income and jobs, provided by legal persons of private parties pursuing the collective interest of their members, their beneficiaries and/or contributing to the general interest.

These activities relate in particular to production, processing, distribution, marketing, financing and consumption of goods or services.

## Article 2

SSE activities have the primary purpose of serving the human person, by combining social engagement and economic initiative and by referring to the following core values :

1. collective initiative of living and working together in a spirit of cooperation, fairness, transparency and social responsibility ;
2. internal and external solidarity in the service of human development, sustainable, means of progress, stability and social cohesion ;
3. the absence or limitation of the purpose of profit as a goal of the economic activities producing goods or services ;
4. satisfaction of people's needs and aspirations for autonomy and dignity, in complementarity with the public policy of sustainable and human development and nature protection.

## Article 3

In addition to their particular because of their specific legal statutes, SSE entities must comply with the following principles :

1. primacy of the individual and the company purpose over the capital ;
2. freedom of membership and withdrawal ;
3. democratic control by members ;
4. conjunction of the interests of members, users, beneficiaries and the general interest ;
5. defense and implementation of the principles of solidarity and responsibility ;
6. management autonomy and independence from the government ;
7. allocation of most of the surpluses, if any, to the development of the organization's activities and/or the public interest ;
8. cooperation between OSSE at the local, national and international levels ;
9. Education and training for members, elected officers, employees, beneficiaries and information for the general public.

Are directly affected by this framework law : Cooperatives, Mutual companies, MAC

(Moroccan Association of Consumers), the foundations established by Royal Decree or by the Law, and the new forms of shared collective enterprise.

Are eligible under the framework act: companies with a social purpose and associations with an economic and social purpose and social innovations.

Within the meaning of the framework law on SSE, the Association with an economic and social purpose is the Association which aims to contribute, either to the improvement of the conditions of life and work of their members and their beneficiaries through sustainable human development, or to the fight against exclusion, inequality, sanitary, economic and social weaknesses, or to the protection of nature.

The conditions and procedures for the recognition of an association as having an Association with an economic and social purpose are set by decree.

Whereas the company with a social purpose is the one whose main goal is to have a social impact, which operates in the market by providing goods and services entrepreneurially and which affects surpluses mainly for social purposes.

It is subject to an accountable and transparent management, in particular by involving workers, customers and stakeholders affected by its business activities.

The conditions and procedures for the recognition of a commercial company as a company with a social purpose are set by decree.

Mr. GABI also presented the draft SSE framework law at the National Forum of SSE, held from July 14 to July 18, 2016 at the Casablanca's Fair





Mr. Abdelkrim AZENFAR,  
Director General of the Agency in charge  
of the Development of Cooperation (ODCO)

**Being a State engineer in Water and Forestry, where he has had a brilliant career, he was well placed to understand and bring forward cooperative movement, a very old form of association in the original universe where nature and development go together. The ODCO (Agency in charge of the Development of Cooperation) benefits since 2013 from his experience and skills.**

# Cooperatives : an Agency dedicated to half a century of experience

## 1- ODCO is responsible for implementing the government policy in the cooperative sector. Can you tell us its tasks and responsibilities ?

Since the 1960s of the last century, with the awareness of the importance of the cooperative sector by the government, the Agency in charge of the Development of Cooperation (ODCO) is responsible for promoting cooperatives. Its responsibilities have evolved over time, but remain primarily focused on supporting cooperatives and the supervision of awareness and outreach campaigns to encourage collaborative work.

These areas of intervention reflect, of course, its central mission, which is to consolidate the Moroccan cooperative sector in the spirit of universal cooperative values and principles, through the control Cooperatives' compliance with legal provisions.

The new Law No. 112.12 on Cooperatives (promulgated late 2014) has brought a big change in ODCO's missions, replacing the accreditation procedure for the set up of new cooperatives-which was consuming a lot of time and means - by a simple registration procedure. This law

provides an opportunity for ODCO to focus its Cooperatives support missions easing the administrative mission, which was dominant. Thus, according to the new Law No. 112.12 on Cooperatives, ODCO is responsible for :

- validating the name of Cooperatives ;
- keeping the Central Register of Cooperatives ;
- supporting cooperatives and their unions in the fields of training, information and legal assistance ;
- financing education and training campaigns for the benefit of cooperatives ;
- assisting in the implementation of social projects for the benefit of cooperative ;
- ensuring that cooperatives and their unions are managed in accordance with existing legislation ;
- collecting and disseminating information on cooperation ;
- studying and proposing any legislative or regulatory reforms and any particular measures on the creation and development of cooperatives.

## 2- Legislative and regulatory reforms are underway in the field of SSE and Cooperatives. What role plays ODCO in these matters ?

Regarding the new Law on Cooperatives, ODCO has contributed, in perfect agree-



Women craft workers demonstrate the revival and expansion of women's cooperatives

ment with our guardianship, the Ministry of Crafts and Social and Solidarity Economy, in all phases of its development, its implementing regulations and presentation as part of the awareness campaigns to all stakeholders.

For the purposes of this Law, ODCO has implemented a number of measures, including mainly :

- the development of information systems (for the management of the requests for approval of the names of Cooperatives, keeping the Central Register of Cooperatives, management the files of Cooperatives...);
- the development of communication tools (guides, website, written information to Cooperatives and partners, awareness meetings...);
- servicing extraordinary general meetings of existing cooperatives (for adaptation to the new legislation...).

ODCO has contributed to draft framework law on SSE alongside the line Ministry, since the launch of the preliminary study (participation in defining the terms of reference, hiring experts in charge of the study, organizing the seminar to launch the study, supervising interviews and discussions with experts, analysis of reports and consultation workshops with partners at national and regional levels, and up to the analysis of the final version of the draft.

### **3- What is the expected impact of these reforms on the national fabric of Cooperatives and more generally on the ESS in terms of employment and contribution to GDP ?**

Certainly the cooperatives have demonstrated their ability to create direct and indirect employment and, in particular, for part of a fragile and/or sensitive population, namely young graduates looking for jobs and women, primarily those from rural areas.

This economic inclusion enhances the work of women who were generally not taken into account despite its importance in terms of economic impact. In addition, certain informal have married the cooperative framework, which has enabled many businesses to organize and structure themselves through cooperatives.

Thus, it is better to recognize the work of women, especially rural, and to structure more the informal sector, will certainly have an impact on the formation and measurement

of GDP. The contributions of the new Law on cooperatives will contribute, necessarily, to the creation of more jobs and bring added value, including through the challenging nature of the new provisions : reducing the administrative procedure for creating cooperatives, possibility to participate in government contracts ...



At the level of the draft framework law on SSE, more incentives and promotions are proposed, which will have direct and indirect positive impacts on the national economy : implementing SSE strategies at national and regional levels, convergence of various SSE stakeholders efforts, creation of SSE development fund...

Similarly, to overcome the scarcity of socio-economic indicators in the field of SSE, the draft framework law for SSE has provided for the establishment of an observatory of SSE and a satellite account to :

- centralize all data related to SSE ;
- produce impact indicators of this economy, including employment and contribution to GDP.

