



Facility to support partnership priorities (FAPP)

Twinning Project Fiche

Project Title: “Support to the Strengthening of Local Development”
ARDeL

Beneficiary administration: Ministry of Interior, Local Authorities, and Territory Planning (MICLAT)

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TWINNING INSTRUMENT

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Acronyms

AA	Algeria-EU Association Agreement
ANDI	National Agency for the Development of Investments*
APC	Municipal People Council*
APW	Wilaya People Council*
ARDeL	Support to the Strengthening of Local Development in Algeria *
BC	Beneficiary Country
CL	Local Authorities*
CTM	Common Twinning Manual
CNEAP	National Centre for Studies, Analyses for Population and Development*
DGAAT	General Directorate for Territory Attractiveness and Planning*
DGCL	General Directorate for Local Authorities*
DMDA	General Directorate for Modernisation, Documentation, and Archives*
DGRHFS	General Directorate for Human Resources, Training, and Statutes*
DSP	Public Service Delegation*
DPRA	Democratic and People’s Republic of Algeria
DZD	Algerian Dinar*
EC	European Commission
ENA	National School of Administration of Algiers*
ENI	European Neighbourhood Instrument
EPIC	Public Administrative Body with commercial and industrial functions*
EU	European Union
EUD	European Union Delegation
FAPP*	Facility to support partnership priorities (in French Facilité d’Appui aux Priorités du Partenariat)
GPEC	Forward-Looking Management for jobs and Skills*
HR	Human Resources
IOV	Objectively Verifiable Indicator
LOLF	Organic Law relative to the financial laws*
MICLAT	Ministry of Interior, Local Authorities, and Territory Planning*
MS	Member State
PAG	Government Action Plan*
PAW	Wilaya Development Plan*
PCD	Municipal Development Programme*
PL	Twinning Project Leader
P3A	Programme to Support the Implementation of the Algeria-EU Association Agreement
PZA	Small Activity Areas*
REC	Index of jobs and Skills*
RTA	Resident Twinning Advisor
SIG	Geographic Information System*
STE	Short Term Expert
SWOT	Strengths/Weaknesses/Opportunities/Threats
TAIEX	Technical Assistance and Information Exchange
UGP	Project Management Unit*
UNDP	United Nations Development Programme

** NB: words followed by * mean that the French acronym has been kept*

This fiche is a translation of the official version written in French with the goal of having a wider dissemination among Member States. In case of discrepancy between the French and the English versions, the French one shall prevail.

1. Basic information

1.1 Programme

Facility to support the partnership priorities Algeria-EU: FAPP ENI/2018/041-143. Direct management.

*For UK applicants: please note that following the entry into force of the EU-UK Withdrawal Agreement * on 1 February 2020 and in particular Articles 127 (6), 137 and 138, references to natural or legal persons residing or established in a Member State of the European Union and to goods originating in an eligible country, within the meaning of Regulation (EU) No 236/2014 ** and of Annex IV of ACP-EU Partnership Agreement ***, should be understood to include natural or legal persons residing or established in the United Kingdom and goods originating in the United Kingdom ****. These people and goods are therefore eligible under this call.*

** Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community. ** Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 establishing common rules and procedures for the implementation of Union instruments for the financing of external action. *** Annex IV of the ACP-EU Partnership Agreement, as revised by Decision 1/2014 of the ACP-EU Council of Ministers (OJ L196 / 40 of 3.7.2014) **** including countries and overseas territories maintaining special relations with the United Kingdom, in accordance with Part IV and Annex II of the TFEU.*

1.2 Twinning Sector

Other (OT)

1.3 EU funded budget

€ 1.500.000.

1.4 Sustainable Development Goals (SDGs):

This program mainly aims to contribute to the following Sustainable Development Goals: SDG 10 "Reduce inequalities within and among countries" and SDG 11: "Make cities and human settlements inclusive, safe, resilient and sustainable" and SDG 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development". The program will also contribute to SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"; but just as regards to the target 16.6, namely "to put in place efficient, accountable and transparent institutions at all levels".

2 Objectives

2.1 Overall objective

Support the Ministry of Interior, Local Authorities, and Territory Planning (MICLAT) in its institutional, organizational and operational reforms and increase the attractiveness and the resources of the territories in order to ensure a sustainable local development.

2.2 Specific objectives

The specific objective of the Twinning is the following:

- To accompany the modernization of the organization of the MICLAT, to strengthen its capacities, to increase the attractiveness of the Local Authorities, and to optimize their resources.

2.3.1 Strategic framework

Within the framework of the European Neighborhood Instrument, following the evaluation of the Association Agreement (AA), which entered into force in 2005, Algeria and the EU have identified the priorities for their partnership. The programme that creates the Facility to support the partnership priorities (FAPP) aims at fostering joint commitments through targeted institutional support activities. Its main objectives are to (i) strengthen the capacities and expertise of Algerian administrations and institutions and; (ii) to consolidate and deepen the rapprochement between the Algerian administration and the citizens.

This twinning project fits perfectly within the framework of two objectives of this new program (FAPP), which entered into force on November 21, 2019. It also falls within the framework of the common partnership priority 1: political dialogue, governance, State of law and promotion of fundamental rights

The FAPP program is financing the institutional cooperation projects such as twinning with EU member states. The operational follow-up of the action will be entrusted to the European Union Delegation in Algeria in coordination with the Management Unit of FAPP (or also known as

Tashil which means Facilitate in arabic) under cover of the FAPP National Coordinator.

2.3.2 Contribution to the implementation of the Government Action Plan

This twinning is fully in line with a dynamic of reforms led by the Algerian State.

The main one concerns the amendment of the Constitution that took place on March 6, 2016, as well as the last one on 2020, which introduced several changes related to local development:

- Art 9: "The people give themselves institutions whose aim is the elimination of regional disparities in development";
- Art16: "The State encourages participative democracy at local government level".

In addition, the February 2020 Action Plan of the Government (PAG) includes several areas of reform related to local development, including: Establishing a new mode of governance based on the transparency of public action and taking measures whose objective is to promote the emergence of a new generation of elected officials, where young people and women will occupy a place of choice. The reorganization of central and local administration as well as the improvement of the performance of public services are identified as actions to be initiated as a priority through digitization, rational intervention in resources and, above all, the training and qualification of human resources. The overhaul of the organization of the public administration would aim at:

- (i) a better definition of the respective prerogatives and competences of the State and of the local authorities, which will operate in a complementary basis;
- (ii) a redefinition of the role of each territorial level;
- (iii) reorganization of the decentralized state network;
- (iv) the in-depth revision of the code of the municipality and the region, based on the deepening of decentralization and the strengthening of the prerogatives of local authorities and their resources;
- (v) the effective establishment of the newly created wilayas;
- (vi) the development of a new administrative division in order to ensure better support for the needs of citizens and respond to socio-economic changes in the country;
- (vii) the establishment of an appropriate administrative organization of the capital and the major metropolises of the country, able to ensure efficient and modern management of

3. Project description

3.1 Background and justification

The Ministry of Interior, Local Authorities, and Territory Planning (MICLAT) is the main beneficiary of the Twinning.

