

STAKEHOLDER ANALYSIS REPORT – TUNISIA



MISSION REPORT

Stakeholders Analysis at Monastir Municipality II - Detailed

The Mena Region Initiative as a Model of Nexus Approach and Renewable Energy Technologies (MINARET)

Monastir, Tunisia

22 - 23 May 2017

Afef Tlili



1. Mission Background

1.1. Minaret Project and Stakeholders

The MINARET project, MENA region Initiative as a model of NEXUS Approach and Renewable Energy Technologies, aims at strengthening regional cooperation within the MENA region in regards to the implementation of the NEXUS approach (energy-water-food) that is integrated with renewable energy technologies at the municipality level to mitigate impacts and combat poverty.



Applying effectively planned, structured and systematic processes in challenging in the Middle East and North Africa (MENA) as it faces some extreme scarcities and conflicting demands of different groups of people with different stakes in the use of energy, water and food. IUCN ROWA is a partner in the MENA Region Initiative as a Model of the NEXUS Approach and Renewable Energy Technologies (MINARET) project.

The overall goal of the proposed project is to “Strengthen regional cooperation within the MENA region by implementing the NEXUS approach (energy-water-food) in an integrated with renewable energy technologies at the municipality level, to mitigate climate change impacts and combat poverty”.

This project has been designed and will be implemented based on a fully participatory approach where the “driver seat” is taken by the involved partners and stakeholders from the participating countries. The MINARET project aims to analyze the variety of challenges that stakeholders face on the local level within each community. The general population (especially women, youth and other marginalized groups), government agencies, private sector, NGOs, CSOs, students, educational institutions (academia) and the media, will be actively consulted and involved in the project planning and implementation.

The project will benefit the target groups by providing entrepreneurship and job opportunities in the private sector in renewable energy and energy efficiency technologies and services, as well as enhanced sustainable water management and food production systems; reduced poverty and unemployment.

Under the local and global climate change challenges, **the water-energy-food security nexus** concept is defined as an act that balances different goals and interests of resource users, within maintained integrated ecosystems with the aim of achieving human wellbeing, poverty reduction and sustainable development (FAO, 2015). The expert dedicated a session to explain the MINARET nexus-based approach to ensure that a common and shared understanding is reached among the Monastir stakeholders. Figure N°1 illustrates the nexus concept as facilitated by the expert:

