

## **The impact of development programs on supporting local development: an applied study on the wilaya of Skikda**

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### **Abstract**

*Local development is considered a key pillar for achieving comprehensive development, requiring the integration of efforts from citizens, government bodies, and civil society to improve the economic and social conditions of local communities. This study aims to assess the contribution of the municipal development plan and the decentralized sectoral plan in achieving development goals in the Wilaya of Skikda by analyzing the distribution of financial projects and their numbers across various municipalities. The results showed disparities in project distribution, with some rural municipalities receiving a lower share compared to urban ones, reflecting a variation in development levels. This highlights the need for a balanced and effective allocation of investments to support sustainable development at the local level.*

**Keywords:** *Local Development, Development Programs, Municipal Planning, Sustainable Development, Skikda.*

# **L'impact des programmes de développement sur le soutien au développement local : une étude appliquée sur la wilaya de Skikda**

## **Resumé**

*Le développement local est considéré comme un pilier essentiel pour atteindre un développement global, nécessitant l'intégration des efforts des citoyens, des organismes gouvernementaux et de la société civile pour améliorer les conditions économiques et sociales des communautés locales. Cette étude vise à évaluer la contribution du plan de développement communal et du plan sectoriel décentralisé à l'atteinte des objectifs de développement dans la wilaya de Skikda, en analysant la répartition des projets financiers et leur nombre entre les différentes communes. Les résultats ont montré des disparités dans la distribution des projets, certaines communes rurales recevant une part inférieure par rapport aux zones urbaines, reflétant une variation des niveaux de développement. Cela souligne le besoin d'une répartition équilibrée et efficace des investissements pour soutenir le développement durable au niveau local.*

**Mots-clés :** Développement local, Programmes de développement, Planification municipale, Développement durable, Skikda.

## **Introduction**

The concept of local development emerged with the growing focus on local communities as a means to achieve comprehensive development. Consequently, local development has become one of the most prominent topics of interest to politicians and researchers across various fields—social, economic, and urban—each of whom addresses planning and governance from their unique perspective. Despite these differences, most disciplines agree on the need to find effective solutions and mechanisms to meet the needs of the population, which remains a primary concern for governments aiming to achieve a high level of well-being across multiple aspects of society. This has led to the allocation of substantial financial and human resources for this purpose. Self-initiated efforts and public participation are as important as government efforts in achieving development, as the involvement of residents in designing and implementing development projects requires a synergy of local and government efforts to meet local development goals. This is accomplished through development plans and programs tailored to the available local resources.

These various plans and programs are primarily implemented through two main formats: decentralized sectoral plans and municipal development plans, in which local communities participate in proposing, managing, and implementing projects, while funding remains the responsibility of the government. As such, they can be considered the two main state-funded mechanisms for development, with budgets distributed across all regions in Algeria.

In the Wilaya of Skikda, where the region has been able to capitalize on available resources and economic development programs, local development poses a significant challenge, particularly in certain municipalities that experience imbalances and a lack of equity in the development process.

Based on this context, the central question guiding this study is: **To what extent do the municipal development plan and the decentralized sectoral plan contribute to achieving local development goals in the Wilaya of Skikda?**

This study seeks to understand the role of development programs in supporting local development in Skikda, focusing on the distribution of projects and investments among various municipalities. The first hypothesis posits that development programs help improve quality of life by meeting the basic needs of the population and enhancing the region's infrastructure. The second hypothesis suggests that the uneven distribution of investments between urban and rural municipalities leads to disparities in development levels, highlighting the need for better resource allocation to ensure comprehensive and sustainable development across the Wilaya.

This article uses a descriptive-analytical approach to analyze the role of municipal and sectoral development plans in local development in the Wilaya of Skikda from 2018 to 2022. Researchers collected secondary data from the Directorate of Programming and Budget Monitoring in Skikda, covering projects and financial allocations for each municipality. The data were analyzed using descriptive, relative, and variance analysis methods, allowing for a comparison of investment distribution between urban and

rural areas. Tables and charts were used to illustrate the results, highlighting disparities between municipalities and sectors and assessing the balance of benefits derived from these projects.