Currently, the cooperative sector's contribution to GDP is estimated at about 2% which is well below the levels recorded by some countries, particularly in Europe, that exceed 10%.

### **4- Cooperatives find it very difficult to sell their products. Will these texts expand ODCO's actions a little downstream of the Cooperatives' activities ?**

To market the Cooperatives' products and

Mr. Fatima MAROUANE,  
Minister of Crafts, Social and Solidarity Economy, discovers the Oriental Region's local products with the President of the Regional Council of the Oriental Region, Mr. Abdenbi BIOUI and Mr. Abdelkrim AZENFAR, Director General of ODCO in the presence of Mr. Mohamed MBARKI, Director General of the Oriental Agency

services, several initiatives are implemented by various stakeholders :

- support for improving of the quality of products and services (production techniques, packaging...);
- labeling and certification ;
- IT platforms for ecommerce ;
- organization of fairs for Cooperatives' products and services (national, regional and local or even international levels)...

Compared to the future development and reorganization of ODCO, a proposal to extend the current missions of the Agency to all the value chain to cover the Cooperatives' promotion of products and services component is designed and will be subject to the assessment of various bodies.

### 5- Otherwise, in addition to the SSE Fair, what do you think should be done to increase the Cooperatives' market opportunities ?

At the production level, there are still many efforts required to ensure a sufficient quantity and quality to be more competitive (production technology, product presentation...) knowing that efforts are under way within the different national programs such as the INDH, the Green Morocco Plan, the Vision 2015 for Craft... (aggregation, certification, labeling, organizing product exhibition meetings...).

At the consumer level, we should be encouraged it to include these Cooperatives' products in its consumption habits by making these products available nearby, in a more attractive form, with guarantees of quality and traceability.

The development of legislation on fair trade will undoubtedly come to support and strengthen the attractiveness of the Cooperatives' products and give them a more privileged place.

Innovation, for a better development of products in line with consumers' expectations, remains an untapped field and therefore that has many opportunities to clear.

Similarly, the use of ICT is also promising in particular to develop e-commerce at the national and international levels.



Mrs. Rachida MALKI,  
President of the Union  
of Craft Cooperatives  
in the Moroccan Oriental Region

The Union of Craft Cooperatives in the Moroccan Oriental Region (UCAMO) was established in 2014. It consists of 6 Cooperatives :

- Al Manal and Afak in Oujda ;
- Afak in Tendirara ;
- Al Assala wal Mouasara and Al Yassami in Nador ;
- Al Ibda Al Khirafi in Berkane. According to Mrs. Rachida MALKI, President : «The Union has 50 cooperatives ; and each has an average turnover of 10,000 Moroccan Dirhams (about 1 000 US\$)».

They are active in several areas including :

- couscous production and its byproducts ;
- productions of traditional cakes ;
- decoration ;
- sewing ;
- painting on fabric.

The UCAMO Union had a late start : operations started only in 2015, with the great project of creating ecological bags to replace plastic bags. Jointly launched by the Ministry of Crafts and the SSE and the State Secretariat for the Environment, this national project had a budget of 700 million MAD (about 70 million US\$), that is to say an average of 58 million MAD (about 5.8 million US\$), for each of the 12 Regions of the Kingdom. In the Oriental region, 16 groups of Cooperatives, including UCAMO, have benefited from the project. The implementation procedure put in place by the authors of the project was the same for all networks of cooperatives whose input was requested throughout Morocco. After validating all models, the partners have defined the amount of bags that each network would produce. For UCAMO : 150,000 ecological bags of different sizes. After these two milestones, donors released 25% of the total amount allocated to each network. With this first contribution, the network must provide 50% of the order, use these funds to buy its raw material (fabric, thread, packaging, small tools, etc.), and use part of them to pay its workforce.

Only after signing the acceptance report, the second tranche of 50% of the total amount of the order is paid. «ODCO, chosen as the representative of the networks of Cooperatives, has been very slow», says the President of UCAMO, who explains that the report of his organization were signed in early January 2016 and the second tranche was released in July. Currently UCAMO, certainly as the other networks, is finalizing the remaining 50% of the order, to be delivered by no later than two months, before cashing the third and final contribution of 25%. These ecological bags are distributed free of charge to people by ODCO by going through relay Associations. The goal of the two Ministries and ODCO was to raise awareness about the new alternative: the use of these bags instead of plastic ones that have been officially banned by law since July 2016.



Mr. Ahmed NOUH,  
President of the Baroual  
Association for Social,  
Cultural and Environmental  
Development

The Baroual Association for Social, Cultural and Environmental Development was established in February 11, 2003 in Douar Baroual, located in the Rural Municipality Balissidal Jbel 14 km from Nador. It has 9 members (8 women and one man) and its mission is to promote rural women and children by taking them outside precariousness and marginalization to integrate them into local development.

Since its creation, it has set a first strategic objective : to fight against illiteracy in rural areas. To meet such a crucial challenge, the Association was listened to by the Ministry of National Education and the Social Development Agency (ADS), who, through a partnership agreement, have helped the Association put in place a socio-educational center in 2004.

With a classroom (40 seats), a sewing room and a childcare, this Center was a success even before the creation of the National Initiative for Human Development (INDH).

Indeed, according to Mr. Ahmed NOUH, President of the Association «*Within two years, 500 women have received support from the center, 170 girls who had dropped out of school and 300 children have attended its daycare*».

Moreover, it is with this success that the Ministry of National Education has entrusted the Association with the mission to leverage the experience in all rural municipalities of Balissidal Jbel and Balissidal Lota, with an objective to reach 4,000 people.

«*Which has been done over a period of two years, where 38 classes were opened in both municipalities*», says Mr. NOUH, adding that «*the illiteracy rate has considerably declined in our municipalities*».

The Oriental Agency has actively participated in this project through a financial contribution which enhanced the compensation awarded to the teachers of the centers.

That's not all : the Agency also accompanied the Baroual Association in other projects. Because after a diagnosis in the douar, it realized that women wanted to earn money to meet their needs : it has supported the launch of several Income Generating Activities (IGA). Thus in 2006, with the ADS, 15 women participated in a sheep breeding program for fattening and marketing.

In 2009, with the INDH, 39 new beneficiaries have invested the same sheep farming niche. In 2012-2013, with the Oriental Agency, 4 unemployed graduates were supported by an interest-free loan to start their projects.

In this AGR creating momentum, the Baroual Association built a bakery and pastry production unit in its socio-educational center in Balissidal Jbel. Financed by its own means, this bakery pastry subsequently had the support of INDH which funded the purchase and installation of a rotary kiln at a cost of 160,000 MAD.

Then, with the Oriental Agency, which funded the purchase of missing equipment (dough trough, shaper, trolleys and plates), production began in January.



The bakery's staff at work

The project being launched, the Association has established a managing Cooperative (Cooperative Baroual Women for the production of pastry bread) and formally gave it equipment and goodwill.