Its attributions are defined by the Executive Decree n° 18-331 of 22nd of December 2018. In the field of local development, MICLAT's mission is:

- To assist Local Authorities in the development and implementation of their development plans, in accordance with the objectives set as well as with the procedures and deadlines;
- To evaluate local development actions;
- To enact in relation to the structures concerned and within the framework of the national spatial planning policy, the rules relating to urban and rural management in a general way and to control the use of space land in a particular way;
- To initiate and monitor, in relation with the structures concerned, any action intended to develop and open up rural and border areas;
- To define, coordinate and implement centralized actions affecting Local Authorities.

In the field of territorial organization, MICLAT's mission is:

- To define, propose and monitor the application of the rules relating to the competences, the administrative organization and the functioning of local administrative structures;
- To define, propose and monitor the application of the rules relating to the territorial organization of the country, and to study and propose any modification of the territorial limits of Local Authorities.

In the field of local finances, MICLAT's mission is:

- To define the budgetary and accounting framework of Local Authorities, of their structures and of local public bodies;
- To define, in relation with the structures concerned, the norms applicable to the local operations of expenses and incomes and their imputation;
- To control local budgets and to monitor and analyze local finances;
- To promote and ensure the implementation of local solidarity at the financial level;
- To study and propose, in relation with the structures concerned, any measure likely to increase local financial resources and to adapt the evolution of local taxation to the financing needs of Local Authorities;
- To develop and monitor the application of local assets management standards.

- **The local Authorities**

In Algeria, there are 3 political levels of representations: central level, region/wilaya level, and municipal level. The last two levels (region/wilaya and municipality) are regulated by two codes defining their organization and their missions - the first one concerning the wilaya - and the second one concerning the municipality.

The wilaya: Article 4 of the wilaya code states that "the wilaya, in its capacity as administrative district, is in charge of the deconcentrated action of the State and contributes to the implementation of public policies, in the defined framework of the division of competences and means of the State, between its central and territorial levels".

The municipality: The missions and the functioning of the municipality are governed by the municipal code of 2011. Thus, the municipality contributes to the development of its territory by implementing actions likely to impulse the economic development in relation with its potentialities and its development plan. It also takes part in the development of its territory through the development and adoption of programmes in connection with the national plan for development and sustainable development, as well as sector master plans.

By its elected body, the Municipal People's Council can inform the citizens of the affairs concerning them and consult them on the choices of the priorities of planning and economic, social and cultural development.

- **Local development challenge**

Local development is seen as an alternative to the centralization of development, which was meaning until now that the central government structures manage and implement development programmes in the territories.

However, in recent years, the references, as well as the role of the State, have gradually evolved. Thus, the central administration plans to transfer part of its powers to the Local Authorities in order to consolidate their position as a major player in development.

The draft Code of Local Authorities announces an institutional reform that will empower Local Authorities to play a key role in promoting their territories, their attractiveness, in strengthening their competitiveness, in coordinating the action of economic actors and, in developing tools and mechanisms to support development.

In addition, local development is a process that relies on actions that mobilize local initiatives as a driver of economic development and relying on local resources.

Local development implies a common desire for development, a good knowledge of the territory through the identification of resources, considering different interests, as well as a territorial governance.

Local development therefore aims to promote territorial entities. For all these reasons, the Twinning Fiche emphasizes three points:

- 1) The modernization of the administration and the support for human resources,
- 2) The increase of the territorial attractiveness of Local Authorities and,
- 3) The optimization and the consolidation of the resources of these Local Authorities.

Twinning challenges

Challenge 1:

A need for methodological references for management, provision of tools for coordination and consistency of missions, as well as methods to strengthen the performance of the administration. The need to upgrade human resources through more targeted training programmes, and to clarify the relationship between central government and Local Authorities.

Challenge 2:

Most of the central structures have a mission of control over the Local Authorities - a control of the legality of the actions and an administrative control of the execution of the requests. The vocation of the central structures of MICLAT is called for a fundamental overhaul.

The Local Authorities Code announces a change in the relations between the central and local actors. These changes need to be supported to move from a culture of control to a culture of Local Authorities’ support.

Challenge 3:

The missions of the different administrations forming MICLAT are not always defined by regulatory texts. Duplicates and overlaps in functions are sometimes noted. The integration of the General Directorate of Territory Planning and Attractiveness (DGAAT), was not accompanied by an update of the Ministry's organizational chart nor by a review of the missions of the other structures of MICLAT. Thus, some of the missions assigned to the General Directorate of Local Authorities (DGCL) relating to forecasting, analysis, evaluation and territorial and urban action partially overlap the missions assigned to the DGAAT.

Challenge 4:

The integration of the DGAAT into new MICLAT missions is a priority to place the Ministry in areas related to local development. The deconcentrating of this administration to Local Authorities would contribute to the capitalization of knowledge on the territories and on their problems. Local development will be accompanied by an administration better equipped in terms of expertise and with a staff dedicated to territorial engineering and community support.

Challenge 5:

Local Authorities (wilaya and municipalities) will be requested to become major actors of development in their respective territories. They will have to promote their territories, attract investors, rely on economic entities to manage their services and seek funding for the implementation of their projects. An overhaul of the territorial planning tools is necessary, and modern tools of asset management are to be put in place, supported by a better knowledge of the available material resources, and the reception areas of the economic activities will be necessary to reinforce their competitiveness. In addition, modern public service management structures will have to be put in place, and resource-pooling mechanisms will have to be provided to support economies of scale and enhance performance.

Local development is the corollary of a better-organized Ministry, of a strong central administration, supported by well-trained staff as well as of attractive Local Authorities with adequate resources and modern management structures.

Links between the Twinning Challenges:

These challenges lead us to articulate the Twinning components around three structuring priorities:

- (i) Make an organizational adjustment of the Ministry and establish effective centers of expertise by strengthening training plans and building a pool of trainers to ensure the sustainability of the process,
- (ii) Place Local Authorities as major actors in local development by supporting the attractiveness of their territory, and
- (iii) Improve their resources to enable them to be involved in the development of their space.