## 1. Local Development

The concept of local development is one of the most frequently discussed and richly meaningful terms. It has drawn the attention of specialized researchers, resulting in various definitions, each focusing on a specific angle from a clear perspective. Some researchers view it as a concept related specifically to rural areas, while others see it as equivalent to the concept of decentralization. Others define it as "any voluntary and comprehensive development project aimed at a specific region, with the participation of citizens as partners and beneficiaries of this project."(Phillips, A., 1977, p. 10)

The United Nations defined local development in 1956 as "the process by which the efforts of local people are united with those of government authorities to improve the economic and cultural conditions of local communities and to integrate these communities into the life of the nation, enabling them to contribute to national progress."(Ragab, I.A.R., 1999, p. 23)

According to the *Dictionary of Terms for Social Welfare and Development*, it is defined as the process of mobilizing and organizing the efforts of individuals and groups within the community, directing them to work jointly with government bodies through democratic means "to solve community problems, enhance the social and cultural levels of its members, and meet their needs by fully utilizing all

available natural, human, and financial resources."(Timms, N.W. & Timms, R., 2016)

### **1.1. Characteristics of Local Development**

Local development is characterized by several features that reflect its comprehensiveness and importance to society. It is not limited to a specific aspect of life but is viewed as a holistic process aimed at enhancing the social and economic dimensions of the community and meeting its basic needs. To achieve these objectives, local development requires trained professional leadership capable of effectively implementing developmental plans, with a focus on discovering and nurturing local leaders who can take responsibility and support the community.

This approach emphasizes the need for inclusive strategies that engage various stakeholders, ensuring that development efforts are aligned with the actual needs of the community while fostering local capacities for sustainable growth.

Participation is a fundamental principle in local development, encouraging individuals to engage in various developmental activities through educational and guidance processes, such as literacy programs, agricultural guidance, and health awareness, aimed at improving citizens' lives. Local development is applicable in all countries, whether poor or rich, and in all local communities, whether rural or urban, reflecting its flexibility and adaptability to different contexts.

Local development relies on democratic principles that enhance community involvement in decision-making. It is

characterized by inclusiveness and integration, as it attends to all sectors of society. Additionally, local development considers the cultural and social context when addressing community issues and meeting residents' needs. It also includes technical assistance from governmental and voluntary bodies, both local and international, with a special focus on utilizing available financial and human resources in the community to maximize their benefits and achieve comprehensive progress.

## **1.2. Areas of Local Development**

The fields and scope of development as a discipline have expanded to encompass most sciences, as development, as a concept, is interconnected with other sciences. This has led to the emergence of the following development areas:

### ***1.2.1. Economic Development :***

This type of development focuses on economic planning aimed at increasing growth and production and improving supporting means for enhancement. (Blakely, E.J. & Leigh, N.G., 2013) It seeks to establish plans to improve the economic situation of the local community, whether in industrial, agricultural, or infrastructure sectors. It refers to the material aspects that the state seeks to develop, forming one of the main pillars of any development effort. Economic development is also a process to raise the national income level, which in turn increases the average individual income and revitalizes the national economy by boosting economic capacity, with a focus on utilizing all resources to encourage investment.

### ***1.2.2 Social Development:***

This area of development aims to enhance the social aspects of individuals within a region. The core of this concept is the human element, emphasizing individual participation in the planning, preparation, and implementation of social development programs, primarily focusing on public and social services (Schaffer, H.R., 1996). Local development aims to improve education levels, health, and general well-being for all citizens, reduce poverty, particularly in local communities, and create employment opportunities through developmental activities. (Kopyscianski, T., 2009) This contributes to reducing unemployment and mitigating social issues. It also promotes national culture, instilling values of knowledge and work excellence, while encouraging women's participation in economic activities and public life to foster comprehensive and sustainable development that benefits the entire community.

