

The problem of sustainable territorial development and its impact on decentralized cooperation

إشكالية التنمية الإقليمية المستدامة وأثرها على التعاون اللامركزي

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Abstract:

The focus of our study is the central government's role in local government administration, and the role of local populations and their representatives in fostering cooperation within a new framework of decentralized territorial development.

We will examine, as an example, the Franco-Algerian quantitative decentralized cooperation, which has experienced significant growth in recent decades, while also highlighting the various obstacles hindering this cooperation.

Our methodology is based first on the essence and foundations of sustainable territorial development, ultimately leading to an analysis of the processes and opportunities of entrepreneurship in Algeria, with the aim of achieving local, territorially-based development.

At the end of this study we concluded that entrepreneurship in Algeria is more within a social dynamic belonging to society and which must involve all local actors, in this case : local authorities, economic operators and the citizen considered as essential actors in sustainable development.

Keywords: decentralized cooperation - entrepreneurship - local authorities - territorial development- territorial dynamics.

Jel Classification codes : L26, R58, H77, O19

ملخص:

تُركّز دراستنا على دور الحكومة المركزية في إدارة الحكم المحلي ودور السكان المحليين وممثليهم في تعزيز التعاون ضمن إطار جديد للتنمية الإقليمية اللامركزية.

سنتناول على سبيل المثال، التعاون الكمي اللامركزي الفرنسي الجزائري، الذي شهد نمواً ملحوظاً في العقود الأخيرة، مع تسليط الضوء على مختلف العقبات التي تعيق هذا التعاون.

تستند منهجيتنا أولاً إلى جوهر وأسس التنمية الإقليمية المستدامة، مما يؤدي في نهاية المطاف إلى تحليل عمليات وفرص قيادة الأعمال في الجزائر، بهدف تحقيق تنمية محلية إقليمية.

ختاماً، نستنتج أن قيادة الأعمال الجزائرية هي بالأحرى ديناميكية اجتماعية، يجب أن تُشرك جميع الفاعلين المحليين، وهم: السلطات المحلية، المتعاملون الاقتصاديون، المواطنون، وجميعهم يُعتبرون جهات فاعلة أساسية في التنمية المستدامة.

الكلمات المفتاحية: التعاون اللامركزي - التنمية الإقليمية - الديناميكيات الإقليمية - السلطات المحلية - قيادة الأعمال.

1. Introduction

In Algeria, in addition to the absence of a regional entity, initiatives carried out by local authorities are subject to the control of decentralized bodies of state administration. The country's numerous economic development potential can trigger a process of decentralized economic cooperation.

The introduction of subnational inter-territoriality into territorial organization modes only partially addresses the shortcomings of the administrative networks assessed by the debates on the subject in question.

In Algeria, since the 1990s, the expression “sustainable development” has continued to be used. Since its last amendment, sustainable development is even mentioned in the preamble of the Algerian Constitution as a “framework” to “build a productive and competitive economy” (Tedjani, 2021). Thus, the latest draft revision of this fundamental text proposed to strengthen the place of sustainable development as well as the environment (M’Hamed, 2020)). This shows how much credit the Algerian state seems to give to this concept. On the international scene, the unwavering regularity of the voluntarism deployed by Algerian diplomacy in order to display its commitment to the path of sustainable development, suggests that it is also considered in high places of national governance as an essential asset for prestige from Algeria.

Likewise, at the level of civil society, as well as within a certain segment of the private sector, sustainable development is a subject which also has a fairly good reputation, whether for example in the university sphere, in the world associative, or even with certain Algerian entrepreneurs. Algeria is seeking a development model capable of truly freeing it from its fossil fuel rent. : three principles now made inseparable by sustainable development : economic efficiency, social equity and environmental quality (Tedjani, 2021).

The general problem is that of supranational territorial dynamics and their contributions to subnational partner spaces, which will raise the following questions :

- 1- What are the foundations of sustainable territorial development ?
- 2- What are the obstacles and constraints of decentralized cooperation ?
- 3- Can we involve local communities more, local elected officials and civil society actors in the process of promoting entrepreneurship in Algeria ?

From these questions we will pose the following hypotheses :

- Inter-territorial cooperation sets out the strategy of state relations on an international scale and its articulation with subnational territories.
- The place given to entrepreneurial activities at the local or regional level and their capacity to propel themselves internationally.
- Decentralized cooperation, the scope of socio-cultural and economic dynamics, substrate of sustainable local territorial development.
- Local authorities appear to be essential players in sustainable development.

2. Definition and dimensions of the concept of sustainable development

The concept of “sustainable development” is now essential in economic analyses. We tend towards a variability of definitions and each country adopts its own definition on the subject. Indeed, this concept covers areas with contradictory purposes, hence difficulties in defining and interpreting the notion of sustainable development.

A second very important element that affects our analysis relates to land use. This is one of the conditions for the existence of the State, and it is on the way in which it is organized and animated that its roots and its capacity to maintain balance and control social articulations will depend. Hence the importance, today more than yesterday, of territorial planning policy, oriented towards a renovation of policies, means of action and strategies with regard to the imperatives of local integration and 'better spatial integration.

It must be recognized that this is a very broad field: Which leads us to ask a fundamental question: What link is there between land use planning and sustainable development?