3.2 Ongoing reforms

1) Reforms in the field of human resources: “Support to the Strengthening of Local Development” – Twinning Fiche ARDeL

The National Centre for Studies and Analyses for Population and Development (CNEAP) has been requested to draw up a nomenclature of the territorial administration in order to get an Index of jobs and skills of all the personnel of the Local Authorities.

The creation of a system for the forward-looking management of jobs and skills is foreseen.

By the end of 2019, the human resources information system (HRMIS) has been launched and it aims at ensuring computerized management of the career of all central and Local Authorities' personnel.

As part of the support of its reform policy and in order to improve the quality of the services provided by its civil servants, MICLAT has adopted a training strategy for the 2020-2023 period, focusing on the following areas:

- Basic training and preparatory training;
- Executive training;
- Distance training;
- Training of trainers.

2) Reforms in the field of administrative dematerialisation:

Led by the General Directorate for Modernisation, Documentation and Archives (DGMDA), the dematerialisation reforms concern the following actions (some of them being already functional):

- The operational projects (information systems):
 - the socio-economic situation of municipalities: 20 sectors have already been identified;
 - the budgetary and financial situation: administrative budget;
 - the management of primary schools.
- Projects being deployed:
 - Development of a database on investments in municipalities (census of activity zones, industrial zones, touristic areas);
 - Monitoring of equipment operations (equipment made with State funding and equipment produced under municipal funding);
 - Human Resources Management: Data on Civil Servants (Career Management)
 - Secure document management: National Identity Card Biometric and electronic, biometric and electronic driver's license;
 - Establishment of 3 wickets (i) secure documents, (ii) administrative documents and (iii) services (urban planning services, requests).

3) Reforms in the field of territory planning:

The national policy of planning and sustainable development of the territory intervenes on three axes:

- Accompany dynamic territories to reinforce their development and endow sensitive territories (coast, border areas, mountains, steppes, oasis areas, etc.) with specific planning documents;
- Transform public officials (decentralized administration and Local Authorities) into territorial actors capable of designing, conducting and evaluating public projects;
- Train managers and central and local actors in the fields of territorial engineering, territorial intelligence, territorial economic intelligence, project management, monitoring and evaluation, territorial marketing development, local development and growth of cities,

4) Draft code of Local Authorities:

A draft Code of Local Authorities is finalised and intends to merge the two current Codes of Wilayas and Municipalities including:

- The precision of the sphere of competence of the People's Council of Municipality (APC), the Wilaya People's Council (APW);
- A better division of powers between the Wali - the appointed authority - who would become a leader of the deconcentrated administration, and the one of the President of the APC - elected authority - who would become responsible for the development policy;
- Providing Local Authorities with tools for promoting investments, for the valorisation of their resources, modernizing their administration and for strengthening their human resources;
- The anchoring of participatory democracy in Local Authorities, strengthening citizen participation in local affairs;
- The revenue diversification, including projects in the fields of tourism, agriculture, transport and housing sectors, which would be transferred to municipalities;
- The introduction of new management tools: goal contracts;

- The creation of an Investment Council of the Wilaya (decision support) and an Investment One-Stop-Shop of the Municipality;
- The promotion of intercommunality.

5) Draft code of Local taxes:

The draft Code of Local Taxation will bring several changes to the legislation currently in force, including:

- The establishment of a fiscal power for the benefit of municipalities and wilayas;
- The guarantee of financing to Local Authorities at the beginning of the budget year to ensure smooth operation and investments;
- The legislative consecration of horizontal financial solidarity, to grant subsidies to other municipalities through the budget of the wilaya;
- The dedication of the principle of compensation guaranteed by the State to Local Authorities;
- The institution of the principle of restitution of a part of the VAT for the benefit of the Local Authorities;
- The establishment of a National Observatory for local taxation;
- The codification of fees and royalties accruing to Local Authorities.

6) Reforms in the field of budgeting:

The new Organic Law of Finance Laws (LOLF), amending that of 1984, was published in the Official Gazette No. 53 of 2 September 2018.

Its purpose is to define the state financial management framework based on the principle of results-based management.

The Finance Act of 2023, as well as its budget regulation law, will be the first laws in line with the provisions of the new organic law.

The application of the provisions of the new organic law for the financial laws of 2021 and 2022 will remain governed by the provisions of the old law of finance laws (Law 84-17 of 7 July 1984).

Starting from the year 2026, the budget regulation bill will be prepared, discussed and adopted, with reference to fiscal year N-1.

3.3 Linked activities

3.3.1 finished or ongoing activities

UE support:

A framework contract financed under the programme of support to economic and political governance (SPRING) enabled the training of 180 Local Authorities' executives from all the wilayas of the country on various topics related to the realization of participatory local democracy (social acceptance instruments, participatory budgeting, participatory evaluation of the quality of public services), and the elaboration of a guide for the implementation of participatory local democracy in Algeria. This action ended in February 2018.

This support was complemented by a one-off action of the Support Programme to the EU-Algeria Association Agreement (P3A) for the training of 225 elected Local Authorities, including those of the Municipal Assemblies (APC). This specific action took place from September to November 2018.

MICLAT has benefited from several TAIEX seminars:

- February 2016: Local Authorities with a view to improving and modernizing the local public service.
- February 2016: Promotion and enhancement of the local human resource.
- January 2016: Promotion of the participatory approach in the management of local affairs.
- December 2015: Perspective of reform of the local finance system to better consider the expectations of the citizen.
- September 2019: Modernization of local taxation and the valorization of asset resources
- February 2020: Organizational change in municipalities.

Other donors support:

In addition, there is a UNDP-managed EU-funded programme called CAPDEL of EUR 10,45 (out of which EUR 8 million are EU contribution) implemented since January 2016 and scheduled to end in December 2021. It aims at strengthening the capacities of local development actors.

The main objective of the CAPDEL is to improve citizen participation in the planning and implementation of municipal public service policies and local economic development.

It is conducted only at the level of some pilot municipalities belonging to various regions of the country and is articulated around 4 components:

- Strengthening municipal strategic planning;
- The involvement of local actors in local development based on participatory management;
- The modernization and simplification of administrative services at the municipal level;
- Risk and disaster management at the municipal level.

3.3.2- Linked activities to come

In addition to above listed activities, some more programmes are currently under preparation, most relevant being:

- EU-financed Support Programme to Integrated Local Development “ADIL” which will build on the results of the Netherlands Foreign Affairs Cooperation Programme (“Shiraka”=partnership): training and support to decentralization process and to strengthening of local authorities.