### ***1.2.3. Political Development:***

This aims to stabilize the political system by promoting popular participation, allowing citizens the right to choose their representatives in power, such as electing governing elites or members of parliament and local councils. Through political participation, citizens play a substantial role in supporting political development, enhancing innovation, belonging, and achievement, which aids in achieving stability within the state (Huntington, S.P. et al., 1975).

### ***1.2.4. Administrative Development:***

Administrative development refers to enhancing and developing human capabilities in administration to achieve

efficiency and effectiveness in scientific administrative institutions, improving their skills and ability to use these methods to address local issues, raise performance levels, and foster behavior conducive to maximizing economic development. From an administrative perspective, development represents a set of pre-planned processes and procedures that utilize technical methods, such as training, guidance, and the provision of material (funds) and non-material support (investments), to increase administrative productivity and make it capable of managing development effectively (Al-Buraey, M.A., 2013).

## **2. Materials and Methods**

### **2.1. Research Steps and Procedures**

This study aims to analyze the role of the municipal development plan and the decentralized sectoral plan in achieving local development in the Skikda province. To this end, the descriptive-analytical approach was adopted as the primary framework for understanding the distribution of projects and the financial allocations across various municipalities during the period from 2018 to 2022. This approach relies on precise descriptions and interpretations of data, allowing for a comprehensive picture of the benefits derived from these developmental projects in the province. Additionally, statistical analysis was employed to study the distribution ratios of projects and investments using tables and charts, contributing to identifying differences between urban and rural areas and the extent to which development plans meet local needs.

The study is based on secondary data collected from reports of the Directorate of Programming and Budget Monitoring in Skikda, which includes details of projects and

the financial allocations designated for each municipality. The study population comprises all 38 municipalities in the Skikda province, treated as a comprehensive analytical sample for the distribution of developmental projects across the municipal and sectoral plans. The data were analyzed using various analytical methods, including descriptive analysis, relative analysis, and variance analysis, with the aim of understanding the geographical and sectoral distribution of investments and assessing the balance of benefits derived from these projects between urban and rural areas.

The study began by collecting data related to developmental projects and financial allocations for each municipality during the specified period, ensuring accuracy and comprehensiveness in covering all available information. This was followed by an analysis of the financial distribution and the number of projects at the municipal level, where municipalities were categorized based on the number of projects and the proportion of financial allocations, facilitating the comparison of financial resource investments among the regions. The study also focused on interpreting disparities in benefits based on the geographical location of municipalities, population density, and economic activity, while identifying the relationship between these factors and the extent of achieving local development objectives.

The study also included limitations that may affect the accuracy of the results, such as variations in the levels of available data and the overlap of national policies in the distribution of investments at the local level. Charts and tables were utilized to present the analysis results in an

easily interpretable manner, highlighting significant disparities between municipalities and sectors. Ultimately, the study aimed to provide conclusions on the extent to which balanced and comprehensive development has been achieved in the Skikda province through municipal and sectoral plans, with particular attention to areas with the most critical needs to achieve sustainable local development goals.

## **2.2. Location of the Province**

The Skikda province is located at the intersection of longitude lines  $6.11^{\circ}$  and  $7.26^{\circ}$  east of Greenwich, and latitude lines  $36.26^{\circ}$  and  $37.80^{\circ}$  north of the Equator (Zaidi, N. et al., 2021). It is situated in the northeastern region of Algeria, with an average elevation of approximately 42 meters above sea level (Boukhemis, K., 1983). Skikda is considered one of the most important provinces in Algeria due to its strategic location, as it lies in the northeastern part of the Algerian coastline, with a coastal strip approximately 5.78 kilometers long. It is bordered to the west by the Jijel province, to the south by the Constantine, Mila, and Guelma provinces, and to the east by the Annaba province. The total area of Skikda is 4,118 square kilometers. The province was established following the administrative division of 1974 and has undergone several administrative changes, the most recent of which was in 1991, when it was restructured to include 13 districts and 38 municipalities.