This quite simply amounts to establishing a strategic prospective approach linking territorial planning and sustainable development by implementing projects of a strategic nature, oriented towards the future, likely to trigger a productive dynamic of wealth and employment in the duration. Hence the interest in in-depth reflection on the modernization of the institutional system in order to be able to best manage these changes and take into consideration future challenges (MARTIN, 2002).

According to the 2006 evaluation, only (23) UN member countries (out of a total of 191) were actually implementing a national sustainable development strategy, while at the Johannesburg Earth Summit they were almost all committed to doing so before 2005. We consider that the spatial organization of the territory constitutes a real alternative allowing the development of a national strategy for sustainable development in Algeria based on freedom of enterprise, performance and competitiveness.

The problem of sustainable development in Algeria is, therefore, to find an optimal formula which combines the three fundamental aspects of an economic activity, namely (Ghaousti, 2008):

□ **Improving the living conditions of the population:** demographic growth, changes in their standard of living, their needs in terms of medical care, education, justice and freedom of expression are the main constraints and the main purposes of all other social actions.

□ **The territory:** given the limits of space and quantity, the scarcity of natural resources and even the protection and equitable sharing of wealth but above all the preservation of future generations.

□ **Profit:** given that the company is the only appropriate framework that the populations in a territory use to achieve the sustainable development sought through all the social, economic and environmental actions it undertakes.

Sustainable development in Algeria can only be perceived through a single data, that of territorial planning (the mountain economy, the coast, the high plateaux and the South). These levels observed at different territorial scales contain geological characteristics, diversified by nature, climate but also by social and cultural wealth. Therefore, sustainable development is conditioned by the specificities of the territory and its arrangement with other territories in a surge of intergenerational solidarity.

In summary, sustainable development is “development that makes it possible to satisfy the needs of the present without compromising the abilities of future generations to meet their own needs” (Nations unies, 1987). According to the **Brundtland** formula.

3. Decentralized cooperation

Decentralized cooperation, as an international public policy implemented by local authorities from the local level, it must first of all be understood as a transformation having generated the mutation of international relations but also as a mutation of the territorial fact during these last decades.

3.1 Evolution of the concept

Since its emergence, decentralized cooperation has undergone a spectacular evolution in its forms of intervention. Born at the end of the Second World War in the form of twinning between European municipalities driven by the desire to develop ties of peace and friendship with, in particular, the populations of municipalities in Eastern European countries, they essentially constituted frameworks for cultural exchanges of a protocolary nature with no real impact on the communities concerned by these exchanges (CNCD, 2006).

After the waves of decolonization and the emergence of the Third World on the international scene, decentralized North-South cooperation was then established, thus accompanying the restructuring of relations between the metropolises and their former colonies. European local authorities are beginning to set up, with communities from newly independent countries, North-South solidarity actions formalized as “twinning-cooperation” (Alain, 2006). The “cooperation twinning” aimed to establish a new form of cooperation, favoring human relationships and therefore associating the concept of peace and friendship with that of development (Pierre, 2009). But in reality, “this form of cooperation corresponds to a culture of “project aid” more than to a strategic vision of development” (Virginie, 2007).

During the 1980s, the assertion of local authorities on the international scene entered an acceleration phase following the favorable context linked to the decentralization process undertaken in Europe and in certain countries of the South. Distant relations have been established not only beyond border neighbors but also outside Europe, towards the countries of Latin America, Africa and Asia, where these relations have been carried in return by the processes of democratization and concomitant decentralization reforms (Franck, 1996). However, despite these developments, this period is marked by the extremely disparate and heterogeneous nature of the actions undertaken in a very empirical and ad hoc manner, based on an impressionistic estimate of needs and priorities (Alain, *La coopération décentralisée et ses paradoxes*, 2005).

More recently, faced with the failure of administered development and the misappropriation of international public aid by the ruling classes, decentralized cooperation has evolved towards the promotion of governance and local management, direct support for decentralization and to democratization in light of the territorialization of public policies undertaken in several countries in recent years. This new approach to decentralized cooperation tends to become a collective, partnership-based and long-term action. It comes from an institutionalized and strategic political decision, from territory to territory, where institutional support, the emergence of a civil society, and the development of project management are at the center of concerns, which develop a vision transversale of territorial development and which are based on the idea of reciprocity (Virginie, *Coopération décentralisée et développement urbain l'intervention des collectivités territoriales*, 2007).

3.2 Emergence of local actors on the international scene

First of all, the rise of globalization and the means of communication since the mid-1980s have meant that international relations have become not only the exclusive concern of States but also of more and more numerous actors, including local authorities who consider themselves transnational (Yves, 2005). Several works by political scientists on the loss of state influence in international relations, the decline in the legitimacy of states, the ineffectiveness of the foreign policies they pursue, the proliferation of non-state actors on the international scene, are relatively many. In this regard, (Badi, 1992) writes: "the regionalization of globalization has given additional impetus to the emergence of new actors on the international scene, referring to the role of multinational firms, the complexity of the networks connecting economic actors, activism NGOs, the growing importance of the media, bearers of true para-diplomacy. He continues by emphasizing: "this new international political order is becoming more and more fragmented, decentralized and deterritorialized. Carrier of new forms of international action, it inevitably challenges the State, the nation, the territory."