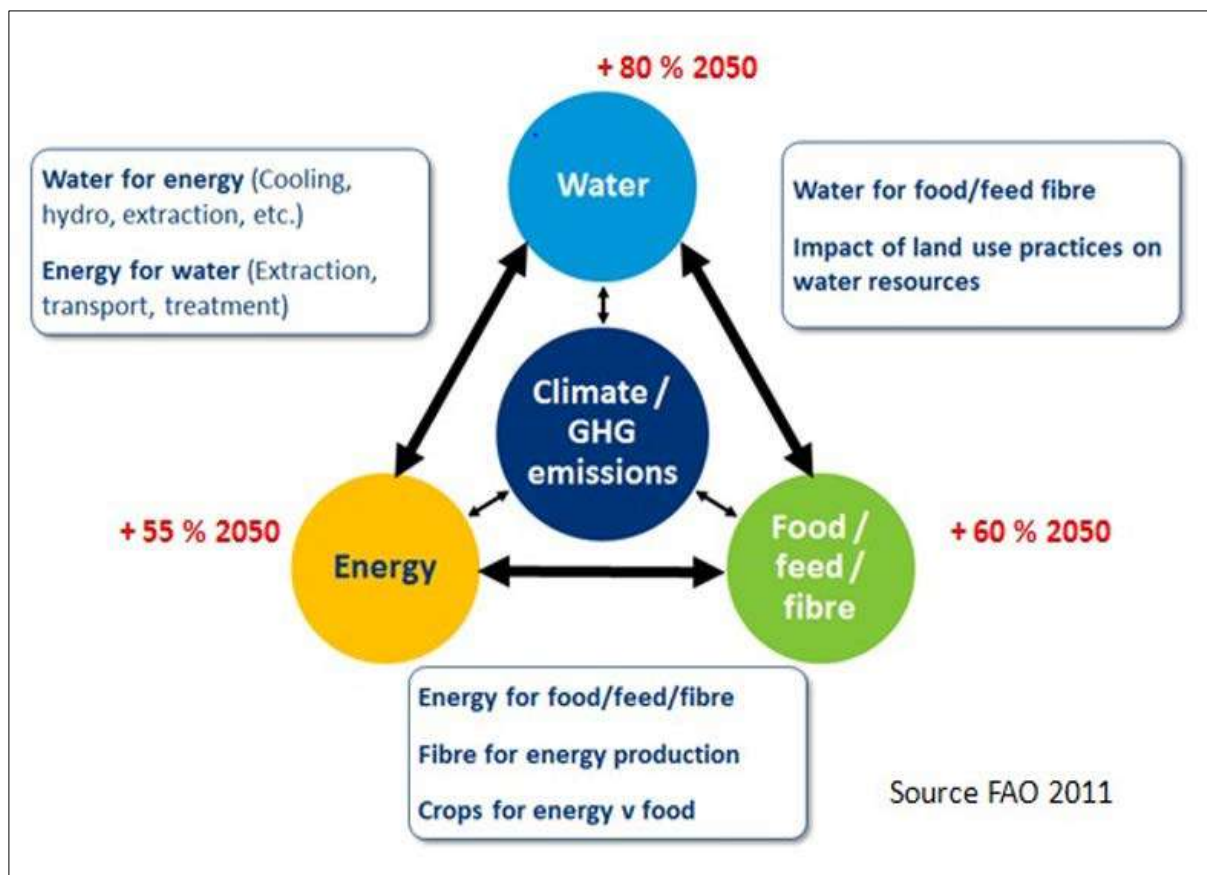


Figure N°1: Water-energy-food security nexus

As a matter of fact, the nexus approach can't be implemented unless all concerned stakeholders engage in a comprehensive dialogue to draft evidence, discuss options and develop possible scenarios in a manner that would ultimately achieve the aspired and required multi-stakeholders involvement to properly implement the MINARET as well as the nexus approach and pilot initiatives. This is why the MINARET is focusing on properly identifying and analyzing current and potential nexus actors at the Monastir level, which is a crucial phase in the implementation and success of the project.

The expert reminded the participants of the importance of the local stakeholders' analysis as a compulsory task to later understand and build up actors' complementarities, actions synergies and induced structured dialogue.

Figure N°2 illustrates **the stakeholders dialogue** within the nexus approach:

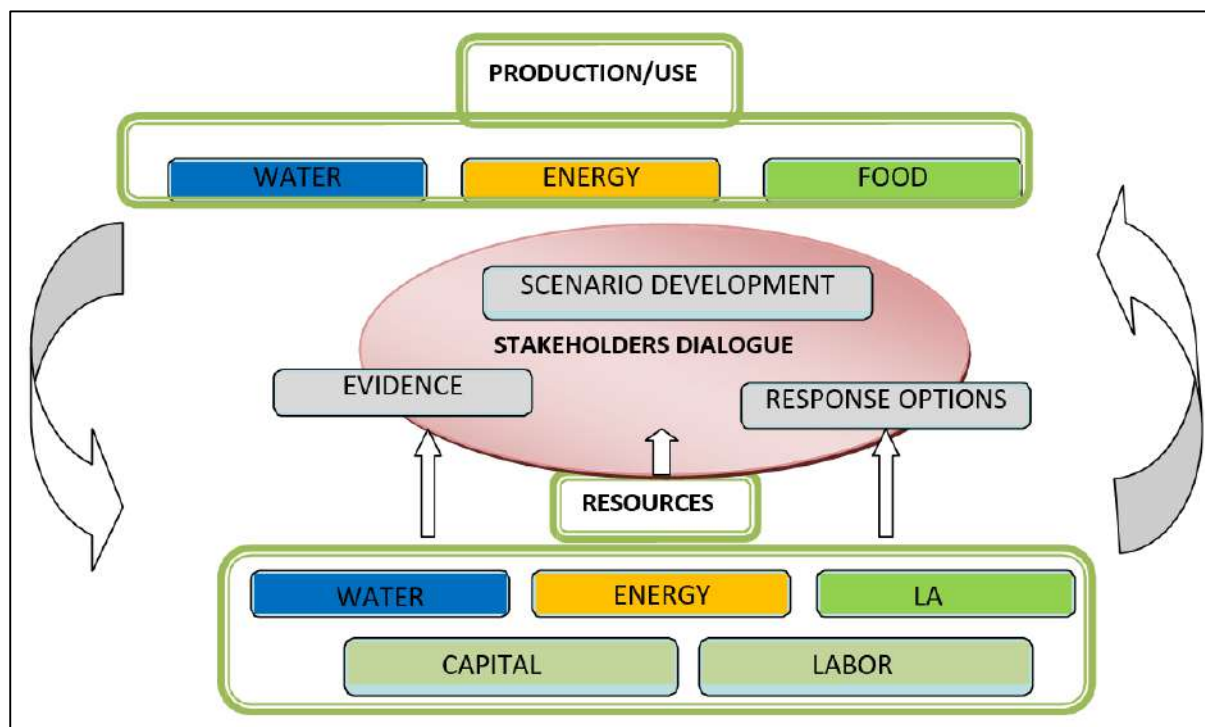


Figure N°2: Stakeholders dialogue for water-energy-food security nexus

The expert recalled the **food and nutrition security**, as a thematic pillar of MINARET, is defined as everybody's ability to access sufficient, affordable and nutritious food (EU, 2017).

In this specific context, **Monastir city** has been selected as a MINARET implementation location in Tunisia. Monastir Municipality is the key project local driver. MINARET aims to analyze the variety of challenges facing Monastir actors in the service of local citizens in relation to water management, energy use and food security. Monastir population is estimated at 548,828 individuals including around 50% female and 9.7 % unemployed among which 12.79 % are degree holders (INS, National Institute of Statistics, 2017).

The major local economic sector in Monastir, in terms of job creation and wealth production, is services followed by agriculture, industry and tourism respectively. Agriculture is the main water consumer, industry is the first sector to consume energy. Renewable energy production and use is still to be developed.



Figure N°3: Monastir Municipality Map

As MINARET aims to strengthen Monastir stakeholders input to provide and disseminate energy and water saving practices that can be applied throughout the national level, local actors are to be defined and analyzed.

A project stakeholder is defined as ‘an individual, group, or organization, who may affect, or be affected by or perceive itself to be affected by a decision, activity or outcome of the project (Project Management Institute, 2013 and ISO 21500).

As such, MINARET stakeholders on the level of Monastir are individuals/entities that have an interest, who are involved or whose work or interests affect or are affected by the sectors of water, food and energy.

1.2. Mission objectives

In the framework of the MINARET project, IUCN ROWA designed a stakeholders’ analysis task as means to clearly identify Monastir area actors who affect and are affected by the project, with a special focus on those involved in different NEXUS sectors and renewable energy technologies.

The **overall objective** of the detailed stakeholders' analysis is to draw up each actor or group of actors' profiles in relation to specific criteria which allows to target Monastir stakeholders potentially to involve them in participating and following-up on project design, amendments, developments, activities and monitoring.

Within the mission, the expert will study the **problems and challenges** in Monastir that will most probably affect nexus adoption and implementation, hence MINARET proper execution. The **problem tree analysis** task will help better understand the working environment in order to evaluate the hypothesis, manage risks and consequently adjust project activities and expected results, accordingly.

Following a primary and detailed actors’ and stakeholder's analysis in Monastir that was conducted by a mission on 24-25 April, 2017 in order to further:

- Evaluate actors’ roles and responsibilities, importance, involvement, influence, effectiveness, interests and duty challenges;
- Validate and consolidate previous mission findings;
- Involve other potential actors as recommended by workshop attendees;
- Investigate project development best options;
- Build stakeholders and local dwellers trust and project ownership;
- Gain improved political support.