In this framework, in order avoiding any kind of overlapping/duplication in programmed activities, the Twinning winning Member State will be fully informed of any support from which MICLAT benefit or will benefit, in order to seek for an effective operational coordination between projects.

3.4 List of applicable Union acquis/standards:

The twinning topics relate to administrative reform and local development and, as a result, these do not fit directly into the *acquis* but are based on certain provisions considered as part of the *acquis*, namely:

- Charter of Fundamental Rights of the EU - Article 41 - Right to good administration
- Principles of Public Administration of SIGMA: a framework for the European Neighbourhood countries;
- Regulation (EU) No 232/2014 of the European Parliament and of the Council of 11 March 2014 establishing a neighbourhood instrument.

The objectives and expected results of this twinning are based on the principles underlying the European Neighbourhood Policy and in particular on the one entitled "Promoting good governance and the rule of law: with its experience and know-how in accompanying reforms, the EU will focus on supporting the modernisation of the administration, good governance and the fight against corruption as well as the deepening of the decentralization process".

3.5 Components and Results per components

The twinning project includes three (03) mandatory results:

Result 1 –Component 1. The organisation of the MICLAT is modernised and its Human Resources are strengthened.

The objective of this component is to adapt the organisation, operating methods and tools of the Ministry in order to direct them towards local development and citizen satisfaction.

Therefore, this means for the Ministry to rethink its missions and define its strategic priorities and then to analyse its internal organisation, its procedures and its modes of operation in order to adapt them to its missions and its strategic priorities in a logic of complementarity between the central level and the local levels.

Some of these strategic priorities, such as simplification, communication, computerization, dematerialization of procedures and services or the provision of local services and the creation of one-stop shops (etc.) should be detailed in action plans or in quality charters.

Finally, it is a matter of supporting and professionalizing the Ministry's human resource at all levels by updating the available training offer and training content, by improving the training tools and techniques and by increasing the pool of competent trainers in order to cover priority topics linked to local development.

Thus, component I should have achieved as intermediate results (indicative list):

- MICLAT missions are revised and a strategic orientation framework is designed:
 - Main expected deliverables:
 - A MICLAT Strategic Plan is proposed
- MICLAT organization is renovated:
 - Main expected deliverables:
 - New organizational charts for all levels (Central Administration, wilaya, municipalities) are proposed,
 - Index of jobs and skills is updated.
- Ministry of Interior' Administration is modernized and simplified:
 - Main expected deliverables:
 - Plans of communication, simplification and computerization are elaborated,
 - Quality charts is elaborated,
 - Barometer of user satisfaction is set up.
- Internal capacities and skills are strengthened:
 - Main expected deliverables:
 - Proposals of objectives and performance contracts between MICLAT and its subordinated training organizations,
 - Support for the development of MICLAT's multi-year training plan 2020-2023, considering Training Needs Analysis for distance learning and methodology to revise the Training Plan

Result 2- Component 2. The attractiveness of the territories is supported and the role of the local Authorities is consolidated.

The objective of this component is to allow MICLAT to become a central player in local development.

It aims to provide the Ministry with a strategic reference framework that defines the national local development policy to serve as a reference document for institutional actors operating on the territory, to ensure territorial anchoring of its policies and to facilitate their implementation, monitoring and evaluation.

This component also targets the upgrading of local territory management tools with the introduction of intercommunality and of mechanisms to be implemented for its operationalization.

Finally, this component aims, through the Small Areas of Activities (PZA), to strengthen the economic base of Local Authorities.

Thus, component II must have achieved the following intermediate results (indicative list):

- The national strategy for local development is deployed.
- Local authorities have tools to choose from different possibilities of mutualisation between Local Authorities (inter-municipal, urban communities, delegated, wilayas etc.) are introduced:
- Evaluation tools and indicators for local government development policies are improved.
- Territorial (Wilaya) and municipal contracts are proposed
- The device of Small Activity Zones is supported.

Result 3- Component 3. The financial resources of the Local Authorities are optimised in order to strengthen the local development.

The aim of this component is to improve the knowledge concerning the Local Authorities in the field of incomes coming from their assets in order to strengthen their economic basis, to rationalize their management and to make their actions profitable.

In addition to this, the scope of this component is to prepare the municipalities to adapt their budgetary structures in compliance with the regulations of the LOLF as well as their budgetary nomenclature.

Finally, this component is planning to modernize the delegation of public services to involve existing structures (EPIC, EPA, ..) and to adopt modern forms of collaboration and project development.

Thus, Component III should have achieved the following intermediate results (indicative list):

- The development of a programme for consolidating the asset of municipalities is supported:
- The programme "LOLF-Local Authorities" is defined:
- Modernization of management modes of local economic services (public service delegation, concession, etc.) are modernized:

- Main expected deliverables:
 - A municipal charter is proposed,
 - A standard service contract is developed.
- The modernization of the statutes of public service companies is supported.

3.6 Means/Input from the Member State Partner Administration (s)

3.6.1 Profile and tasks of the Project Leader (PL)

The Member State Project Leader must be a high-ranking civil servant of an MS Administration or an assimilated agent of a fully mandated body able to ensure an operational dialogue at the political level for the fulfilment of the objectives and able to solve problems with adequate solutions.

S/he will collaborate with her/his Algerian counterpart to guarantee leading and coordination of the whole project. S/he will have the capacity and responsibility to mobilize short-term experts to sustain proper implementation of foreseen activities.

S/he will have:

- A university degree or an equivalent professional experience of 8 years;
- A minimum of 3 years of specific experience in the field of Public Administration.

The MS Project Leader is responsible of the activities assigned to his/her administration in the workplan and must be available to the project during at least 3 days per month, with an on-site visit at least every 3 months in order to participate in the Project Steering Committees.

In cooperation with the BC Project Leader, s/he will organize the quarterly Steering Committee meetings, which they will chair jointly.

Each quarter, the Steering Committee allows evaluating the project's progress towards mandatory results.

S/he will be responsible in coordination with the BC Project Leader to submit quarterly and final reports to the UGP and to the EU Delegation in Algeria.

3.6.2 Profile and tasks of the Resident Twinning Advisor (RTA)

The RTA is a civil servant (or retired since less than 2 years), or equivalent staff from a mandated body. S/he will work in Algeria for the whole project duration and will ensure the twinning project implementation.

S/he will have:

- A university degree or an equivalent professional experience of 8 years,
- A minimum of 3 years of specific experience in the field of Public Administration.