We then witnessed the transnationalization of international relations, which included the accentuation of local responsibility (appearance of international public policies from the local level) which led to the proliferation of local actors on the international scene, among them, decentralized cooperation, as underlined (Yves, 2005), "the local, by bursting into the international sphere, today maintains a relationship with the global and therefore participates in the movement of the world". He continues by emphasizing: "over the years, the territorial authorities gradually manage to have the right to interfere in the diplomatic policy that concerns their regions. This reflection suggests that from the decentralization of international cooperation, we are moving towards an overall very limited diplomatic decentralization.

3.3 Trend towards territorialization of public policies

Another fact favoring the emergence of decentralized cooperation is the tendency towards the territorialization of public policies. Throughout the world, the incorporation of public policies into sectoral and centralizing logics, dominant during the first half of the 20th century, was gradually called into question after the Second World War, in different ways depending on the degree of centralization countries. In several countries with a centralizing tradition, the *territorialization* of public action has crystallized around portmanteau words such as *local governance*, *decentralization* and *local democracy* (Alain F, 2011).

First of all, we have witnessed the emergence of *local governance*, as a confluence of the territorialization of public policies and the diversification of the scales of public action, which assumes that the effectiveness of public action depends on renewed forms of coordination, contractualization and collective regulation at the local level (Alain F, 2011). Then, the territorialization of public action requires the strengthening of decentralization and the emergence of sufficiently autonomous local authorities in order to open new governance frameworks on a territorial scale and offer a new opportunity for rapprochement between macro issues and micro or meso contexts. Decentralization will also allow the emergence of territories of public action from which the necessary adjustments between local, national and international policies should be developed (Walle, 2009).

These discourses in favor of decentralization have meant that, throughout the world, the incorporation of public policies into sectoral and centralizing logics, dominant during the first half

of the 20th *century*, has been gradually called into question, in different ways depending on the degree of centralization of the country (Casteigts, 2009). It is accepted today that in many countries where decentralization is advanced, the official discourse relating to decentralization stipulates that it is a means of strengthening the effectiveness of local public action and increasing the democratization of territories. The State delegates resources and instruments to communities to implement public policies at the local level (Alain F, 2011).

Finally, in this context of the territorialization of public action, another register of analysis appears which is that of the exercise of local democracy. The concept of local democracy teaches us that territorial public action, considered from the angle of citizen participation, does not only involve tacit bipolar transactions, between elected officials and technical and administrative services of communities, with the citizen behind -plan. But these bipolar transactions are now coupled with tripolar transactions with “civil society” and residents within the framework of the consultation and participation mechanisms that are developing (Hamman, 2011).

4. The Franco-Algerian decentralized cooperation policy

Decentralized cooperation is understood here as a new public policy implemented by local authorities which applies to public action territories. Its specificity compared to other forms of cooperation is that it must be distinguished from actions carried out by NGOs, States, multilateral donors within the framework of the "project" approach or even within the framework of twinning developed in coming out of the Second World War. Considered in this way, is Franco-Algerian decentralized cooperation likely to bring out territories of public action in a way different from that of interstate cooperation ?

4.1 Evolution of Franco-Algerian decentralized cooperation

Franco-Algerian decentralized cooperation has undergone an evolution which provides both new directions for the actions to be carried out and for subnational actors for sustainable development of the territories of the two countries (ministères des affaires étrangères, 2007/2011). The periodization of the different phases of cooperation between France and Algeria can be identified to understand the contextual dynamics in which decentralized cooperation between local authorities of the two countries takes place. Thus, after the relative failure of bilateral cooperation between the two countries where centralized planning and industrialization were recommended, came that of local development, then territorial from the 1990s (Landel, 2011), where decentralized cooperation is called upon to play a role in addition to bilateral cooperation. This new form of cooperation aimed to loosen this centralization, in particular in favor of local authorities (SouamiTaoufik, 2009).

During the first decades following its independence, Algeria, like France, were centralized countries. This means that the room for maneuver of local authorities was therefore very limited. During the 1970s, the strong personality characterizing French mayors and the new Algerian municipal code adopted in 1967 allowed a rapprochement between French and Algerian municipalities. The most emblematic agreements can be cited for example: Marseille with Algiers, Belfort with Skikda, Rennes with Sétif, Grenoble with Constantine, or even Saint Etienne with Annaba.

During the 1980s and 1990s, Franco-Algerian decentralized cooperation mainly consisted of “development aid” actions. to develop “territorial projects”, in the absence of project territories as relevant spaces and modes of development in Algeria (Landel, 2011), but here again, the actions carried out were largely far from the expected results. First of all, the centralizing character of the Algerian state, inherited from French colonialism, did not leave local authorities any room to maneuver to establish collaborative links with their French counterparts. In this context, faced with French local authorities, endowed with broad autonomy since the law on decentralization of 1992 and those which came after, we find officials of the Algerian State as the only interlocutors (SouamiTaoufik, 2009) in the absence of a legal framework governing decentralized cooperation in Algeria. Added to this absence of local officials as interlocutors is the weakness of a dynamic associative fabric in Algeria that can lead this new form of cooperation between the civil societies of French and Algerian cities.