**Figure 1.** Location of the Skikda Province



Source : Authors

### 3. Results and Discussion

In the context of the drive towards achieving sustainable development across Algerian provinces, the focus on studying the evolution of projects and the distribution of

investments serves as one of the fundamental pillars for understanding the success of developmental policies. The municipal development plan and the decentralized sectoral plan are vital tools aimed at achieving local development goals through the allocation of financial resources and the implementation of projects that meet the needs of the population.

This study aims to analyze and evaluate the distribution of developmental projects and the financial allocations assigned to them within the framework of both the municipal and decentralized sectoral plans, focusing on the period from 2018 to 2022 in the Skikda province. The study seeks to uncover potential disparities in the distribution of projects between urban and rural municipalities and examine the impact of these investments on improving local economic and social indicators. This study presents an opportunity to assess the balance in project distribution and the extent to which local areas benefit from them, in addition to understanding the factors influencing the success or limitations of these development plans. This approach enhances the efficient utilization of resources and fulfills the aspirations of residents across various areas in the Skikda province.

### **3.1. The Municipal Development Plan:**

Distribution of the Number of Projects and Financial Allocations across the Municipalities of Skikda Province from 2018-2022:

During this period, the number of projects reached 1,227, with a total financial cost estimated at 6,811,489,000 Algerian Dinars, distributed unevenly across the municipalities of Skikda Province. This is illustrated in the following table.

**Table 1.** Distribution of the Number of Projects and Financial Allocations for the Municipal Development Plan across the Municipalities in Skikda Province 2018/2022 (PCD).

<b>Municipality</b>	<b>Projects (2018-2022)</b>	<b>Percentage (%)</b>	<b>Financial Allocation (DZD)</b>	<b>Percentage (%)</b>
Ain Kechra	24	1.96%	207969000	3.05%
El Ouldja Bou Albalout	27	2.20%	150117000	2.20%
Azzaba	36	2.93%	229850000	3.37%
Ain Cherchar	37	3.02%	164398000	2.41%
Jendel	38	3.10%	184669000	2.71%
El Sebt	26	2.12%	163343000	2.40%
Ghadir	27	2.20%	152564000	2.24%
Ben Azouz	49	3.99%	273676000	4.02%
Bekouche Lakhdar	30	2.44%	193679000	2.84%
El Marsa	41	3.34%	257459000	3.78%
El Kalaa	48	3.91%	292446000	4.29%
Beni Zid	29	2.36%	154761000	2.27%
Echariah	32	2.61%	126965000	1.86%
El Hadaïq	28	2.28%	160281000	2.35%
Bouchattata	24	1.96%	156478000	2.30%
Ain Zouit	32	2.61%	124214000	1.82%
El Harrouch	27	2.20%	269199000	3.95%
Salah Bouchaour	24	1.96%	167403000	2.46%
Mjez Dchiche	20	1.63%	209624000	3.08%
Ouled Hbaba	22	1.79%	210845000	3.10%
Zerdaza	27	2.20%	201105000	2.95%
Ouled Attia	42	3.42%	226511000	3.33%
Oued Zhouur	42	3.42%	167269000	2.46%
Khanaq Mayoun	41	3.34%	189438000	2.78%

Ouled Taoub	53	4.32%	197193000	2.90%
Ramdan Djamel	33	2.69%	193723000	2.84%
Beni Bechir	38	3.10%	167602000	2.46%
Sidi Mezghiche	42	3.42%	188433000	2.77%
Beni Ouelbane	43	3.50%	207907000	3.05%
Ain Bouziane	36	2.93%	163224000	2.40%
Filfla	21	1.71%	200060000	2.94%
Tamalous	32	2.61%	188214000	2.76%
Kerkera	46	3.75%	155989000	2.29%
Bin El Ouidane	27	2.20%	167424000	2.46%
Zeitouna	37	3.02%	194984000	2.86%
Khenoua	46	3.75%	152473000	2.24%
Total for Province	1227	100%	6811489000	100%