The RTA must have at least 3 years of experience in the field of project management in an environment linked to Human Resources and/or Training for Civil Servants and/or Territory Planning and/or Local Authorities and/or Public Finance. A previous experience in managing international/EU projects would be an asset.

He/she is in charge of the day-to-day implementation of the Twinning project. In particular, in liaison with the BC Project Director s/he will:

- Ensure the smooth execution of the work plan and project activities in accordance with the expected results and time;
- Coordinate and mobilize short-term experts and ensure the good quality of the work to be provided;
- Organize the launching, mid-term and closing conferences of the project and prepare the visibility documents in compliance with the EU rules;
- Ensure the proper management of twinning activities, staff and logistics;
- Provide the necessary information to prepare the documents as requested in the Twinning Manual (to be jointly countersigned by the MS and BC Project Directors), i.e. side letters, contract amendments, payment requests, financial documentation for budget follow-up;
- Provide technical advice to the MICLAT as part of a predetermined work plan;
- Participate in the drafting and ensure the quality of the inception, quarterly and final reports;
- Organize and attend the steering committees with the BC Project Leader.

3.6.3 Profile and tasks of Component Leaders

For each of the 3 results, a Component Leader will be nominated. These Key Experts will follow from start to end the activities of his/her component during the whole duration of the twinning.

They will be involved through a series of short-duration missions organized in coordination with the RTA. They will contribute to the planning, programming, organization and follow-up of activities, management of experts and reporting.

For Result 1, s/he will have:

- A university degree or an equivalent professional experience of 8 years,
- A minimum of 3 years of specific experience in the field of Public Administration, and/or Public Management, and/or Human Resource Management, and/or civil servants training.

For Result 2, s/he will have:

- A university degree or an equivalent professional experience of 8 years,
- A minimum of 3 years of specific experience in the field of Public Administration, and/or Territory Planning, and/or attractiveness of the territories, and/or Local Authorities.

For Result 3, s/he will have:

- A university degree or an equivalent professional experience of 8 years,
- A minimum of 3 years of specific experience in the field of Public Administration, and/or Local Authorities, and/or Public Finance, and/or taxes, and/or budgeting.

3.6.4 Profile and tasks of other short-term experts

The Member State will mobilize a team of short-term experts (STE). The requested general profile of ECTs is as follows:

- A university degree or an equivalent professional experience of 8 years
- Having pedagogical abilities in order to share experiences and transfer technical competences.

Specific profiles for STE per result (*Non-exhaustive list of Short-Term Expert*):

Results	STE's profiles
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<p>Result 1: R1. The organization of the MICLAT is modernized and its Human Resources are strengthened.</p>	<ul style="list-style-type: none"> • Public Management • Human Resources Management • Public services Modernization • State simplification • Civil Service Statute • Training Engineering • Distance-Learning • Training-of-trainers • Local Development • Local Finance
<p>Result 2: R2. The attractiveness of the territories is supported and the role of the Local Authorities is consolidated.</p>	<ul style="list-style-type: none"> • Administrative Reforms • Decentralization • Deconcentration • Territory Planning • Territory Attractiveness • Territories’ Observatory • Local Development • Municipal Development • Local Economic Development • Local Finance
<p>Result 3: R3. The financial resources of the Local Authorities are optimised in order to strengthen the local development.</p>	<ul style="list-style-type: none"> • Local Development • Municipal Database • Local taxation • LOLF • Public Law • Public services • Local Finance

4. Budget

The maximum budget available for this Twinning Grant is € 1.500.000.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering and contracting

The European Union Delegation (EUD) to Algeria is the contracting authority and ensures the administrative and financing management. The EUD is located at:

Domaine Benouadah, Rue du 11 décembre 1960, El Biar Alger

The EUD is represented by Mr. John O’ROURKE, Ambassador, Head of the the European Union Delegation

Contact person: Leonor C. LOPEZ VEGA, programme manager
leonor-cecilia.lopez-vega@eeas.europa.eu

The “Unité de Gestion du Programme” (UGP)- Programme Management Unit- ensures the concordance with EU procedures and in close coordination with EU Delegation to Algeria assures coordination of the twinning in the framework of the FAPP Programme.

UGP-FAPP is located at:
Palais des expositions Pins Maritimes - Mohammadia - Alger
Unité de Gestion du Programme
Tél. 213 23.79.50.01 / +213 23.79.50.02
Fax. +213 23.79.50.03

Contact person: Mr. **Abderrahmane SAADI**, FAPP coordinator
abderrahmane.saadi@p3a-algerie.org

5.2 Institutional Framework

The Beneficiary institution is the Ministry of Interior, Local Authorities, and Territory Planning (MICLAT). This Twinning fiche also mentions other partners involved in the implementation of some activities: The wilayas, the municipalities, some subordinated institutions under the MICLAT and in lower degree other public institutions such as the Ministry of Finance or the National Agency for the Development of Investments (ANDI).

1) The Beneficiary institution: The MICLAT

The organisation of the Ministry of Interior, Local Authorities, and Territory Planning is defined by the Executive Decrees n°14-104 of 12 of March 2014 and n°18-109 of 5th of April 2018.

The Ministry includes the following structures:

- **GD National safety**
- **GD Civil protection**
- **GD National transmissions**
- **GD Public Freedoms and Legal Affairs:**
 - o D. Electoral Cooperation and elected people
 - o D. State of play of the circulation of persons and goods
 - o D. Associative life
 - o D. General Affairs and regulations
 - o D. Contentious
- **GD Local Authorities:**
 - o D. Prospective, analysis and evaluation
 - o D. Territorial and urban Action
 - o D. Socio-economic and local Development
 - o D. Local budgets
 - o D. Resources and financial local solidarity
 - o D. Local governance
- **GD Territory Attractiveness, and Planning**
 - o D. Prospective, programming and general studies on spatial planning
 - o D. Large works on spatial planning
 - o D. Regional action, synthesis and coordination
 - o D. Follow-up, evaluation of attractiveness and territorial marketing
- **GD Modernisation, Documentation, and Archives**
 - o D. IT systems
 - o D. Prospective and technological prospective
 - o D. Secured documents

- D. Databases
- D. Documentation and archives
- **GD Human Resources, Training, and Statutes**
 - D. Human Resource Management
 - D. Training
 - D. Local Administration staff statutes and normalisation
- **GD Finance and Means**
 - D. Equipment and infrastructures
 - D. General means
 - D. Accounting and finance
 - D. Procurement, contracts and financial control
- **D. Cooperation**
 - S/D Exchanges and bilateral cooperation
 - S/D Multilateral cooperation
 - S/D Cooperation and border countries exchanges
 - S/D Cooperation and decentralised exchanges
- **D. Coordination and Security of the Territory**