It was only from the mid-2000s that the beginnings of a new form of cooperation, part of a perspective of a sustainable territorial approach to development, began to sprout between France and Algeria, following the implementation by Algeria of the new regional planning strategy, and through the policy of rural renewal (Bedrani S, 2009) and its main implementation instruments, in particular the Integrated Rural Development Proximity Projects (Arezki, 2013). It is for the first time that the Algerian authorities have clearly shown their wish to involve French local authorities, experienced in territorial engineering, in order to support Algerian communities in the development and management of territorial projects (France, 2005).

In this context, we see that more and more local and national leaders of decentralized cooperation. In France as in Algeria, have chosen to integrate sustainable development into their approaches (SouamiTaoufik, 2009)). Since then, new, increasingly technical forms of cooperation involving civil society actors and increasingly addressing environmental issues have been developed, particularly since the holding of the meeting on decentralized cooperation organized by Cités-Unies. France in 2004 in Algiers, and which brought together French and Algerian elected officials. This attempt to integrate sustainable development themes into Franco-Algerian decentralized cooperation conventions starts from a postulate according to which Franco-Algerian decentralized cooperation is likely to breathe new life into these conventions in an evolving Algerian context.

4.2 Obstacles and constraints of Franco-Algerian decentralized cooperation

Although Franco-Algerian decentralized cooperation has experienced quantitative dynamics over the last two decades, its quality nevertheless remains precarious. The undeniable motivational force masks a more complex real situation. This complexity of Franco-Algerian cooperation lies in the existence of numerous difficulties which prevent the emergence of real collaboration between French cities and Algerian cities. Some of these difficulties relate to the institutional logic which hinders the territorialization of decentralized cooperation and the emergence of territorial projects in Algeria. Others are due to the tumultuous history between the two countries, to the individual experiences of national and local officials, to the will and representations of each. So many reasons which limit the room for maneuver of local actors in Algerian communities, who often act within a more or less restrictive legal, political and social framework in terms of international actions.

We can subdivide the obstacles and constraints of Franco-Algerian decentralized cooperation into three main axes. (Pillet C, 2008).

4.2.1 Expanded autonomy against restrictive legislation

The examination of the institutional frameworks of decentralized cooperation refers, first of all, to the territorial administrative organization of the States concerned, because supranational tools and means, despite their importance, only come into play afterwards. Therefore, we can consider that the more the autonomy of the local authority is not asserted, the greater its possibility of acting internationally (Bekkouche, 1995). This reality can be confirmed through a double contextualization of Franco-Algerian decentralized cooperation : on the one hand, the process of territorialization of public action in France, implemented since the beginning of the 1990s, has enabled the institutionalization of decentralized cooperation, on the other hand, the unfinished process of decentralization in Algeria has meant that the practice of decentralized cooperation is not yet institutionalized. This contrast in autonomy constitutes a major obstacle for Algerian communities which struggle to benefit from collaborative links with their French counterparts.

4.2.2 A weakly involved civil society

It is accepted today that decentralized cooperation, as a territorial public action, is supposed to be democratic. Local democracy is a repertoire today put forward by communities that it joins another successful register, that of sustainable territorial development, and more particularly of the “*sustainable city*”, which decision-makers claim as a guarantee of legitimacy and “*responsible*” action (Hammam, 2011). To do this, the exercise of local democracy must pass not through tacit bipolar transactions, between elected officials and technicians, but through tripolar transactions, with civil society and residents in the framework of the consultation and participation mechanisms that are developing and which examines the process of developing practical compromises. Applied to Franco-Algerian decentralized cooperation, the various partnerships identified demonstrate a weak appropriation of these partnerships by civil society.

4.2.3 Subnational cooperation taken within the national logic

Apart from these hazards characterizing Franco-Algerian decentralized cooperation, we often forget the overall political context between the two countries, which continues to hinder the dynamism and quality of the partnerships established. Franco-Algerian decentralized cooperation is part of an institutional logic : the positioning of local authorities in the field of international cooperation, which becomes the vector of national policy, etc., here from France towards Algeria, strongly marked by the imprint of colonization (Stoessel-Ritz, 2011). Thus, despite signs of goodwill on the part of governments and relative normalization, Franco-Algerian relations are not yet completely peaceful.

5. Decentralized cooperation agreement between the Metropolis of Lyon, the City of Lyon (France), and the Wilaya of Sétif, the Municipality of Sétif (Algeria) for the period 2019-2022

The report of the Council of February 21, 2019 sets out the following :

Since 2006, the Lyon metropolitan area and the Wilaya of Sétif have maintained technical partnership relations. A cooperation protocol was signed on March 18, 2006 providing a general framework for the exchanges that followed.

With the aim of developing an action program and establishing a technical and legal framework for both partners :

A **first** three-year decentralized cooperation agreement covering the period 2010-2012 was approved by deliberation no. 2009-1080 of the Council of the Urban Community of Lyon of November 2, 2009 ;

A **2nd convention** was approved by deliberation no. 2013-3992 of the Community Council dated June 24, 2013, and including among the partners the Municipality of Sétif and the City of Lyon, but for reasons of agenda and geopolitical context, it had been impossible to bring together the 4 signatories. In fact, this convention could never be signed ;

A **3rd** decentralized cooperation agreement, approved by deliberation of the Metropolitan Council No. 2015-0529 of September 21, 2015, was signed on October 25, 2015 for the period 2016-2018 in order to continue this cooperation by making the modifications resulting from the new context and status of the Metropolis.