Continuing its role of supervision of the Cooperative, the Association began searching for a partner (to help train the staff of the bakery to improve

the quality of products) and the purchase of a vehicle (to facilitate the distribution of bread in different relay outlets). Finally, Mr. NOUH and his team found a sympathetic ear at the Foundation of France.

The NGO financed the purchase of the vehicle and sent an expert trainer who spent three months at the Centre to provide all theoretical and practical training modules to 13 women bakers of the Cooperative.

Today, these women have each a monthly income of 800 MAD from this IGA which enjoyed great success. According to Mr. NOUH, «*upon a request from the Foundation of France, the Baroual Association has already gone to present its project in Assous in Tunis*.

*The next destination will be Algiers. The aim of the Foundation is to create a Maghreb network to expand and the idea is gaining ground*».



Mr. Driss BOUJOUALA,  
President of the Crafts Chamber  
of the Oriental Region

**Taking over the destinies of the Regional Chamber of Crafts has not made the Vice-President of the Regional Council of Oriental Region forget that he was elected as a stakeholder, a permanent link between governmental options and regional policy, between national choices and specificities of the region, supported by its constituents. A path has cleared, framed by the Laws and Regulations in force, the Constitution in the first instance.**

# The strategy of the Crafts Chamber in the Oriental Region under the Advanced Regionalization

*The  
craft sector  
conveys a  
civilizational  
and artistic  
content.*

The advent of advanced regionalization is a major turning point in the political and democratic landscape of Morocco. Indeed, thanks to the Royal will and the broad support of the Moroccan people, the institutional and territorial reform has resulted in a new territorial division where Morocco has now twelve Regions.

Following this strategic reform, the Oriental Region is now composed of a Prefecture and seven Provinces (Provinces of Berkane, Driouch, Figuig, Guercif, Jerada, Nador, Taourirt, and the Prefecture of Oujda-An-gad).

This reform was also behind the creation of the Crafts Chamber of the Oriental Region. Founded in August 2015, it consists of 39 members.

Its administrative organization comprises one directorate and three departments :

- a department for the Promotion, Monitoring of Infrastructure and Training ;
- a department for the Revitalization, Affairs of Craftsmen and Professional Organizations ;
- an Administrative, Financial and Legal Affairs department.

This reform has also offered to Crafts Cham-

bers in general and the one of the Oriental Region in particular, wider fields and powers for the management of craftsmen matters within their respective territories.

Thus, in addition to representing craftsmen, the role of the Crafts Chamber of the Oriental Region consists in the guidance, coaching and implementation of promotional programs for craftsmen, whether they are mono-craftsmen, emerging businesses or cooperatives.

The Chamber supports them in all stages of their existence, through support for the creation, organization of training courses, and by creating commercialization areas for their products, to raise their socio-economic levels and to make of them an active category able to contribute to the development of the Region.

These actions are made possible :

- on the one side, thanks to the momentum created by the Royal Initiative for the Development of the Oriental Region, which aims at stimulating investment and employment, and to promote the creation of small and medium enterprises by young entrepreneurs ;
- other the other side, to the continued commitment of the government to whom we owe the creation of a regional develop-

ment center - the «Eastern Mediterranean Cluster» - as well as the establishment of the Agency for the economic and social development and promotion of the Prefecture and the Provinces of the Oriental Region of the Kingdom (called Oriental Agency).

These actions are, furthermore, facilitated through the partnership established between the Crafts Chamber of the Oriental Region and its guardianship, the Moroccan Ministry of Crafts and Social and Solidarity Economy, focused on a strategic approach for the development the craft sector in the Region.

Both partners have held working meetings with all the Communes of the seven Provinces of the Oriental Region, to raise awareness about the new regional development strategy of the crafts sector, meetings at which the Chamber has signed agreements with each of these municipalities whose staff attended training sessions to appropriate the content of the strategy.

In order to share its new strategy at a larger scale, the Crafts Chamber recently of the Oriental Region recently organized, in partnership with the Moroccan Ministry of Crafts and Social and Solidarity Economy and in cooperation with the Federation of the Crafts Chambers, under the leadership of its President Mr. Driss BOUJOUALA (also first Vice President of the Moroccan Federation of Crafts Chambers), a national meeting in the city of Oujda on «*the Crafts Chambers under the advanced regionalization : how to fit efficiently and productively within the system of advanced regionalization ?*».

Mrs. Fatima MAROUANE, Minister of Crafts and Social and Solidarity-based Economy, Mr. Mohamed MHIDIA, Wali of the Oriental Region, Mr. CHEGUAF, President of the Federation of Crafts and Chambers, and a representative of the Regional Council of the Oriental Region, attended the event and participated actively.

While this meeting was under way, the Chamber organized workshops for craftsmen under the guidance of professors and specialists.

The aim was precisely to arrive at recommendations for the socioeconomic development of the crafts sector, particularly in terms of encouragement, coaching and support to craftsmen to preserve the diversity of their expertise, cultural and historical heritage protection and promote the quality of the Oriental Region's crafts products.



Mr. BOUJOUALA, in front of tent of the Crafts Regional Fair in Oujda

Indeed, the crafts sector is a dynamic and supportive sector for the Moroccan economy. Besides the important place it occupies in the national economy, it has the particularity of carrying a civilizational and artistic content that is unique to Morocco.

The new national crafts development strategy aims to meet two goals :

- on one side, adopt a proactive policy to create enough new jobs ;
- on the other side, constitute an illustration of the new role of the government, which must move from a management administration to a development administration.

The booth of one of the exhibitors, specializing in sewing





Mr. Issam Eddine SELLIKA,  
D LIO Program Project Manager,  
Oriental Agency

**The author is an agricultural engineer and his interest in foodstuff products derived from land is natural and characterized by skills. All industry efforts converge towards the scrutiny of ONSSA, the Moroccan food safety agency in charge of consumer protection and a partner for producer who want to market their productions. Public support makes it possible to get past this step.**

# The **D LIO** Program, in **line** and in **synergy** with the **Green Morocco Plan**

The Integrated Local Development Program of the Oriental Region (D LIO) acts in its area of operation in four focus areas, including the development of organized agricultural sectors according to the principles of the Social and Solidarity-based Economy. Aligned with the national agricultural strategy, the Green Morocco Plan (PMV), the D LIO Program opts for actions that are complementary.

Thus, two collective irrigation systems with solar pumping were made for the benefit of two producers associations. The first one, in Berkane, has improved the profitability and enhanced the value of medlar and of local products, and also resulted in the removal of the pumping costs. The second, in Figuig, in addition to the cancellation of pumping costs, enabled 42 young people to unlock 42 hectares of collective land and start a production of date palms. Moreover, for the cooperative sector, three cooperatives have already benefited from the refurbishment of their production units and from necessary equipment.

## **With the Green Morocco Plan and ONSSA**

In addition to the goals of increasing production and improving rural incomes, the

Green Morocco Plan (PMV) also intends to raise the quality of agricultural products, ensure the safety of food products, increase competitiveness and strengthen consumer confidence. These missions are especially entrusted to the Moroccan Food Safety Agency (ONSSA), which establishes Law 28-07 obliging processing units to obtain a sanitary authorization for the marketing of their products.