1.3. Mission approach and methodology

The assignment was conducted using the participatory and open-ended approach. The main interventions heeded the i) **Rapid Appraisal**, and ii) “**Leave no one behind**” methodologies, as their key approach to motivate actors and vulnerable groups representation and involvement.

The mission **approach** was set with the aim to better understand stakeholders' willingness and ability to support and get involved in different project activities while considering different social groups and final beneficiaries' views, concerns and priorities. This will help better design and potentially adjust the MINARET action plan.

Upon relevant and comprehensive exchanges with IUCN, the stakeholders' detailed analysis mission was set to be conducted following a genuine methodology, that of separate **interactive workshops**, one dedicated to collective deep analysis of Monastir stakeholders, a second to exanimate the problem tree and consequent possible solutions.

Each workshop day was composed of several sessions, facilitated by the expert, allowing working groups, restitution and discussion, focus group discussions and brainstorming activities. The sessions gave enough space for debate and open exchange with relevant stakeholders from public, private and NGO sectors (see attached mission agenda).

MINARET local driver in Monastir, Notre Grand Bleu Association, could support the mission preparation by providing needed experts and workshops logistics, including actors' invitation especially those currently engaged with the initiative.

Following the mission agenda and successfully implemented sessions, the consultant could meet and discuss further matters with 40 different stakeholders. Furthermore, 10 MINARET experts could attend and participate in the two workshops as a mean to better synchronize project activities and achieve improved coordination and actions efficiency.

2. Mission findings

2.1. Stakeholders' identification criteria

The initial stakeholders' analysis mission focused on the following specific criteria:

- **Type/Sector:** public, private or civic (NGOs, CSOs, etc.)
- **Roles** and responsibilities:
 - Each entity or individual has a specific or shared role related to water-energy-food nexus, one of its components, renewable energy field or green entrepreneurship pathways. A role is seen as the entity/individual contribution to the achievement of set goals related to a certain field.
 - An entity or individual's responsibility is his/its personal duty that is usually not shared with other stakeholders.
- **Importance:** Stakeholders were classified as primary or secondary mainly in relation to their current or potential commitment to MINARET objectives and expected results.
- **Efficiency:** Depends on a stakeholder's implication level towards the project or his main focus areas.
- **Effectiveness:** Related to stakeholders' reactivity and responsiveness towards each other, to MINARET and to its focus areas.
- **Strengths / Weaknesses:** Verify each player's own human, technical and financial profile and status.

- **Influence:** Seen as an actor's ability and capability to act or lobby or advocate towards decisions related to MINARET and its major intervention fields.
- **Challenges / Problems:** Related to the actor's capacities and the local context.

In general, all stakeholders were aware of the MINARET project with different levels of interests and involvements; their understanding and engagement in climate change issues, nexus facts and renewable energy aspects are rarely well known and shared.

The current detailed stakeholders' analysis mission purpose is to focus on complementary criteria, namely:

- **Actual most relevant and effective** Monastir stakeholders and their classification following their type;
- Previously **missed** stakeholders during initial analysis, to get involved;
- The **power/interest** grid:
 - **Power:** to assess stakeholders' ability to make decisions or to influence decision makers pool. It is important to identify key stakeholders, specially the ones with the most power, in order to get them involved in the appropriate level and stage.
 - **Interest:** To verify each stakeholder's real intentions towards the project or its components in a way that will assist in establishing potential cooperation.

2.2. Stakeholders' types and strengths

After reviewing MINARET objectives, results and activities, the workshop participants were able to share their understanding of expected outputs and outcomes. Monastir stakeholders are now able to manage their expectations towards the project, hence better situate themselves into the action plan and anticipate their involvement based on the needed inputs.

The expert reminded the participants with the key concepts of the water-energy-food nexus from the perspective of climate change challenges to allow a shared background regarding MINARET's interventions and key components.

Following working groups, all workshop participants were able to communicate and discuss actual Monastir stakeholders in relation to MINARET project itself or its main focus areas and could classify them based on their types. The different views and inputs were discussed and summarized in Table N°1, allowing relevant expert observations which brings enrichments to a similar Table that was presented in the first Mission Report (I), pages 4-5 with clarifications on page 3.