5.1 The areas of intervention of this cooperation were extended and covered

- ❖ The development of economic relations ;
- ❖ Public spaces and green spaces ;
- ❖ Public lighting ;
- ❖ Urban and sustainable development.

In addition, 3 new areas were studied :

- ❖ Strengthening cultural exchanges ;
- ❖ Transport and travel ;
- ❖ Waste treatment.

This agreement having expired, it is proposed to renew the cooperation agreements for a period of 3 years, once again including the Municipality of Sétif and the City of Lyon.

5.2 Assessment of 2015-2018 cooperation

Overall, the original program was carried out (15 technical missions carried out out of 18 planned and 17 peoples welcomed out of 18 planned). Qualitatively, during the cooperation conference in 2016 in Algiers, the Lyon-Sétif cooperation appeared to be one of the most dynamic.

This agreement made it possible to focus cooperation on 2 majors axes : urban development and urban planning which were the subject of numerous exchanges with all local partners : services of the Wilaya of Sétif, of the Municipality of Setif, the Sétif town planning agency (URBASE) and the University of Sétif. On the Lyon side, cooperation takes place by mobilizing the services of the Metropolis, the City of Lyon, the Lyon metropolitan area planning agency, the Center for studies and expertise on risks, the environment, mobility and development (CEREMA) and occasionally private stakeholders.

Cooperation is essentially based on training. Several concrete advances can be highlighted :

- ❖ The undeniable appeal of training in the form of workshops on town planning and green spaces (10 in total since 2010) which have more than 500 participants with workshops welcoming 50 to 80 people ;
- ❖ The desire to move into the operational phase urban renewal projects studied during workshops such as the Bel Air district or that of 1,000 housing units ;
- ❖ Improving the development of green spaces and public spaces in the Municipality of Sétif which won the Algerian green cities trophy in 2018 ;
- ❖ The significant mobilization of economic actors during official delegations.

The areas studied during this convention were only partially addressed, either due to lack of availability of Lyon technicians or the absence of specific requests. It is proposed by the Wilaya of Sétif to develop cultural areas and waste management in the future ; that of transport and travel should not be retained.

5.2.1 Economic development

The organization of a Lyon economic delegation to Sétif, Algiers and Oran from October 24 to 29, 2015, with the Chamber of Commerce and Industry (CCI) of Lyon Métropole Saint Etienne Roanne, the University of Lyon, and 40 companies made it possible to organize numerous meetings between economic players from the two cities. On the occasion of this delegation, the CCIs of Lyon and Sétif signed a partnership agreement and companies were able to finalize the signing of contracts.

5.2.2 Public spaces and green spaces

Since 2012, this theme has been the subject of 2 workshops in 2013 and 2015 which made it possible to initiate reflection on the quality of green spaces, the layout of the amusement park, the size of the trees, the plantations of alignment and to initiate 2 projects : the drafting of the green network charter which is currently being finalized and the creation of a municipal nursery whose project is subject to the provision of land.

More concretely, a significant improvement in the development and management of green spaces has been noted in recent years in Setif; the Municipality of Sétif also obtained 1st prize for Algerian green cities in 2018.

5.2.3 Public lighting

The pilot project for the lighting of a building of colonial architectural heritage, the El Atik mosque, started in 2010, was inaugurated in October 2015.

5.2.4 Urban and sustainable development

This is by far the theme which generates the most exchanges and which mobilizes many participants. Since the start of the partnership, 5 workshops have been organized from 2010 to 2015, then 3 others from 2016 to 2018. This represents around 400 participants in these 8 workshops.

Setif partners (URBASE, Municipality of Setif, Wilaya of Sétif, University) to work together on concrete local cases.

In addition, since April 2015, at the request of the Algerian authorities, training/action workshops have brought together urban planning agencies from other neighboring Wilayas.

During this last convention, it was also organized to welcome in Lyon, in December 2015, a delegation of 6 peoples on areas of activity and sustainable development.

5.2.5 New areas under study

If during the previous period, several cultural exchange projects were carried out or supported by the Metropolis and the Wilaya of Sétif, this was not the case during this convention. The study of cooperation between the museums of Sétif and Lyon is underway. This project should be developed within the framework of the future convention.

Regarding waste management, it was organized :

- ❖ The reception in Lyon of a delegation of 6 technicians, in November 2016, on waste management and polluted soils ;
- ❖ A technical assistance mission, in March 2017, to waste sorting centers.

These first actions made it possible to launch this very technical axis of cooperation requiring greater mobilization of the technical services of the Lyon Metropolis.

5.3 Provisional cooperation action plan for the period 2019-2022

In order to continue this cooperation, a new agreement is proposed to both consolidate the areas of work that have proven successful and to develop new actions.

The new convention will be organized around **6 main axes** :

5.3.1 Town planning, urban and sustainable development

It is proposed to continue the activities initiated during previous conventions in the field of urban development and mainly on the following axes :

- ❖ The implementation of urban renewal district projects such as Bel Air or 1,000 housing units;
- ❖ Urban renewal of industrial and activity wastelands ;
- ❖ Urban expansion sectors ;
- ❖ The old urban fabric of the historic center of the city, the protection of heritage,
- ❖ Eco-urban planning ;
- ❖ Traffic, parking, transport and the transport/urban planning link ;
- ❖ Floods, risk management, vulnerability estimation and risk observatory.