This Law states the general principles of food safety products. It sets the conditions for primary products, food and animal food, should be handled, treated, processed, packaged, transported, stored, distributed, displayed for sale and exported, to be called safe, whether fresh or processed and whatever the preservation, processing and manufacturing processes and systems used. The Law states that the marketing of safe products is conditioned by the general requirements including : the rules of hygiene, sanitation, use of cleaning products and disinfection agents, eligible contamination thresholds. Not to mention the consumer information requirements, in particular the labeling requirements.

Until 2015, 69 authorizations and sanitary licenses were issued (agro-industrial units,





Mr. Youssef AÏSSA,  
Vice President  
of Alkoussour Cooperative  
of dates and its byproducts

The Alkoussour Cooperative was created in 2012 in Lamragoub, on the road to El Arja, in the Figuig area. Made up of 19 members (12 women and 7 men), it is specialized in the production, packaging and processing of dates of different varieties : Aziza, Majhool, Assian, Boufagous, Boufagousgharas and Khalt.

According to its Vice-President, Mr. Youssef AÏSSA, *«the Cooperative is not yet fully operational, especially for its dates value enhancement activity. The processing unit is not yet in service. And it is not our intention to start the work until we receive ONSSA's approvals».*

In 2014, the cooperative benefited from the support of the Dé-LIO program that funded it for 2.5 million MAD (250,000 US\$) for the construction and equipment of an industrial unit for the processing of dates syrup, jam, dough and decaffeinated with nuclei.

Currently, this project, which involved the construction of a building and the purchase of machinery (sorter, stoner, cooker, sterilizer, corker, cold room with a capacity of 4 tons, oven, balance, pallet and boxes) awaits approval by ONSSA of Bouarfa.

The Cooperative has submitted an application with the assistance of experts from the Oriental Agency, which provides technical assistance specifically to get products approved according to food hygiene standards.

*«The case was returned to the Oriental Agency which, in agreement with the members of the cooperative bureau, responded to all the comments of ONSSA's experts by bringing into conformity the terms of reference and some modifications at the unit level»,* said Mr. Aïssa, who adds : *«now the ball is in ONSSA's court. We are just waiting for it to start».*

The unit will have a production capacity of 3 tons of pasta and 2,000 liters of syrup and jam. To make it work, the cooperative plans to hire 5-6 technicians from the National School of dates and derivatives in Figuig. For this purpose, it will soon sign an agreement with the Figuig Vocational Training Centre.

With regard the distribution, the Cooperative relies on support to buy a refrigerated truck that will facilitate the transportation of goods as it has a large network of customers.

According to the forecasts from the Cooperative bureau, the unit will produce annually 2 million MAD, doubling the turnover of the cooperative since its entry into service. Meanwhile, the Cooperative Alkoussour lives from the sole sale of its production of fresh dates, which is around 100 tons, sold in particular during the peaks of consumption, such as the month of Ramadan.

According to Mr. AÏSSA : *«The fresh dates production activity also needs to be accompanied. We currently do not have a cold storage room. We would like to find a donor to fund us to buy another fridge with a capacity of 50 or 100 tons».*

In the medium term, to run at full speed, the cooperative intends to seek the support of the Oriental Agency in general and the DÉLIO Program in particular :

- improve its production of dates which requires fumigation all-round, a chemical technique to eradicate the Pival parasite which damages the quality of dates ;
- improve the packaging of its products ;
- participate more frequently in exhibitions and fairs organized at national and international levels to increase awareness of its products.

businesses and Cooperatives combined), out of 88 units identified by the Agency in the plant sector of the Oriental Region.

Getting these approvals requires the strict compliance with the conditions imposed by the Law and its implementing decree. Many cooperatives do not have the financial and human resources to follow such a procedure, since it requires huge investments for them : often the redevelopment of their premises, changing their equipment and sometimes the construction of new premises.

Administrative procedures for these amenities are also very heavy. They require training in management and on standards of quality and hygiene for the members of Cooperatives. In these circumstances, the Dé-LIO program can intervene, in reference to its work

plan entitled "Specific Output N4" for the enhancement of value of the subsectors of local products.

### Showcase projects

In the beginning, Dé-LIO launched a pilot project in favor of three Cooperatives (Al Koussour of dates and derivatives in Figuig, Al Wifak of olive oil crushing in the Rural Municipality of Tafoughalt and the Economic Interest Group Oriental Honey in the rural commune of Rislane). The actions focused on capacity building, planning and equipment. These cooperatives have received first diagnosis to define the needs of upgrading infrastructure and skills, and redevelopment and necessary training.



Good practice guides for each of the cases and the required forms for the submission of the application have been developed. The mastery of a food production process meeting some health and food safety conditions (registered for filing and application) will give producers the means to control costs, explain and correct them, and set the shortfall by limiting losses and opting for sorting. These approvals encourage short marketing circuits, more lucrative for the SSE and cheaper for consumers, labeling and traceability to reassure the increasingly anxious consumer about food safety and provenance.

This action makes it possible to :

- strengthen the link between producer and consumer ;
- participate in international fairs ;
- give back to the producers «the pride in their profession» and make them recognized and valued ;
- therefore, attract newcomers or better yet, encourage the children of farmers to take over from their parents and continue operations ;
- integrate consumer feedback and thus improve the quality and practices ;
- educate the taste and the environment.

## TESTIMONY



Mrs. Fatima BEZZA,  
President of the  
Otchou Cooperative  
in Figuig

The Otchou Cooperative was created in late 2012 in Ksar Ouled Slimane in the Province of Figuig. It has 7 members, all from the Association for the Development of the Oasis of Figuig (APDOF).

Why leave APDOF to create a Cooperative ?

Mrs. Fatima Bezza, Founding President of the Cooperative, said : «We are a group that worked on the project of creating the Otchou Cooperative since 2009. Our main motivation was to go towards an income generating activity to meet our needs, which APDOF Association did not allow us to do because of its status as a nonprofit organization. Accordingly, we decided to get involved in the couscous niche that we know a little through APDOF».

Armed with the experience from the Association, the goal of Mrs. Bezza and her partners was clear : develop a framework to respond to any command of all types of couscous and pasta in the Province of Figuig and Ksar Ouled Slimane in particular.

«Our orders reach a peak during Ramadan, the Mawlid Nabawi holiday and other celebrations organized in Ksar. On these occasions, we call on seasonal workers to help us», notes Mrs. Bezza, adding : «Overall, the cooperative provides a living to thirty full time people, plus seasonal workers occupying a significant part of their time with us».

As part of the EU-funded community repair program and the "Africa 70" NGO, the Otchou Cooperative benefited from the renovation and the equipment of its premises in 2013 : «On this occasion we met with the Oriental Agency who accompanied us later with training activities» said the President. The members of the Otchou Cooperative also received training that they paid for with others players through the neighboring Cooperatives. These courses, representing on average 3-4 sessions per year, focused on several themes including :

- the establishment, operation and management of Cooperatives and Associations ;
- the use of techniques to create new products from couscous.