Staffing situation at the Central Administration of the MICLAT in 2019 (Source: MICLAT):

Structure	Total staffing on 15/03/2019	Staffing on 15/03/2019 (Conception)	Staffing Senior Management)	Senior Management rate compared to the total staffing
SG	25	12	9	36%
Cabinet	55	34	18	33%
IG	12	9	8	67%
DGRHFS	65	43	15	23%
DGMDA	310	140	16	5%
DGLPAJ	129	80	21	16%
DGFM	325	68	15	5%
DGCL	95	68	20	21%
DGAAT	77	48	13	17%
DC	11	6	5	45%
Social Action	38	14	-	-
Personnel from other administrations	39	**	**	**
Total	1 181	522	140	**

2) The Local Authorities: The Wilaya and the Municipality

Law n° 84-09 dated 4 of February 1984 has divided Algeria in 48 wilayas and in 1 541 Municipalities. The Decree n°15-140 of 27 of May 2015 has created the delegated wilaya which is under a “mother” wilaya.

The wilaya is defined as a State’s Local Authority having a legal status and a financial autonomy est. It is created by the law and its territory includes the territories of the municipalities that

belong to its territory.

The administration of the wilaya is managed by a Wali and includes following structures:

- Office of the wali
- General secretariat
- General Inspectorate
- Local Administration Directorate:
 - o Service of personnel
 - o Service of Local animation
 - o Service of budget and assets
- General Affairs and regulations Directorate:
 - o Service of general regulation
 - o Service of people traffic
 - o Service of legal affairs and legal contentious.

Staffing situation in the wilayas in 2019 (Source: MICLAT:

Category	Total staffing on 15/03/2019
Civil servants	26 481
Contracted staff	17836
Total	44 317

The municipality includes 3 structures:

- The Municipal People's Council (APC): deliberative body
 - o The elected Council is the foundation of decentralization and the place of citizen participation in the management of public affairs,
 - o It meets in ordinary session every two months and can meet in extraordinary session whenever the affairs of the municipality require it at the request of its president, or two thirds of its members, or at the request of Wali,
 - o The Municipal People's Council regulates matters falling under its powers by delegation.
- Executive body chaired by the President of the APC:
 - o The President of the APC is assisted by a general secretariat of the municipality which leads the administration under his/her authority and the one of 4 vice-presidents,
 - o The General Secretariat's mission is to coordinate the various services of the municipality and to manage them, to schedule the meetings of the APC, to control the administrative and technical services, to exercise the hierarchical power over the officials of the municipality and to manage the mail.

Staffing situation in the municipalities in 2019 (Source: MICLAT:

Category	Total staffing on 15/03/2019
Senior management	19 421
Application	17 352
Master	30 113
Execution	78 717
Total	145 603
Contracted staff	30 267
Grant Total	175 870

3) The subordinated institutions under MICLAT:

(Below are listed the institutions or bodies under the subordination of MICLAT that are related to

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the subject and / or activities of the Twinning Fiche):

- **The National School of Administration (ENA):**

The Executive Decree No. 06-419 of 22 November 2006 stipulates that ENA is responsible for:

- providing training for public managers depending on the needs of the State administration, Local Authorities and public institutions;
- organizing improvement and retraining actions for the managerial staff of public institutions and administrations;
- Developing research and administrative research, audit and advisory activities for public institutions and administrations. In this capacity, the School participates in national and international programmes and networks of training and research institutions.

The National Training, Specialised Training and Retraining Centres for the staff of Local Authority:

The Ministry of the Interior, Local Authority and Territory Planning has five national centres for training, specialised training and retraining of Local Authorities' personnel located in the wilayas of: Bechar, Djelfa, Constantine, Ouargla, and Oran.

MICLAT intends to expand its training network with the opening of three training centres to be located in Tiaret, Annaba and Setif.

- **The National School of Engineers of Tlemcen city:**

Public training body created in June 2018, whose first promotion entered in February 2019, this school is responsible for:

- providing training for public officers in the "technical and urban management" and "hygiene, public health and environment" sectors;
- ensuring the organisation of specialized and retraining programmes for officials of the territorial administration;
- ensuring the organisation of induction training and pre-promotion training in certain grades and,
- ensuring the preparation and organisation of the competitions and professional examinations as well as the preparatory training sessions for these tests.

- **The National Centre for Studies, Analyses for Population and Development (CNEAP):**

The mission of the CNEAP is to undertake studies and analyses of an economic, political, demographic, social and cultural nature.

The Centre is organized into seven departments:

- The Department of Population and Demography;
- The Department of Expertise and Business Evaluation;
- The Department of Regional Economy and Local Development;
- The IT and Databank Department;
- The Administration and Finance Department;
- The Communication and Polling Department;
- The Documentation and Information Department.

- **The National Agency for Territory Attractiveness and Planning ANAAT):**

ANAAT is a public institution of an industrial and commercial nature, endowed with the legal

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personality and the financial autonomy created by the executive decree No. 11-137 of March 28th, 2011. ANAAT is administered by a board of directors and headed by a managing director. It has a scientific committee.

She is responsible for:

- Bring together the technical elements of the national spatial planning and sustainable development policy,
- Develop and evaluate planning instruments,
- Contribute to prospective studies to promote the attractiveness of territories,
- Contribute to the coordination of the implementation of sectoral policies,
- Conduct planning and consulting studies on behalf of Local Authorities.

4) The Partners institutions:

(Some activities of the twinning sheet, will be carried out with the support or in collaboration with the Ministry of Finance and that of the National Agency for Investment Development):

- **The Ministry of Finance:**

In accordance with Executive Decree No. 95-54 of 15 February 1995, the Ministry of Finance proposes the elements of the national financial policy and ensures its implementation, in accordance with the laws and regulations in force.

This decree fixes the attributions of the Ministry of Finance on:

- The Public finances:
- The currency;
- Savings, credit and economic insurances;
- The resources of the Treasury;
- The financial interventions of the State;
- The national policy on external indebtedness;
- The Exchange control;
- The Financial control over the uses of the credits of the State budget and the resources of the Public Treasury;
- The External economic and financial relations.

- **The National Agency for the Development of Investments (ANDI):**

The National Agency for Investment Development is a public body with legal personality and financial autonomy. Its main mission is the development and monitoring of investments.

Its purpose is to facilitate the accomplishment of administrative formalities during the creation of businesses through an operational one-stop-shop.