**Source:** Directorate of Programming and Budget Monitoring, Skikda Province 2018/2022

Table 1 illustrates the unequal distribution of the number of projects within the municipal development plan across the municipalities of Skikda Province from 2018 to 2022. The municipality of Oum El Toum recorded the highest number of projects, totaling 53 projects (4.32%), while the municipality of Amjaz Dchich had the lowest number, with only 20 projects (1.63%). The municipalities were classified into three categories based on the number of projects: the first category includes less fortunate municipalities with 1 to 29 projects, such as Amjaz Dchich and El Harrouch, encompassing 14 municipalities, most of which are rural. The second category includes municipalities that received 30 to 40 projects, comprising urban municipalities like Azzaba and Ain Cherchar, as well as rural ones like Jendel. Finally, the third category includes the most benefited municipalities, with 41 to 53 projects, such as the urban

municipalities of El Kalaa and El Marsa, along with the rural municipalities of Ouled Atiya and Ouad El Zahour.

From this, we conclude that urban municipalities like Oum El Toum and Ben Azouz benefited more from the projects, despite the rural character dominating Skikda Province, reflecting a disparity in project distribution between urban and rural areas.

It is evident that there is a variation in the distribution of municipal development plan projects between rural and urban municipalities in Skikda Province. However, the distribution of municipalities according to the number of projects remains an incomplete indicator, as it may reflect the strategy of allocating projects according to the needs of each municipality, but it does not necessarily show the actual level of development. Instead, this distribution touches on aspects related to financial allocations and heavily relies on the choices of public administration that sets policies and directs resources. Therefore, it is essential to study the distribution of investment values within the municipal development plan by analyzing the allocation of financial resources across municipalities, in order to obtain a more accurate and comprehensive picture of local development.



municipality of El Kalaa, with an amount of 292,446,000 Algerian Dinars, representing 4.29%. This value and percentage are not drastically different from those of other municipalities in terms of financial allocation within the municipal plan framework. Eight other municipalities also receive high investment amounts: Ain Kechra, Azzaba, Ben Azouz, El Marsa, El Harrouch, Amjaz Dchich, Ouled Hbaba, and Ouled Attia. The financial allocation for Ben Azouz reached 273,676,000 Algerian Dinars, representing 4.02%, followed by El Harrouch (3.95%), El Marsa (3.78%), Azzaba (3.37%), Ouled Attia (3.33%), Ouled Hbaba (3.10%), Amjaz Dchich (3.08%), and Ain Kechra (3.05%). This group includes three rural municipalities and five urban municipalities.

- The remaining municipalities (Zerdaza, Salah Bouchaour, Bouchattata, Beni Zid, Bin El Ouidane, Filfla, Ghadir, El Sebt, El Ouldja Bou Albalout, El Hadaiq, Ain Cherchar, Jendel, Bekouche Lakhdar, Echariah, Ain Zouit, and Ramdan Djamel) have lower investment percentages, but the difference is not significant.

- From the bar charts, we find that the municipalities with the least investment allocation for Municipal Plan projects are Echariah, Ain Zouit, Khenoua, El Ouldja Bou Albalout, and Beni Zid, all of which are rural municipalities.

The variation in investment values and the distribution of financial allocations among the municipalities of Skikda Province can be explained by several factors. Firstly, municipalities that received higher investment percentages, such as El Harrouch, El Marsa, Azzaba, and Oum El Toum, are often district centers or significant urban municipalities, indicating the presence of underdeveloped areas needing projects to support development. Conversely, many rural

municipalities suffer from a lack of projects and weak investment, as development plans are not sufficiently directed toward them.