Since its inception, the Otchou Cooperative makes an average of 30,000 Moroccan Dirhams (MAD) (about 3 000 US\$) in terms of annual turnover. «Two thirds cover the procurement of raw materials, allowances of members and seasonal workers and some fixed maintenance costs in our workplace ; 4.000 MADs are paid to the Office for the Development of Cooperatives for the reimbursement of incorporation and initial equipment expenses and to the Association which helps us to receive support from the central government. You see that at the end we are left with 6,000 MADs (600 US\$) in our pocket for a whole year», laments the President.

Currently, with the competition from three other entities in the Oasis of Figuig, the Otchou Cooperative suffers from financial problems to buy raw material. The situation is compounded by a product marketing problem for which significant development and packaging efforts have been made in order to solve the issue. Mrs. Bezza and her partners found a solution : sales can easily be increased by participating in dedicated fairs where the stands are offered for free. «But for this we need a mill to produce in large quantities, and also a means of transport to facilitate the movement of our products in the areas of exposure and sales», says the President.



Dr. El Kebir HANNOU,  
Director of Local Development  
Oriental Agency

**Holding a PhD in Planning and Development, the author has never changed his focus areas and has constantly enriched his experience. Being a thinker and working on concrete cases with the various ministerial departments concerned or INDH, he has been present for more than a decade in the regional field of the Oriental Region where he implements his strong beliefs and expertise.**

# Local development and promotion of territories Case of the Moroccan Oriental Region

Local development is a process of transformation and enrichment of the socio-economic activities of the territories, with a mobilization of tangible and intangible resources. For the Moroccan Oriental Region, the Royal Initiative, stated by His Majesty King Mohammed VI - may God hold Him - in Oujda, on March 18, 2003, was the spearhead of the development of different areas in the Region.

In the wake of this initiative, the Oriental Agency was created to support local communities, businesses, and a wide range of people in a spirit of social inclusion.

## **2- Development and Income Generating Activities (AGRDI), a new lever to improve the income of the poor**

In order to encourage youth and women self-employment, the Agency has ensured not only the financial support of AGRDI but also to educate project managers, through capacity building sessions, techniques on packaging, storage, design, harvest preserving the environment... It also dedicated a great interest to innovative activities in the Region, such as the extraction of essential oils from aromatic and medicinal plants, development of villas, recycling of used products, etc.

For the continuous monitoring of funded activities, the Agency has developed partnerships with relay associations at the inter-municipal and provincial levels and with local associations (incubators) that support mentoring project developers and financing in revolving mode.

These associations represent a real extension of territorial proximity of the Agency, especially in the most remote areas: border areas, mountains, high plateaus... To date, these associations have mentored more than 4,000 beneficiaries, of which 43% are women.

## **Local actions and improvement of the living standards of the population**

### **1- A participatory and collaborative approach**

To develop its plan of action and make it evolve, the Agency organized since its creation workshops and communication and proximity caravans through many urban and rural communities of the Region. It involves listening first to citizens' expectations, then discussing with elected officials, local authorities and heads of local administrations, the axis of its intervention strategy and the best ways to support the projects.

Functional literacy in Figuig



*The Oriental Agency contributed to the strengthening of citizens' participation in the development of their territories*

Following the call of the Regional Council and of the Oriental Agency, the regional civil society came out in force to promote its achievements

Financing can reach 50% of the overall cost and reimbursement, without interest, has a grace period up to 12 months depending on the nature of the project, and ranges between 6 and 36 months.

Similarly, the Agency also partnered with the Attawfiq Micro-Finance Foundation to co-finance project holders who are sensitive to the priority activities of the Oriental Agency. The contribution of the Agency reached 40% of the total financing requirement, repayable without interest, and after the release of the share of the Foundation. This operation was a great success ; it has funded to date 1,128 project holders.

In order to drive a new concept of development, the Agency has launched an innovative approach, in which the territory becomes the target of public action and where the central players are now the businesses and economic operators. This operation started in Bouarfa with the organization of a network of thirty carpenters. The goal is to share or pool the skills, resources, trade activities, training and innovation. The Agency made some equipment available to this network, provided its coaching, and facilitated the relations with other partners for the establishment of a wood cluster in this Province.

ratives and Associations working in this field. The aim is to label and promote these products to use modern packaging and make them able to face tough national and international competition.

The Agency also participates in the structuring and strengthening of the crafts sector by building complexes in the different provinces of the Oriental Region. The goal is to promote and develop local crafts, structure networks of Cooperatives, and improve opportunities for young people to enter the world of work. For this purpose, in order to strengthen its leverage, the Agency has established partnerships with national and international agencies.

Thus, the partnership with the Italian Region of Lombardy and the NGO COOPI resulted into the mobilization of 18 million MAD (US\$ 1.8 million) from the Italian Cooperation and 3 million MAD (US\$ 300,000) from the Agency's budget to boost this sector in the provinces of Nador and Driouch.

Moreover, despite efforts in the crafts sector and like many other regions of the Kingdom, marketing remains a major problem that hinders the improvement of conditions of the population.

The Agency will therefore make every effort to contribute to the organization of Social and Solidarity-based Economy Fairs at regional and national scales. The intended aim is threefold :

- market the products displayed by the cooperatives of the Oriental Region ;
- present local products of the Region ;
- inquire also about the experiences of other regions in this area.

**3- Support of basic social amenities**

The under-equipment of the suburbs - or the lack of basic services in rural municipalities - pushed the Oriental Agency to include this component among its priorities. It operates directly with the associations involved and in partnership with local authorities, INDH, the Mohammed V Foundation for Solidarity, and decentralized administrations, to provide basic social amenities.

The Agency has launched an innovative approach in which the territory became the target of public action, the central players being now the companies.

Aware of the contributions of all as participants and stakeholders of territorial development and convinced of the importance of a



For the upgrading of some local products (honey, dates, olive oil...), the Agency has developed partnerships with UN agencies based in Morocco (UNDP, UNIDO, UNICEF) to provide the necessary support for Coope-

gender-sensitive development, the Agency has undertaken various proximity actions having a strong impact on women, men, girls, boys, persons with disabilities, and the elderly, including :

- the realization of «Dar Al Oumouma» in Talsinnt, Aïn-Bni-Mathar and Debdou (adjacent photos) ;
- the establishment of nurseries in the different provinces ;
- the construction of «medersa.com» schools in Figuig and Beni Chiker ;
- equipment of Dar Taliba in Oujda, Ben Tayeb, Melg El Ouidane... ;
- equipping a vocational training center in the prison of Bouarfa ;
- construction of the first neighborhood sports field in the Oriental Region, Ksar Hemam Foukani in Figuig, and the equipment of rugby clubs in Beni Drar and Kariat Arekmane ;
- building homes for the elderly in Oujda and Berkane ;
- training for mentally disabled people in Berkane and Oujda ;
- support to the fight against illiteracy and school drop-out ;
- distribution of solar kits for nomads in Mâartarka and Bni Guil.