The focus on each player' strength will help understand and plan for potential cooperation and profitable action synergies.

Table 1: Stakeholders types and strengths at Monastir level

	STAKEHOLDER	TYPE	STRENGTHS
1	UTAP Tunisian Union of Agriculture and Fishing	NGO National	<ul style="list-style-type: none"> ▪ National NGO with expended adherents ▪ Seen as 'official' farmers representation ▪ Influence power on farmers and decision makers ▪ Openness towards change
2	Farmers	Private sector	<ul style="list-style-type: none"> ▪ The target group implements potential nexus pilot ▪ Initiatives ▪ Hold local knowledge about practical tools for nexus implementation ▪ The major economic sector in Monastir ▪ Gate keepers to change ▪ Are able to lobby for change towards nexus adoption
3	Women	Private sector	<ul style="list-style-type: none"> ▪ Change vectors among society ▪ Educate and disseminate on nexus approach
4	Potential young entrepreneurs in WEF	Private sector	<ul style="list-style-type: none"> ▪ Could be potential reforms ▪ Could startup and replicate nexus initiatives
5	Consultancies offices	Private	<ul style="list-style-type: none"> ▪ Help study and monitor nexus initiatives
6	Entrepreneurs in water and sanitation sectors	Private sector	<ul style="list-style-type: none"> ▪ Help apply and implement nexus initiatives ▪ help spread awareness on nexus innovations

2.3 Stakeholders' profile

Based on vivid exchange with different actors attending the workshops, the consultant was able to further verify primary data and gather relevant information about newly mentioned stakeholders in relation to specific identification criteria that are:

- Importance
- Roles and responsibilities
- Interests in relation to MINARET
- Challenges and problems in performing their duties or contributing to the project activities implementation.

Working groups and discussions within plenary sessions helped focus on key stakeholders' profiles, those to target along project implementation and intended consultations. This exercise is a continuation of previous observations explained in Mission Report I, Page 6 and Table N°2 Page 7-10. Once all actors' profiles are clearly set, it would be easier to study potential cooperation and synergies according to actors' daily tasks and development initiatives. On the other hand, the actors' profiles study will help best perform MINARET risks management related to actors' contributions. The project team will select best partnership options and implementation actors to carry out the needed activities; as well avoiding inappropriate partners.

Table N°2 summarizes major findings related to newly identified stakeholders, along with amendments on previous actors' profiles:

Table N°2: Stakeholders' profile on the level of Monastir

Stakeholder	Importance	Role & Responsibilities	Interests/Minaret	Challenges/Problems
UTAP Tunisian Union of Agriculture and Fishing (URAP Regional)	Primary	<ul style="list-style-type: none"> Represent farmers and fishermen, defend their interests Monitor agricultural sector, report to public authorities Suggest and interact on policies and regulations Provide technical assistance Raise awareness and assist farmers in updated farming techniques Empower and promote rural women participation 	<ul style="list-style-type: none"> Achieve better services to farmers Understand nexus outputs to local farmers Verify nexus profitability to farmers Monitor project implementation and results Educate on MINARET findings Learn and share about climate change effects and resilience techniques based on nexus approach 	<ul style="list-style-type: none"> Limited institutional cooperation Limited public communication Weak technical capacities Weak knowledge on climate change effects, adaptation and resilience Limited knowledge on nexus approach
Farmers	Primary	<ul style="list-style-type: none"> Farming, crops and cattle breeding Affordable quality food to dwellers Help achieve food security Collectively manage water resources 	<ul style="list-style-type: none"> Improve productions Decreases costs Learn about new affordable techniques 	<ul style="list-style-type: none"> Limited financial resources Limited awareness about climate change impacts on local resources Limited awareness about nexus Limited communication with other actors
Women	Primary	<ul style="list-style-type: none"> Farming, handicraft and cattle Breeding activities in rural areas Actively contribute to the economic activities Disseminate local knowledge Educate and replicate good practices 	<ul style="list-style-type: none"> Improve women situations especially in rural areas Improve women participation Improve access to economic initiatives Communicate on women's needs & challenges Contribute to implement nexus pilot actions 	<ul style="list-style-type: none"> Weak financial resources Limited access to social and economic platforms Limited awareness on climate change impacts on local resources Limited awareness about nexus Weak communication skills