The missions of ANDI include:

- Investment promotion in Algeria and abroad;
- The promotion of territorial opportunities and potentialities;
- Facilitation of business practice, monitoring of the creation of companies and project implementation;
- Assistance, and support for investors;
- Information and awareness of the business community.

5.3 Counterparts in the Beneficiary Country

The General Directorate for Human Resources, Training and Statutes (DGRHFS) of the MICLAT is responsible for the twinning project implementation. It therefore ensures preparation, implementation and follow-up of twinning activities. To this end, the MICLAT will put at disposal of the project necessary human and material means for the success of the twinning.

5.3.1 Contact person

Name function: **Mr. Abdelhalim Merabti**, General Director for Human Resources, Training and Statutes (DGRHFS) of the Ministry of Interior, Local Authorities, and Territory Planning.
Ministry of Interior, Local Authorities, and Territory Planning
Government Palace 1, rue Dr Saadane – ALGIERS <http://www.interieur.gov.dz/index.php/fr/>

5.3.2 BC Project Leader

Name function: **Mr. Abdelhalim Merabti**, General Director for Human Resources, Training and Statutes (DGRHFS) of the Ministry of Interior, Local Authorities, and Territory Planning.

The BC Project Leader will work in close collaboration with the MS Project Leader, the MS Project Leader and the RTA Counterpart.

He will ensure regular project’s monitoring and will provide the necessary support to ensure the smooth implementation of the project. S/he will co-chair the quarterly Steering Committees.

5.3.3 RTA counterpart

Name and function: **Mr. Noureddine Bennaidja**, Director for Training, General Directorate for Human Resources, Training and Statutes (DGRHFS) of the Ministry of Interior, Local Authorities, and Territory Planning.

The RTA Counterpart is in charge with the RTA of the day-to-day coordination of the activities and ensures the links the teams involved in the project on behalf the Beneficiary institution and with the MS experts.

The RTA Counterpart approves the terms of reference for the missions of the Project’ experts, in accordance with the contractual work plan, ensures the availability of the Algerian counterparts during the programming of the missions and monitors the progress of the tasks incumbent on the beneficiary in the implementation of the work plan.

5.3.4 Component Leaders

A national representative is appointed in order to become the focal point of each MS Component Leader and in order to provide the necessary support allowing to reach the respective result.

Component 1: Renovation and modernisation of the organisation of the MICLAT and strengthen its Human Resources

Name and function: **Ms. Ines Abdelmoumene**, Deputy-Director, Training Directorate, General Directorate for Human Resources, Training and Statutes (DGRHFS) of the Ministry of Interior, Local Authorities, and Territory Planning.

Component 2: Increase the attractiveness of the territories and consolidate the role of Local Authorities

Name and function: **MS. Sakina Bouguermouh**, Director for Follow-up, Attractiveness Evaluation, and marketing, General Directorate for Territory Attractiveness and Planning

Component 3: Optimise the financial resources of Local Authorities in order to strengthen the Local Development

Name and function: **Mr. Ammar Merzougui**, Director for Local Budgets, General Directorate for Local Authorities (DGCL) of the Ministry of Interior, Local Authorities, and Territory Planning.

6. Duration of the Project

The project will be implemented during a 24-months duration.

Duration of the project' implementation: 27 months (24 months + 3 months).

7. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (French/English).

All formal communications regarding the project, including interim and final reports shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. Its main duties include the verification of the progress and achievements of the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements of the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The twinning will allow MICLAT to base its missions on solid and sustainable bases:

- A modern institutional and functional organisation supported by management tools focused on results and performance;
- A training policy based on the training of internal trainers belonging to the administration of MICLAT;
- Staff trained in strategic planning techniques, budgetary and territorial forecasting and in local development;

- Missions organized to reinforce skills in relation to local development and to the attractiveness of the territory and with the support of Local Authorities;
- Planning, monitoring, inventory and management tools to sustainably reinforce community asset based on a toolbox of methods and guides;
- Mechanisms to facilitate the deconcentration of structures in relation to local development in order to territorialize the development missions;
- Modern economic entities for the delegation of public services.

The project will provide substantive support to MICLAT to support and implement its reforms and strengthen its mission on local development.

The EU's professional capacity building and best practices transferred to the beneficiary will provide it with know-how that will be used beyond the duration of the twinning project.

Twinning will allow MICLAT, after capitalizing pilot experiments in wilayas and in municipalities, to generalize approaches and duplicate them throughout the national territory.

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Twinning will allow MICLAT, after capitalizing pilot experiments in wilayas and municipalities, to generalize approaches and duplicate them throughout the national territory.

9. Crosscutting issues

Gender mainstreaming

Algeria fully subscribes to gender issues as defined in the Millennium Goals. Regarding gender parity in the different sectors of activity, Algeria ranks first in the Arab world, the ninth in Africa and the 26th in the world. The State promotes the promotion of women's responsibilities in institutions, public administrations and in the private sector.

Within the framework of the realisation of the principles of equality between men and women and the promotion of the role of the elected woman in the management of the local public affairs, the Local Authorities are committed to promoting the rights of the woman, in particular to through the provisions of the Constitutional Amendment Act No. 16-01 of 6 March 2016, which stipulates in article 35 that "the State shall promote the political rights of women by increasing their chances of gaining access to representation in elected councils".

Access to public services without differentiation or discrimination between men and women is a fundamental principle that is also applied in the administration, and particularly in the MICLAT.

This Twinning project is gender neutral.

Good governance and the rule of law

As a whole, the Twinning project is in line with the values and principles included in the Association Agreement signed between the EU and Algeria.

The MICLAT is linked to these issues to the extent that the public accounts are factors of

Environment

Algeria is very sensitive to environmental issues. The evolution of organisations and accounting processes contributes to sustainable development by simplifying and dematerializing procedures.

MICLAT, which has integrated the DGAAT into its administration, is at the forefront of institutions concerned with this issue.

In addition, the vast dematerialization project of the administration also contributes to the preservation of the environment.

Through its support to local development and to the modernisation of the administration, the project contributes to this objective of protection of the environment.

10. Conditionality and sequencing

There are no conditionality or specific requirements on sequencing, except those mentioned in the fiche.

The Twinning project must contribute to introduce and share best European practices in matter of community legislation.

The proposals presented by the Member States should include a list of activities that would ensure that the results and deliverables mentioned in the fiche will be reached.

The activities will be further developed with the Twinning partners during the drafting of the Workplan keeping in mind that the final list of activities will be decided in cooperation with the Member State.

Activities or events foreseen in the framework of other EU initiatives (TAIEX, SIGMA and other supporting programmes) should be considered.