5.3.2 Facilities, public spaces, green spaces

The Wilaya of Sétif, the technical services of the Municipality of Sétif, URBASE and a public company manage and develop the green spaces, public spaces and alignment plantations of the Municipality of Sétif. It is proposed to continue the cooperation actions already initiated in this area and in particular in the following areas :

- ❖ The finalization of the green network charter at different scales and its implementation ;
- ❖ The creation of a municipal nursery and the development of local species,
- ❖ Management and maintenance of green spaces ;
- ❖ Urban agriculture and short circuits ;
- ❖ Putting you in touch with training organizations specializing in landscape.

5.3.3 Public lighting

The technical services of the Municipality of Sétif, in charge of public lighting, will be supported **in particular on** :

- ❖ Optimization of urban lighting management and energy consumption ;
- ❖ Operating methods, new materials, new technologies ;
- ❖ The use of renewable energies.

5.3.4 Household waste management

Following the first discussions in this area during the previous convention, it is proposed to continue cooperation with the technical services of the Wilaya of Sétif and the Municipality of Sétif on the following themes :

- ❖ Selective waste collection ;
- ❖ Updating the waste collection master plan ;
- ❖ The different treatment methods : recycling center, recycling, incinerator, technical landfill center.

5.3.5 Culture

In order to develop cultural exchanges, it is proposed to initiate exchanges with the National Public Museum of Archeology of Sétif, on the following themes :

- ❖ Training in conservation of movable and immovable archaeological heritage ;
- ❖ Animation and cultural mediation with school workshops ;
- ❖ The creation of joint exhibitions.

5.3.6 Economic exchanges

It is proposed to continue the actions undertaken for the economic rapprochement of the 2 agglomerations in the 4 key sectors which are : the plastics industry, electronics, the agro-food sector and the construction trades, while leaving the possibility of strengthen other sectors. The organization of meetings or economic events in Lyon or Sétif, as initiated during the previous convention, will be continued.

This axis will be developed jointly with the chambers of commerce, chambers of crafts and economic players in Sétif and Lyon.

5.3.7 Other areas

Cooperation between the two cities will also aim to promote exchanges between different public partners in the fields of health, higher education and sport.

Additional funding may be sought from institutional partners such as the European Union, the French Development Agency (AFD), and the ministries of foreign affairs.

5.4 Implementation methods

This cooperation program will be implemented according to **the following mode of intervention :**

- ❖ The Métropole de Lyon is committed to organizing one-week training sessions or technical expertise missions in Sétif (4 peoples per year on average) and one-week intern receptions in Lyon (6 peoples per year on average) ;
- ❖ The Métropole de Lyon will cover the transport costs of the 4 missions in Sétif, the costs of accommodation, meals and local transport for the 6 interns hosted in Lyon, as well as communication costs in Lyon ;
- ❖ The City of Lyon undertakes to organize one-week training sessions or technical expertise missions in Sétif (2 peoples per year on average) ;
- ❖ The City of Lyon will cover the transport costs of the 2 missions to Setif ;
- ❖ The Wilaya of Sétif will cover accommodation costs, local transport and costs linked to the organization of 4 missions in Sétif, travel costs for 3 trainees in Lyon, as well as communication costs in Setif;
- ❖ The Municipality of Sétif will cover accommodation costs, local transport and costs linked to the organization of 2 missions in Sétif, and the travel costs of 3 interns to Lyon.

The estimated annual budget is distributed as follows :

	Valuation (in €)	Cash (in €)	Total (in €)
Metropolis of Lyon	33600	13400	47000
City of Lyon	12000	1200	13200
Wilaya of Sétif	2800	4700	7500
Municipality of Sétif	200	2700	2500
Total			70600

The total contribution from the Metropolis would amount to a maximum of **€141,000** for the 3 years of the agreement. It is distributed **as follows** :

- ❖ **€100,800** in indirect costs (valuation of working time, charges) ;
- ❖ **€40,200** in direct costs (services).

The decentralized cooperation agreement between the Metropolis, the City of Lyon, the Municipality of Sétif and the Wilaya of Sétif for the period 2019-2022, representing a maximum amount of forecast expenditure of €141,000 including €100,800 of indirect services and €40,200 in direct services.

Expenses of direct services, i.e. €40,200, will be charged to the appropriations entered and to be included in the main budget - financial years 2019 and following - chapter 011 - operation no. 0P02O5419.

6. The entrepreneurial process in Algeria

Entrepreneurship today recognized as a vital phenomenon for society, through their contribution to the regeneration and development of the economy. However, this process is covered under several variables which can be cited :

6.1 Process variables

Entrepreneurship appears simultaneously as the product and producer of a culture. The entrepreneur is not only extremely productive through his economic functions, but also the bearer of a mode of codification of behavior, through the way in which he manages to do accept one's social role as a recognized value, in accordance with the traditional social system. In this case, the behavior of the entrepreneur cannot be cut off from the social structure. Indeed, economic action is embedded in social relations, elements such as the environment, family, religion play a large role in understanding the figure of the entrepreneur (TABET, 2014).