Additionally, the province's municipalities follow a priority scale that categorizes them as either underdeveloped or moderately developed municipalities. There is also a difference in local revenues among municipalities, allowing some rural municipalities, such as Ouled Attia and Ain Kechra, to benefit more from development programs due to their own financial capabilities.

On the other hand, despite being predominantly rural, most of Skikda's municipalities are located in economically active agricultural areas, such as the municipality of Ben Azouz, which increases their investment value due to the commercial activities associated with agriculture. Although the Skikda district ranks high in investment, municipalities like Oum El Toum benefit more, reflecting the historical lack of development in some district centers.

Additionally, there is the factor of area size, where smaller municipalities, such as Ghadir and Bouziane, have less need for large-scale projects and thus benefit from lower investment values. Finally, population growth plays an important role; as the population increases, so does the need for larger investments, which is particularly evident in urban municipalities and district centers. Population growth leads to lower incomes and additional pressure on resources.

We conclude that investment distribution within the municipalities of Skikda Province relies heavily on criteria set by public authorities, who prioritize according to the needs of each municipality. The number of projects alone

does not provide a comprehensive view of the actual benefits from development plans, as some municipalities tend to distribute their budgets over a large number of small projects that serve diverse population groups, leading to lower budgets per project. Meanwhile, other municipalities focus on fewer projects with higher budgets, reflecting the importance of those projects. Therefore, municipal plans should especially consider the needs of rural and isolated areas that require greater investments to support development and improve living standards, contributing to a better balance between rural and urban areas.

### 2.3. Decentralized Sectoral Plan

Distribution of the Number of Projects and Financial Allocations by Sector from 2018-2022. During this period, the number of projects reached 163, with a total financial cost estimated at 24,805,575 Algerian Dinars, distributed unevenly across the municipalities of Skikda Province.

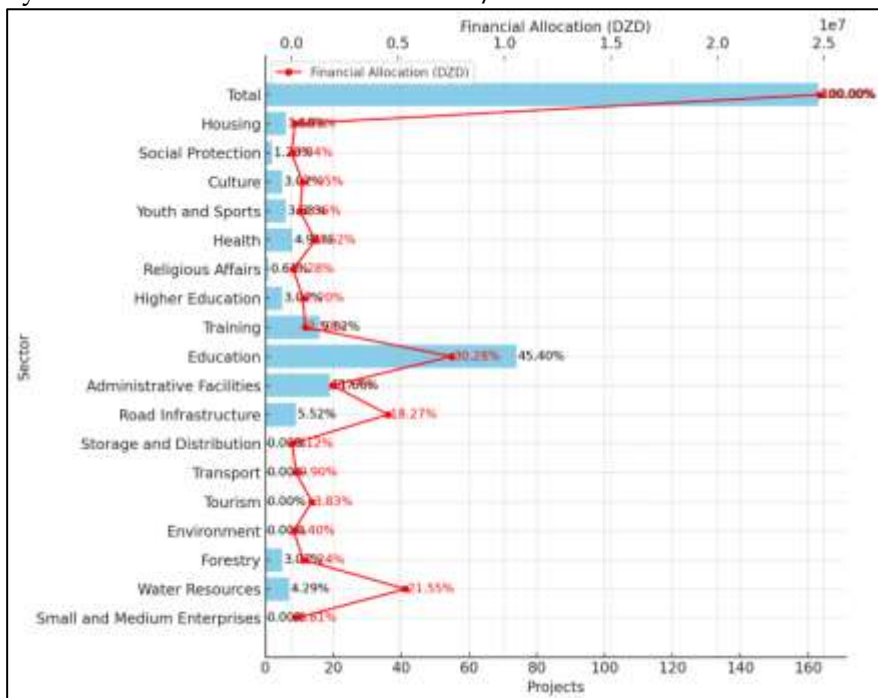
**Table 2.** Distribution of the Number of Projects and Financial Allocations for the Decentralized Sectoral Plan by Sectors in Skikda Province 2018/2022 (PSD)