In addition to component activities and quarterly meetings (SC), horizontal activities must be organised to ensure project's visibility (Opening seminar, mid-term conference, closing seminar...).

11. Indicators for performance measurement

R1. The organisation of the MICLAT is modernised and its Human Resources are strengthened

IOV1: At least 10% of the objectives of the Strategic Plan have been reached at the end of the Twinning.

IOV2: At least of 80% the interviewed users are satisfied by the services offered by the municipality in a pilot one-stop-shop.

IOV3: At least 75 trainers have been trained on topics linked to local development.

R2. The attractiveness of the territories is supported and the role of the local Authorities is consolidated.

IOV4: At least 3 wilayas have implemented local contracts.

IOV5: At least 2 wilayas are using the guide on Small Activity Areas (PZA).

IOV6: At least 50 indicators of follow up-evaluation the development policies of the Local Authorities are defined.

R3. The financial resources of the Local Authorities are optimized in order to strengthen the local development:

IOV7: At least 10% of the municipalities have a dematerialized census of their assets.

IOV8: At least 5 performance indicators of the LOLF-Local Authorities programme are defined.

IOV: At least 5% of the municipalities have increased the share of their own incomes in their budget.

12. Available facilities

The Beneficiary country will put at disposal of the RTA and the assistants a fully equipped office (hardware and software) as well as offices and meeting rooms for the short-term experts.

The Beneficiary country will cover all expenses linked to the implementation of the project that would not have been included in the Twinning budget.

13. Annexes

- 1- Logical Framework
- 2- Indicative Schedule

Annex 1: Logical framework (simplified)

ARDeL	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
<p>Overall Objective</p>	<p>Support the Ministry of Interior, Local Authorities, and Territory Planning (MICLAT) in its institutional, organisational and operational, reforms and increase the attractiveness and the resources of the territories in order to ensure a sustainable local development</p>	<p>Preconised reforms are ongoing</p> <p>Aptitude of territories to development increased</p>	<p>Country report Project reports Experts reports</p> <p>Government strategic documents New laws/decrees</p>	<p>Lack of human and materiel resource</p> <p>Unfavourable political situation and will</p> <p>Lack of coordination with local authorities</p> <p>Lack of ownership by stakeholders</p>	<p>Political will to implement the Association Agreement</p> <p>The partnership between the Member State and the beneficiary country works.</p>
<p>Specific (Project) Objective(s)</p>	<p>Support MICLAT in its modernisation: to improve organisation, to strengthen its capacities, to increase attractiveness of the Local Authorities (LA), and optimise their resource.</p>		<p>Project documentation (mission reports, quarterly reports, final report)</p> <p>Tools (guides, lists etc.) MICLAT website</p> <p>LA websites (when exist)</p>	<p>Lack of implementation of proposed tools and methods</p>	<p>Appropriation of methods and proposed recommendations.</p>

ARDeL	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
<p>Result 1</p>	<p><i>The organisation of the MICALAT is modernised and its human resources are strengthened</i></p>	<p>IOV1: At least 10% of the objectives of the Strategic Plan have been reached at the end of the Twinning. IOV2: At least of 80% the interviewed users are satisfied by the services offered by the municipality in a pilot one-stop-shop IOV3: At least 75 trainers have been trained on topics linked to local development.</p>	<ul style="list-style-type: none"> • Strategic plan. • Barometer of satisfaction of the one-stop-shop of the municipality of Algiers Centre • List of participants. • Multi-year training plan. • Training materials. • Evaluation forms. • Follow-up certificates 	<p>Strategic goals are not realistic</p> <p>Algiers Centre APC is not responsive to the project</p> <p>Difficulties to implement the training plan</p>	<p>Political will.</p> <p>Quality standards for services validated</p> <p>Commitment of stakeholders</p> <p>Collaboration with the municipality of Algiers-Centre.</p> <p>Willingness of citizens to express their opinion</p> <p>Internal trainers available.</p> <p>Quality trainers are provided by the twinning team</p>

ARDeL	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Result 2	<i>The attractiveness of the territories is supported and the role of the Local Authorities is consolidated</i>	IOV4: At least 3 wilayas have implemented local contracts. IOV5: At least 2 wilayas are using the guide on Small Activity Areas (PZA). IOV6: At least 50 indicators of follow up-evaluation the development policies of the Local Authorities are defined.	<ul style="list-style-type: none"> • Methodological guides. • Territorial contracts. • Development plans. • Economic feasibility study. • Guide for developing indicators. • Monitoring and evaluation reports. • Twinning expert reports 	Weak commitment and effective coordination between stakeholders Difficulties for defining and validating indicators Proposed tools are not adapted to the context	Validation by stakeholders of proposed guides and contracts. Commitment of wilayas. Effective coordination between wilayas and municipalities. Use of new tools, validation of indicators The National Agency for Investment Development collaborates
Result 3	The financial resources of the Local Authorities are optimised in order to strengthen the local development.	IOV7: At least 10% of the municipalities have a dematerialized census of their assets. IOV8: At least 5 Performance indicators of the LOLF-Local Authorities programme are defined IOV9: At least 5% of the municipalities have increased the share of their own incomes in their budget.	<ul style="list-style-type: none"> • Asset database. • SIG application. Manual LOLF-Local Authorities. • Internal administrative notes. • Validation of indicators by the Ministry of Finance New regulations. • Draft budgets of the pilot municipalities. • Surveys of public service users in the pilot municipalities 	Necessary data are not accessible Weak commitment and effective coordination between stakeholders The Ministry of Finance does not or little collaborate Lack of political will	Availability of asset and mapping data. <ul style="list-style-type: none"> • Commitment of stakeholders • Validation of proposed indicators • Collaboration and validation by the Ministry of Finance • The existing legal framework is adapted.

Annex 2: Indicative Schedule

Twinning MICLAT	Year 1				Year 2			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8
RTA								
RTA start date	■							
RTA assistant selection		■						
Horizontal activities								
Preparation of the initial work plan	■	■						
Steering Committees		■	■	■	■	■	■	■
Visibility and Communcation								
Kick-off Meeting		■						
Mid-term Conference					■			
Closing Conference								■
Mandatory Results/Outputs								
Component 1 MICLAT organisation is modernised and its Human Resources are strengthened		■	■	■	■	■	■	■
Component 2 Attractiveness of the territories is supported and the role of the local Authorities is consolidated.			■	■	■	■	■	■
Component 3 Financial resources of the Local Authorities are optimised in order to strengthen the local development			■	■	■	■	■	■