The Algerian entrepreneur evolves in an Arab Muslim environment, and necessarily finds himself influenced by the principles of the Muslim religion, concerning firstly, the perception of work, the sharing of goods, the interest rate, and the interest from the community.

The private SME in Algeria is characterized by the ownership of the capital by one or more people ; the owner therefore occupies several functions since he is both the manager and the holder of the capital. Indeed, the economic role of the company is perceived first of all in the social role of the latter in the sense that the work is done within the family network.

For Algerian entrepreneurs, work is a fight against poverty and unemployment, through the creation of jobs and wealth. It provides pride. Also, Entrepreneurship brings social values, which establishes a logic of giving. According to Anne Gillet, the entrepreneur does not need a union to claim workers' rights within the company because there is a moral pact between him and his workers. It is an implicit pact : offer of work in exchange for peace and respect for hierarchy (Gillet, 2020).

6.2 Environmental variables

For all countries involved in economic transition, breaking with a system shaped by years of political ideology is very difficult (Ferrier O, 2002). Algeria is not lacking in this reality since the State struggles between liberal policies and restrictions, this situation has favored the appearance of

the informal sector which prevents Entrepreneurship from taking off. This sector only demonstrates the incapacity of the State to establish real mechanisms for regulating and controlling the economy. The private sector ensures the disconnection of economic rationality and political voluntarism. Only the mode of organization and regulation helps or, on the contrary, hinders the efficiency of private enterprise, because it presupposes the truth of prices, demonopolization and competition and above all the efficiency of the institutions in charge of the rules of the game, monitoring their application and compliance by all economic actors (Mebtoul, 2006). The role of the State is essential, as much market as possible, as much State as necessary.

Algeria is still unable to get rid of the dysfunctions inherited from the socialist system. This situation reflects a state of unease and discouragement tarnishing the expectations born, at the time, from the application of the market economy and openness.

In 2019, Algeria is ranked 157th in terms of business climate on a list of 191 countries, with a very poor score of 2.8/7 for the financial market. This report shows that Algeria inherits the last places with regard to business sophistication, technological development, and labor market efficiency, which is also confirmed by the Financial Times LTD, since its report concerning the business climate in 2019 notes that the Algerian state emits negative and contradictory signals with regard to the promotion of national and foreign private investment (Statistiques, 2019) . The horizon seems very bleak for Entrepreneurship in Algeria, the barriers to business (access to financing, state bureaucracy, corruption, inadequate workforce) are so important that they risk stifling the few SMEs that operate in the real sphere by pushing them into informal spheres. In conclusion, it appears that Algeria has not yet been able to establish a true market economy, given that the management and coordination of economic activity are not carried out according to the principles of freedom and competition. , which impaired initiative and the entrepreneurial process.

6.3 Individual and organizational variables

Several studies on private Algerian SMEs confirm certain realities : The management mode of entrepreneurs is based on an authoritarian style characterized by strong authority and sustained activity, associated with the exercise of power and the desire to control as much as possible (TABET, 2014).

The desire of the Algerian entrepreneur to remain independent takes precedence over any growth project for his business (This can be explained by poor control of his market given that the products do not franchise the premises).

Productive SMEs are fully integrated, have no subcontracting contracts, operate more on stocks than on orders, that is to say a lack of knowledge of real demand.

Concerning short-term financing, most companies are faced with enormous working capital needs on a daily basis due to insufficient equity capital.

These numerous difficulties constitute a real bottleneck for our entrepreneurs, since they are hampered by the informal sector, and the legal status of these companies, yet upgrading programs established by the government were precisely aimed at boosting Entrepreneurship, by introducing him to the new bases of modern management (TABET, 2014).

6.4 The entrepreneurial approach in Algeria

The factors that have contributed positively or negatively to the entrepreneurial process in Algeria include (TABET, 2014) :

- ❖ Characteristics linked to the entrepreneur (objectives, values) ;
- ❖ Characteristics linked to the company (exercise of power, decision-making) ;
- ❖ The characteristics that favored creation (family, opportunity);
- ❖ Characteristics relating to the perception of the environment (relations with institutions).

SMEs are mostly local and belong to different sectors of activity, although we will note a predominance in the construction sector, a sector which has experienced strong expansion with the various growth recovery plans. These SMEs are of family origin, since 84% appropriate dividends and material benefits as income, while 10% only grant themselves a salary (Hernandez, 2022).

Religion is very present in the lives of even the youngest entrepreneurs. It is perceptible through the way they look at the work they carry out, it is an act religious above all. 64%. 43.34% declare that they do not resort to borrowing because it is prohibited by religion ; self-financing thanks to the contribution of family or friends seems to be the best solution. 70% pay zakat and share the profit for the benefit of their workers (Tounes , 2007). For 88% of business leaders, the search for financing is a permanent concern, because production largely depends on imported basic products.