Stakeholder	Importance	Role & Responsibilities	Interests/Minaret	Challenges/Problems
Potential young entrepreneurs in WEF	Secondary	<ul style="list-style-type: none"> Invest in nexus related economic opportunities Scale up best practices & success stories 	<ul style="list-style-type: none"> Learn about nexus related business opportunities Benefit from capacity building activities 	<ul style="list-style-type: none"> Limited technical capacities Limited knowledge related to nexus approach related investment opportunities Limited access to financial support Heavy bureaucracy
Consultancies offices	Secondary	<ul style="list-style-type: none"> Contribute to local & national water, food & energy planning Achieve requested technical studies 	<ul style="list-style-type: none"> Learn & educate on nexus approach applicability on economic sectors Build capacities on climate change 	<ul style="list-style-type: none"> Limited awareness about nexus Weak communication skills
Entrepreneurs in water & sanitation sectors	Secondary	<ul style="list-style-type: none"> Achieve requested hardware 	<ul style="list-style-type: none"> Learn about best nexus practices 	<ul style="list-style-type: none"> Limited capacities on nexus & climate change Priorities profits
ANPE National Agency of Environment Protection	Secondary*	<ul style="list-style-type: none"> Protect the environment & natural resources by law enforcement & monitoring Suggest environmental regulations & policies, mainstream environmental concepts into all national development plans. Provide licenses to new projects & establishments 	<ul style="list-style-type: none"> Raise awareness about climate change effects, adaptation & resilience Educate on green economy, Educate on water & energy saving techniques 	<ul style="list-style-type: none"> Weak public awareness Limited law effectiveness Limited human resources Limited skills on renewable energy & nexus

* This is an amendment to the previous information provided in Table N°1, Mission Report I, Page 8

2.3 Stakeholders' regional classification

Following the discussions and working groups restitution charts, stakeholders on the level of Monastir should potentially get involved and influence appropriate implementation of MINARET and Nexus towards classifications of results and replication according to their respective geographic distribution, administrative affiliations and intervention areas. Figure N° 4 illustrates workshop findings, within this scope:

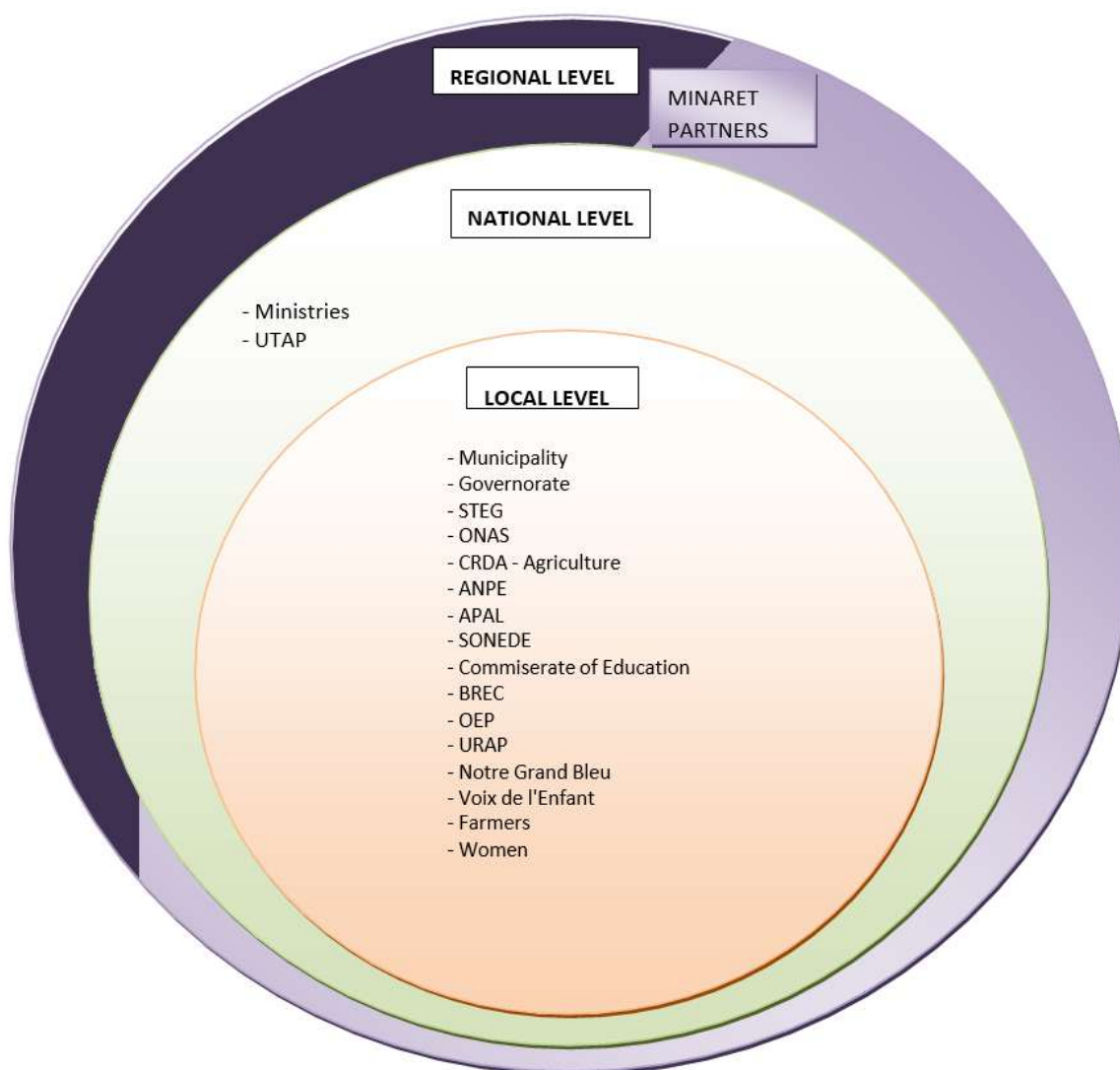


Figure N°4: Stakeholders' regional classification

2.4 Stakeholders' coordination

The expert confirmed primary stakeholders' analysis findings in relation to Monastir stakeholders' coordination, as detailed in Mission Report I, Page 13. Table N° 3 illustrates major conclusions:

Table N°3: Monastir stakeholders' coordination

	STAKEHOLDER	16	15	14	13	12	11	11	9	8	7	6	5	4	3	2	1
1	Notre Grand Bleu Association	-1	-2	-2	-2	+2	+2	-2	-1	-1	+1	-2	-2	-2	+1	+2	
2	Monastir Municipality	-2	+1	+1	-2	-1	+1	-1	+1	+1	-2	-2	-2	-1	+2		
3	Governorate of Monastir UEI	-2	+1	+2	+1	+1	+1	+1	+1	+1	+1	+1	+1	+1			
4	CRDA Service of water and soil conservation	-2	-2	-2	+1	-2	-2	-2	-2	-2	-2	+1	+1				
5	CRDA Service of Rural Engineering	-2	-2	+1	+1	-2	-2	-2	-2	+1	-2	+1					
6	CRDA Service of Vegetal productions	-2	-2	+1	+1	-2	-1	-2	-2	+1	-2						
7	ANPE	-2	-2	-1	-1	+2	+1	-2	-2	-1							
8	SONEDE	-2	-2	+2	+1	+1	+1	-2	-1								
9	Regional Commiserate of Education	-2	-2	+1	-2	-2	+1	-2									
10	BREC	-2	+1	+1	-2	-2	+1										
11	Rabat FM radio	-1	+1	+1	-1	+1											
12	APAL	-2	-2	+1	-2												
13	OEP	-2	-2	+1													
14	STEG	-2	+1														
15	UTICA	-2															
16	Voice of Children																