Guided since its inception by the Royal Initiative for the Development of the Oriental Region and faithful to the principles of INDH, the Oriental Agency contributed to the strengthening of citizens' participation in the development of their territories, to the upgrading of localized productive systems, and to the anchoring a sensitive territorial governance to gender, taking into account the specificities and needs of the poor, by setting the conditions for a better well-being.

The Agency has regulated the activities of Associations and Cooperatives so that they gain in terms of effectiveness, efficiency, relevance, economy and sustainability of their local products. The Agency has raised awareness for the preservation of the environment, renewable energy and energy efficiency. Similarly, it has supported and encouraged good initiatives of recent graduates looking for jobs, installing a climate that is conducive to creativity, entrepreneurship, and work.

Despite all efforts, the Oriental Region is still in need of new actions and initiatives likely to boost its economic and social takeoff to compete with large Mediterranean regions.



Dar Al Oumouma of Ain-Bni-Mathar, Province of Jerada



Dar Al Oumouma of Talsinnt, Province of Figuig



Dar Al Oumouma of Debdou, Province of Taourirt



Mrs. Saida MAHIR,  
Director of International Cooperation  
at the Oriental Agency

**All analyzes converge, in Morocco or elsewhere, to say that women are vectors of the development of territories and their low representation costs in terms of GDP points. The social and economic efficiency of the Oriental Agency also requires women entrepreneurship, or even family-based entrepreneurship, of which we must therefore support the development within the logic of the «gender» programs.**

# New initiative for craftswomen and youth

The project is supported by the Network of craftswomen of Morocco / Réfam Dar Maalma. The idea here is to support the marketing of the products of these women by companies to be created by young people from the family circle of the craftswoman. This project extends the partnership established in 2009 between the Oriental Agency and the Réfam Network, with the mobilization of a new partner: the Foundation of France.

pite the wealth of their production, they earn very little with regard to the efforts and the articles they make. The most disadvantaged women pass on the cycle of poverty to their children, with all the consequences : poverty, unemployment, under-education, and other problems .

Moreover, many young people (children of the craftswomen and their families sometimes) feel a lack of interest in this national wealth. Some are unemployed. Hence the idea of Réfam, as part of «Dar Maalma», is to develop a new concept that would link these two components. According to Mr. Abdelkrim AOUAD, Founding President of Réfam Dar Maalma «*the project "Young leaders of companies", educates youth and oversees them so that they can show interest for the production of craftswomen as an economic tool*». The project was launched on December 29, 2015 in the municipality of Beni Tajjit (Province of Figuig) by a first training cycle, followed by a second one in other cities of the Kingdom.

Local products  
(here Beni Tajjit) display  
an exemplary momentum

Indeed, Morocco's craftswomen suffer from a real marketing problem of their products. They are exploited by middlemen and des-



## Workshop 1 : Entrepreneurship training

This workshop focused on four issues :

- what does business creation involve, under which different legal forms ?
- how to conduct a market study ?
- financing and creation process ?
- a new status for self-employed persons ?

### Immediate results :

- awareness that the regional heritage can be an object of promotion and constitute a subject of business creation ;
- development of a first census of the potential of the Oriental Region on intangible capital and crafts ;
- many sectors placed in the limelight (carpet weaving, ready-to-wear - especially the dress of the Oriental Region, called «blouza oujdia» - culinary art and ecological tourism). On this basis, several project ideas :
- achieving sustainable tourism units in the territories of the Oriental Region, fully equipped by the local crafts ;
- creating a group purchasing-sales organization to equip solidarity tourism centers ;
- producing dishes of the regional cuisine of the Oriental Region, distributed among other sites in tourist units ;
- creating a commercial site for the «blouza» ;
- creating an advertising agency specializing in the promotion of craft products and services offered by the Oriental Region, particularly for solidarity tourism centers.

The second part of the workshop consisted of a simulation game. Participants formed five groups and each group has developed a project, which he then presented and defended.

This workshop continues through the Internet and a second session is planned in Marrakech.

## Workshop 2 : group dynamics, personal development, communication technique and NLP

### Immediate results

Participants are proud of their membership to the Oriental Region. Ambitious, they have shown great interest in these trainings dedicated to equip them to create commercialization units: shop, website, fair, etc. They will also be useful to strengthen interpersonal relationships and optimize the production of their business.

Evaluation sessions followed the training cycles and, given the sincerity and relevance of the participants, a workshop on drafting skills allowed the youth to write their testimonies ; they will be published in a book at the end of the program.

On the sidelines, visits were made to NGOs operating in Casablanca, including : «Théâtre Nomade», «Bibliobus» (mobile library), and the «Fabrique Artistique» (the art factory) of the former slaughterhouse in Casablanca. The purpose was to show that the strength of creativity enables, with very little, to realize interesting projects with a strong

impact on beneficiaries. Young people have interacted with the leaders of these NGOs to study the feasibility of projects to be achieved together.

### Initial conclusions

A talented pool of young people, but deficient in terms of communication, lack of confidence and limited abilities to manage group work, can reconnect with their performance, creativity, and improve their abilities to adapt to the groups because they have to work in production units or start their own business or cooperative units. The integration was fostered by the presence of a singer and an actress from Oujda who created a cheerful atmosphere and interacted a lot with the attendees. The training brought hope to these young people. All are motivated and want to lead a life project.

To move the girls out of their city, a direct dialogue with parents and support by craftswomen made it possible to settle the issue. The youth tend to better master the specificities of crafts products. They understand that craftswomen (mothers, sisters, neighbors, etc.) have a real economic tool, a development and business creation lever.

### Comments

The participants were unaware that culture and heritage could establish projects likely to ensure their independence, but also participate in the development of their region and the preservation of their identity heritage. They also had an erroneous view of entrepreneurship ; they now have all the desire and the will to be entrepreneurs. Monitoring participants is recommended until the completion of their projects.

To create a business promoting and marketing the products of craftswomen, two beneficiaries are supervised by a craftswoman at her place of work.



In Casablanca, participants in the mobile library

### Cities represented

Guercif, Oujda, Bni-Mathar, Jerada, Taourirt, Berkane, Figuig, Nador, Driouch, Guenfouda, Talsinnt, Bouarfa. Priority was given to craftswomen and the children to their families.

Some craftswomen are very experienced ; Examples of skills





Mr. Abdeslam AMAKHTARI,  
President of the ASTICUDE  
Association, Nador

The Thissaghna Association for Culture and Development (ASTICUDE), founded on April 04, 1999, aims at the inclusive, egalitarian and equitable access to the political, economic and cultural decisions, helping to produce a local elite capable of meeting the development challenges, according to a participatory, rights-based, gender sensitive and cultural and linguistic diversity approach, with a view to achieving social justice, dignity and modernity as pillars of development. It promotes cross-culturality and dialogue. For that purpose, ASTICUDE developed an organization in 3 clusters:

- Gender, Culture and Education ;
- Migration and Human Rights ;
- Governance, Territorial Development and Environment.