The perception of entrepreneurs of the elements which constitute the Algerian environment, namely, the notion of competition or freedom of initiative or even the roles of institutions, remains very interesting, because many detect opportunities for creation and expansion. , and affirm that the transition has effectively favored and facilitated the creation of businesses, through support structures such as ANDI, ANSEJ currently ANADE, CNAC, ANGEM, however, the role of institutions remains very vague, in due to bureaucratic obstacles at all levels.*

6.5 The rise of the entrepreneurial process in Algeria

The interpretation of the information emanating from Algerian entrepreneurs leaves us very perplexed about the entrepreneurial process. To tell the truth, what emerges from the words of entrepreneurs who created their SMEs in the 2000s is that opportunism far outweighs entrepreneurial emergence at first glance. In this case, the entrepreneurial process remains very strongly dependent on a number of elements emanating from the signals picked up by entrepreneurs. The perception of these signals depends first of all on the entrepreneur's embeddedness in his society (Bouyacoub A, 2004).

The objective of self-realization through one's SME is largely impregnated by sociological values, which makes development strategies very fragile, which has led to a very poorly developed SME fabric and not at all integrated into the national economy. Entrepreneurs act alone and in very small markets, which has prevented the emergence of an entrepreneurial culture and therefore inhibited the ability to take risks. Many practices continue to restrict the initiative with private family capital that is too conservative and not very transparent. The SME is unable to acquire the necessary size to improve its commercial and technical performance which can lead it towards strategic actions.

The roles of owners and managers are not clearly defined, which can harm the proper functioning of human relations, especially when family powers interfere with the direct management of the business (Redouane, 2017). Precisely, human resources are also the obstacle that SMEs constantly face. The Algerian training system, disrupted by all the reforms it has undergone, is not able to provide the resources.

Quality human resources required for proper functioning. Given the difficulties of all kinds that they must overcome on a daily basis, the concern of entrepreneurs is to keep their SMEs alive, and

that is why they remain at the VSE stage. Their fate largely depends on legislative and regulatory actions that only the State is authorized to take in their favor.

7. Result & discussion

The establishment of cross-border and interregional cooperation relationships, or twinning arrangements with foreign local authorities, filled a void and corrected the bilateral and multilateral cooperation arrangements between countries of the North and the South, which had demonstrated serious limitations and weaknesses since the 1980s. The rapprochement between cities provided working platforms. This corresponded both to the urban development needs of the South and to those of cooperation in the North.

The advent of decentralized cooperation, perceived by many analysts, constituted both a means of solving the problems encountered by these twinning arrangements and of addressing the changing cooperation needs of cities in the North as well as those in the South (the example of Lyon and Sétif). The associative fabric, reflecting the desire of citizens in the Global North to get involved in charitable and solidarity initiatives, found increasing opportunities to forge partnerships in the Global South, particularly in the face of democratic openings in many of these countries, allowing for the gradual development of a public space for civic expression with varying levels of openness. The conventional areas mentioned above (waste, water, roads, etc.) remained the preferred sectors for many projects conducted in the Global South.

The goal of SME development in Algeria is largely imbued with sociological values, making development strategies very fragile, resulting in a very underdeveloped SME network that is not at all integrated into the national economy.

Many practices continue to hamper initiative with overly conservative and non-transparent private family capital. SMEs are unable to achieve the necessary scale to improve their commercial and technical performance, which could lead them to strategic initiatives. Given the various challenges they face on a daily basis, entrepreneurs' concern is to keep their SMEs alive, which is why they remain at the VSE stage. Their fate largely depends on legislative and regulatory actions that only the state is empowered to take in their favor.

Algerian SMEs face numerous obstacles that hinder their creation, expansion, and development. The main constraints are of several types, among which we identify (Souhila, 2021) :

- ❖ Financial constraints ;
- ❖ Administrative constraints (bureaucracy) ;
- ❖ Land constraints ;
- ❖ Constraints related to informal activities (the socioeconomic environment);
- ❖ Skills constraints and training of entrepreneurs ;
- ❖ Constraints related to access to information.

8. Conclusion

Decentralized cooperation was reinforced by a new legitimacy, partially bypassing the central State to address directly the local authorities of the administration, but also the populations and their representatives, it was able to appear as a promoter of a new concept of territorial development.

Franco-Algerian decentralized cooperation has experienced quantitative dynamics over the last decade ; numerous structural and institutional constraints prevent the emergence of territories of

public action through decentralized cooperation in Algeria. Local and national authorities tend to only consider the project territory, resulting from the administrative organization inherited from colonialism, to the detriment of territorial projects.

Indeed, the absence of a legal corpus for decentralized cooperation, a strongly supervised decentralization (politically, financially and technically), the absence of contractualization between the State and local authorities constitute all constraints which mean that the orientation of Franco-Algerian decentralized cooperation towards the field of territorial development is not current in the partners' approaches. The majority of Algerian communities are placed in the position of those who receive aid and assistance rather than those who cooperate.

The observation of the Algerian entrepreneur in the exercise of his functions cannot be detached from the social and economic structure to which he is attached. Comprehension of the entrepreneurial process in Algeria brings us to observe that the economic role of the entrepreneur is perceived first of all in his social role in the sense that everything is organized around the family network.

In many areas of the management of their businesses, internal organization, employee management, sharing of goods and wealth, Algerian entrepreneurs are more in a social dynamic belonging to society. However, the economic environment in Algeria has also contributed to shaping a somewhat specific entrepreneurship in the sense that it remains at the mercy of legislative texts and the actions of the State in its favor.

It appears that Algeria should involve local authorities, local elected officials and civil society actors more in the process of promoting entrepreneurship in our country.

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