Sector	Projects (2018-2022)	Percentage (%)	Financial Allocation (DZD)	Percentage (%)
Small and Medium Enterprises	0	0.00%	200000	0.81%
Water Resources	7	4.29%	5345000	21.55%
Forestry	5	3.07%	555350	2.24%
Environment	0	0.00%	100000	0.40%

Tourism	0	0.00%	950000	3.83%
Transport	0	0.00%	224000	0.90%
Storage and Distribution	0	0.00%	28700	0.12%
Road Infrastructure	9	5.52%	4532410	18.27%
Administrative Facilities	19	11.66%	1926439	7.77%
Education	74	45.40%	7510086	30.28%
Training	16	9.82%	638350	2.57%
Higher Education	5	3.07%	545000	2.20%
Religious Affairs	1	0.61%	70000	0.28%
Health	8	4.91%	1120000	4.52%
Youth and Sports	6	3.68%	387700	1.56%
Culture	5	3.07%	509040	2.05%
Social Protection	2	1.23%	9500	0.04%
Housing	6	3.68%	154000	0.62%
Total	163	100%	24805575	100%

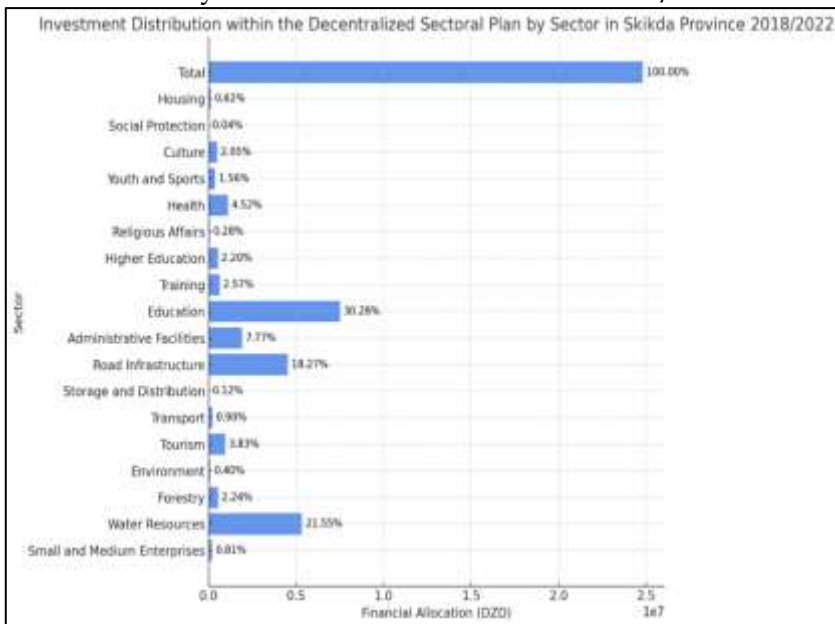
**Source:** Directorate of Programming and Budget Monitoring of the Wilaya of Skikda 2018/2022

**Figure 3.** Distribution of Decentralized Sectoral Plan Projects by Sector in Skikda Province 2018/2022



**Source:** Directorate of Programming and Budget Monitoring, Skikda Province 2018/2022

**Figure 4.** Investment Distribution within the Decentralized Sectoral Plan by Sector in Skikda Province 2018/2022



**Source:** Directorate of Programming and Budget Monitoring, Skikda Province 2018/2022

Through the two figures representing a relative distribution circle of the decentralized sectoral plan by sector in Skikda Province 2018/2022 and a relative distribution circle of investment within the decentralized sectoral plan by sector in Skikda Province 2018/2022, with data obtained from the Directorate of Programming and Budget Follow-up of Skikda Province, we observe that the number of implemented projects ranges between 1 and 74 projects.