ASTICUDE relies on these structures: General Assembly, Executive Council, Executive Board (7 members, 5 men and 2 women), and a work team of 7 employees (2 men and 5 women). The goals are :

- to involve citizens and local elites in the development, monitoring and evaluation of public policies ;
- to participate in creating a development model dedicated to the human being and to establish a modern society ;
- to work to strengthen the capacity of stakeholders ;
- to raise public awareness on civic values and support literacy and non-formal education ;
- to influence public policies towards social justice, fairness, equality, democracy and human rights ;
- to participate in creating a cultural environment that is diverse, modern, open, varied, conducive to dialogue between cultures ;
- and to contribute to environmental protection.

In order to do this, ASTICUDE builds diverse partnerships at different levels, including with the Oriental Agency, partner of several achievements since the first project in 2008 («Improving the socio-educational and health conditions of the residents of Municipalities of Ihaddaden, Oulad Daoud Zkhanine and Beni Chiker, Province of Nador») and the significant contribution of equipment for 12 classes of the schools Al Khandaq, Beni Chiker Centre, and El Garma school with a budget of 0.3 MMAD.

In 2012, the Agency promoted the 4th edition of the "Week of the 2 Shores", in Nador and Driouch, while another agreement involved the insertion of rural women in the economy through sheep farming and product commercialization, co-funded by the Agency and INDH through the creation of AGRD, to improve the income of 48 families, to support SSE

as a fair investment tool, and to train female beneficiaries. In 2014, 4 women from Nador participated in the 1st National Fair of Local Products in Settat, and in Casablanca an exhibition was organized around the «Capacity building and coaching to develop local products and promote their commercialization», linking ASTICUDE and the Oriental Agency. In October 2015, 17 craftswomen from Nador, Driouch, Berkane, Taourirt and Oujda participated in the 4th edition of the National Exhibition of SSE in Casablanca. Starting from 2013, ASTICUDE signed an annual partnership agreement with the Oriental Agency for the «Program of cultural and scientific activities» that was behind the success of several projects presented below.

• **Year 2013 :**

- Capitalization of the strengthening process of civil society of the Northern Oriental region through gender mainstreaming ;
- International seminar «Increasing the number of locally elected women, a challenge for the Oriental Region» ;
- «Cultures and memories of emigration» week held in Amiens (France), 5th edition.

• **Year 2014**

- «Memory of the place, a reflection of the continuous development», cultural and artistic activities on memory and history ;
- Cultural events for creative young people to promote cultural and linguistic diversity in the Oriental Region ;
- «Living and acting together», 6th edition of the "Week of the 2 Shores" (Moroccan week in Amiens, France)
- «Democratic regionalization : the right to development and the roles of civil society», Regional Seminar ;
- Capitalization of the capacity-building process of public institutions and NGOs in the socio-educational sector to prevent the clandestine emigration of minors ;
- Regional Forum on «Governance and local responsibility, public accountability and evaluation» ;
- Young people, actors of good citizenship.

• **Year 2015**

- Social support of migrants ;
- Strengthening the capacity of young leaders on the rights of migrants and responsible communication;
- Support for the rule of law by the participation of women and youth in the political process in the Provinces of Nador, Driouch, Taourirt and Oujda ;
- «Living and acting together», 7th edition of the "Week of the 2 Shores" (Morocco's week in Nador and Driouch) ;
- Regional seminar on the integration of linguistic and cultural diversity in territorial authorities ;
- Capitalization of the process of strengthening the political participation of women ;
- Cultural events for young creative people for the promotion of cultural diversity and the use of the Amazigh language.
- National Meeting on «Mountainous areas and social, financial and tax policies» ;
- International Symposium on the Translation of Culture ;
- Capitalization of the project entitled «For a multicultural Morocco, with its rich African cultural heritage».

ASTICUDE has no difficulties in carrying out its projects as a result of an in-depth study of the Region's needs, due to the feasibility of the activities planned and due to sustainability of their impacts.

# ORIENTAL

NEWS REVIEW OF THE ORIENTAL AGENCY

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## Regional Territorial Coaching : Development players working together

The Oriental region reinvents its governance



### 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*

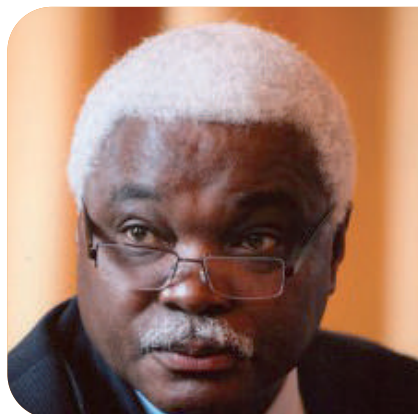
The training provided to the Wilaya's officials greatly pleased them; more than 80% say the training met their expectations and almost as many say their experience will be useful in their professional practice. No doubt that the impact of Territorial Coaching training will be felt in a lasting manner, 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

## > Approaches & Procedures



### 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.

**T**erritorial 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 configu-

ration 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-

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"> <li>• Better knowledge of the relationships and conflicts between the territory's stakeholders</li> </ul>
	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"> <li>• Establishment of the process + rules</li> <li>• Collaborative work between stakeholders</li> <li>• Identifying priorities for action</li> <li>• Structuring stakeholders</li> </ul>
	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"> <li>• Engaging everyone's responsibilities to take action</li> <li>• Embedding in a lasting manner the processes and actions on the territory</li> </ul>
	Action plan on the priorities identified and verification of commitments	Existence of a validated action plan with timelines	<ul style="list-style-type: none"> <li>• Checking the commitments (time, cost, implications)</li> <li>• Ensuring the monitoring of commitments</li> <li>• Inviting the necessary human and technical resources (internal or external)</li> </ul>
	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.