The Education and National Education sector received the largest share with 74 projects, representing 45.40% of the total projects. It is followed by the Administrative Facilities

sector with 19 projects at 11.66%, and the Training sector in third place with 16 projects at 9.82%. The Road Infrastructure sector ranked fourth with 9 projects, accounting for 5.52%, followed by the Health sector with 8 projects at 4.91%. The Water Resources sector ranked sixth with 7 projects, representing 4.29%, while the Youth and Sports and Housing sectors each received 6 projects, or 3.68%.

In eighth place are the Forestry, Higher Education, and Culture sectors, each with 5 projects, accounting for 3.07%. The Social Protection sector ranked second to last with one project at 1.23%, and the Religious Affairs sector ranked last with one project at 0.61%.

For the financial allocation dedicated to the decentralized sectoral plan, we find that the Education sector received the highest investment amount, reaching 7,510,086 Algerian Dinars, representing 30.28% of the total investment. This is also the sector with the highest number of projects (74 projects) within the municipal development plan. It is followed by the Water Resources sector at 21.55%, despite being among the sectors with fewer projects (only 7 projects). The Road Infrastructure sector ranks third, with 18.27% of the financial allocation, despite having only 9 projects.

Next are the Administrative Facilities sector at 7.77%, Health at 4.52%, Tourism at 3.83%, Training at 2.57%, and Forestry at 2.24%. Other sectors received lower shares, including Higher Education (2.20%), Culture (2.05%), Youth and Sports (1.56%), Transport (0.90%), Small and Medium Enterprises (0.81%), and Housing (0.62%). Meanwhile, the Environment, Religious Affairs, and Storage and

Distribution sectors received shares ranging between 0.40% and 0.12%, and finally, the Social Protection sector received 0.04%

The variation in project distribution and financial allocation among different sectors can be explained by various factors related to each sector's needs. Some sectors, such as Administrative Facilities and Training, require a large number of projects, but their costs are not high; therefore, their budgets are relatively low compared to other sectors. In contrast, sectors like Water Resources need a substantial budget despite having fewer projects, as water resource projects require significant infrastructure investments.

Other sectors, such as Forestry, Higher Education, and Culture, exhibit a balance between the number of projects and budget size, placing them in a middle range in terms of financial resources and implemented projects. For other sectors, such as Small and Medium Enterprises, Environment, Tourism, and Transport, their needs assessment and developmental planning are still under review; hence, their project values are not yet fully defined.

Skikda Province places particular priority on the Education sector, as evident from the high number of projects and substantial financial allocation. This focus is aimed at equipping educational institutions to meet population growth demands. Likewise, the sectoral priorities in the state's local development program are based on urgent needs, such as constructing irrigation channels to support agricultural production, a key pillar in a predominantly agricultural province.

In contrast, Skikda did not establish new industrial zones during the specified period (2018/2022), as it already has

multiple industrial bases, leading it to concentrate investments on sectors with higher needs, such as Health, which responded to urgent health conditions during the COVID-19 pandemic.

## **Conclusion**

Skikda Province enjoys somewhat improved local development in certain municipalities, despite most being urban, such as Am Taoub, Ben Azzouz, and El Marsa, and some being rural, like Qanaoua and Oued Ez-Zouar. This improvement is evident in sectors like education, administrative facilities, and training. However, there are still deficiencies, particularly in areas that continue to suffer from weak development, especially rural ones. Additionally, projects in most sectors do not fully meet real needs in terms of quality and quantity. This can be attributed to the natural characteristics of the region, including high humidity and diverse topography within a confined geographic area, which has posed challenges in executing projects and limits their expansion or development.

The issue of financial allocation distribution is influenced by the unique characteristics of each sector within the province and is also tied to the current national economic situation, especially when material resources are limited due to the nature of the development policies adopted by the state for local communities (province/municipality). This has made local development heavily dependent on subsidies, and development programs are subject to calculations that may not align with the specific needs and characteristics of local regions.

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