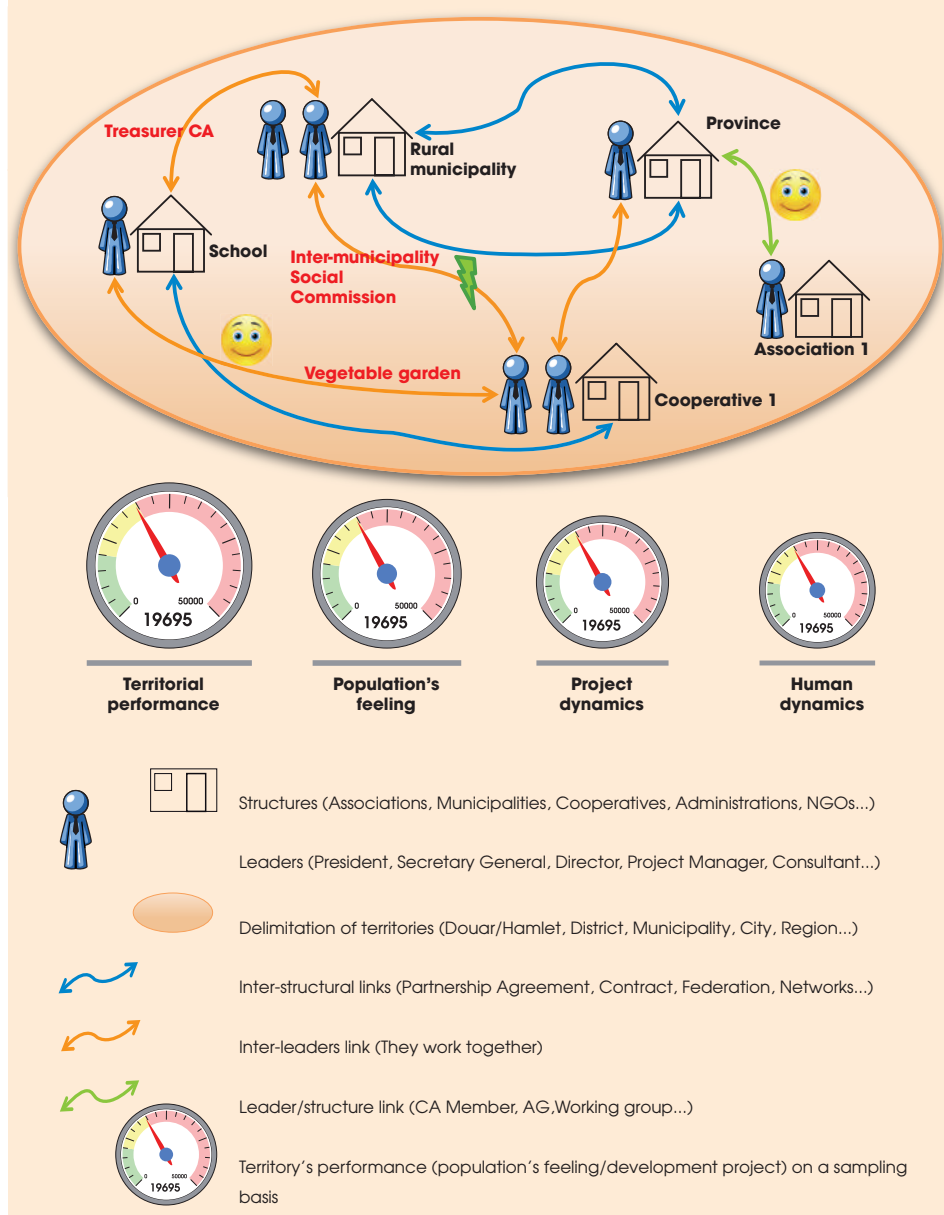
The Territorial Coaching Program started in the Oriental Region in June 2014 with the signing of the Memorandum of Understanding between the Regio

## > Approaches & Procedures



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.

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.



«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

## > Achievements



### 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.

**T**erritorial 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 mobilized, sometimes including the contri-

The graphic features a central word cloud with terms like 'Citoyen', 'Processus', 'Compétences', 'Stimuler', 'Dynamiser', 'Potentialités', 'Conscience', 'Changement', 'Analyser', 'Compétences', 'Personnalité', 'Excellence', 'Accompagnement', 'Identifier', 'Développer', 'Capacités', and 'Acteurs'. The central text 'COACHING TERRITORIAL' is prominently displayed. Surrounding it are translations of the phrase 'Solution is yourself' in various languages:
 

- 解决办法就是你自己 (Chinese)
- Du bist die Lösung (German)
- A solução és Tu mesmo (Portuguese)
- समाधान अपने आप को है (Hindi)
- La solution c'est vous (French)
- Solution is yourself (English)
- 해결은 너가 스스로 해 (Korean)
- أنت هو الحل (Arabic)
- Но я говорю на русском, немого (Russian)
- La solución eres tú misma (Spanish)

bution 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 decentraliza-

tion 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, 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 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.

#### 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.

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.



November 2014, presentation of the Territorial Coaching Program in Oujda

## > Achievements

### 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 communication, 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. Identifyingthe

future territorial coaches to be trained was the first priority of the coordination team. 200 applications were received 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 ofmini-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;

- 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.

### 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 inincreasing 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.



## 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.

**M**igration 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<sup>(1)</sup> 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<sup>(2)</sup>, 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<sup>(3)</sup>.



Seasonal migration to Spain

In Morocco, JMDI currently operates in three regions: the Oriental, Souss-Massa, and Draa-Tafilalet 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<sup>(4)</sup>.» 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.



Homepage of the [www.migration4development.org](http://www.migration4development.org) website

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.

## > Achievements



### 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.

**O**n 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 childrens' 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-  
disting to a rule or principle. The  
have a common characteristic  
big objects, the small objects,

**Stereotype:** set of shared be-  
teristics 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  
visual 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 ...  
son 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...).

iefs 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.



Animation of a class by the  
«Living Together» coaches

The project that now returns to Moroc-  
co, redesigned by FNAPEM and the  
Echos Communication NGO, consists in  
training Moroccan trainers of the Ori-  
ental Region, so that they support differ-  
ent schools in the implementation of the  
«Living Together» programs and of de-  
construction 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 arti-  
culation 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 pos-  
sible 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 in-  
spectors, staff from the National Edu-  
cation 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 of-  
fered 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 inte-  
grate values and behaviors of Living  
Together as to make them emerge by  
themselves ?

«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.

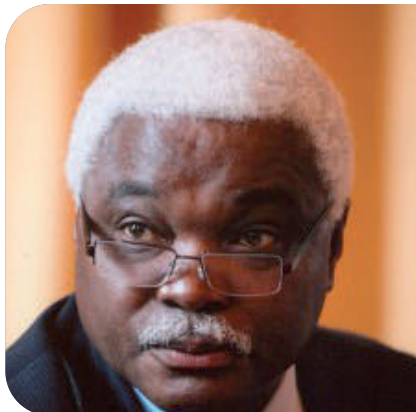
The awareness of prejudice-related phenomena and their deconstruction also increased a lot during training and the understanding affirmed by participants comes close to excellence.

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



## 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 hope 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-

#### 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.

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-

#### 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-

## > International

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.

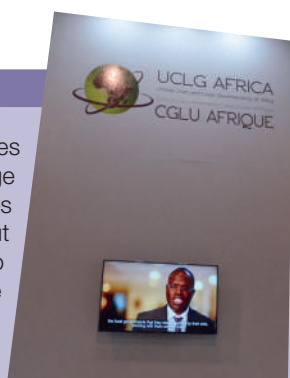


The coaches took advantage of the Africities Summit to put their skills to the service of the meeting between Moroccan Mayors and Mayors from other African countries by organizing a speed dating type of meeting.

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.



## Making Territorial Coaching fit within territories' foresight

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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?

**O**wnership 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

der 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, heteroclitic neighborhoods, where the informal sector imposes its law and where the economic logic has to deal

nization 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 transform 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 governance 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.

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.



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

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 un-

with a «relational logic.»

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 in population in rural areas. While urba-

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 an 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 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 considerations: 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 identified 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.



Développement par l'irrigation «moderne», sources d'immenses gaspillages

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.

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.

### 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 anti-

icipation. 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.

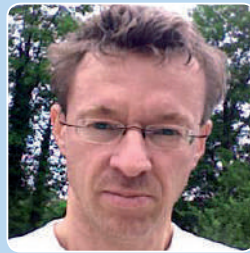
3 - Finally, development projects are not sustainable without the participation of the communities concerned.

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.





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