2.5 Stakeholders' effectiveness

The experts' observations during the detailed stakeholders' analysis mission allowed further comparisons with previous mission stakeholders' effectiveness. A detailed comparatives study is presented in Report I, Page 11. Figure N° 5 illustrates major findings:

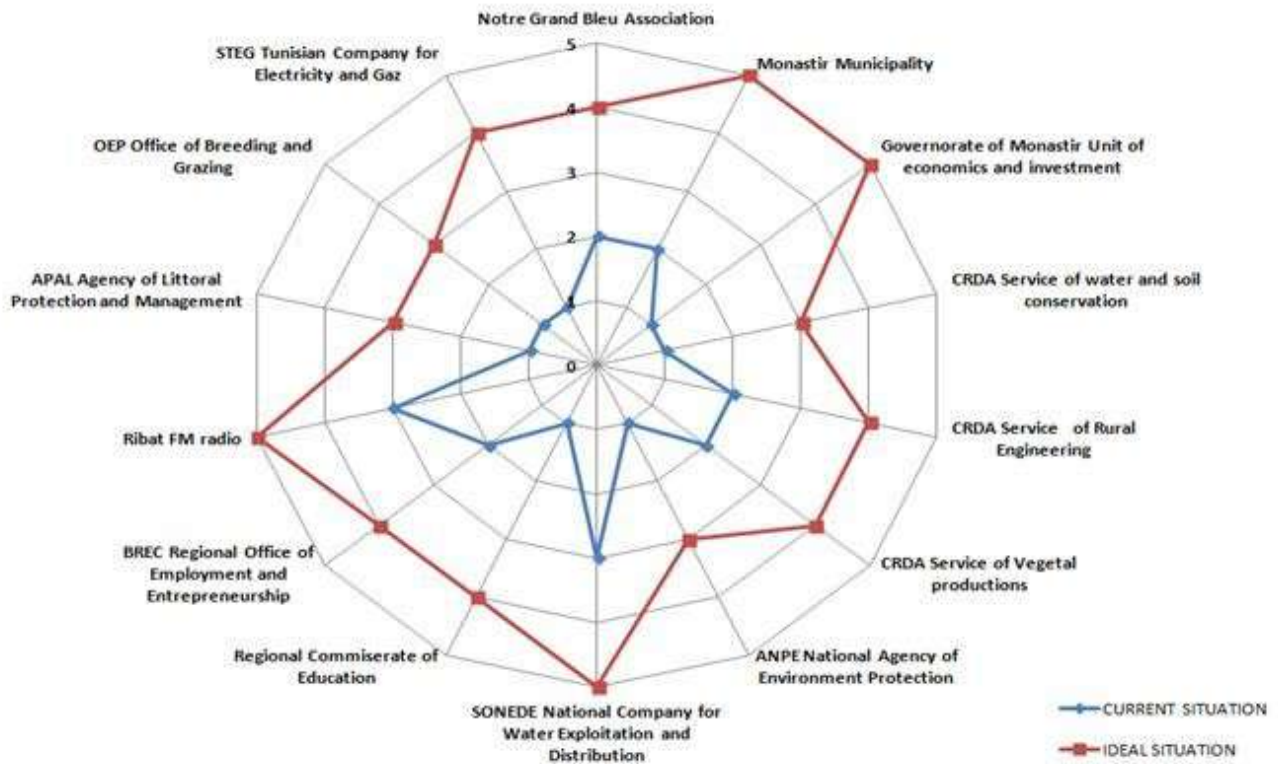


Figure N°5: Monastir stakeholders' effectiveness

2.4 Power and interest grid

In order to understand each actors' possible and profitable participation, the power/interest grid is required to clearly set MINARET team positioning and attitudes towards and in parallel to with Monastir actors, hence involve, influence, monitor or just keep informing the concerned stakeholders. Each of the 4 sections of the grid informs about the best attitude options to adopt for each group of stakeholders. Figure N°6 illustrates the power/interest grid following mission findings:

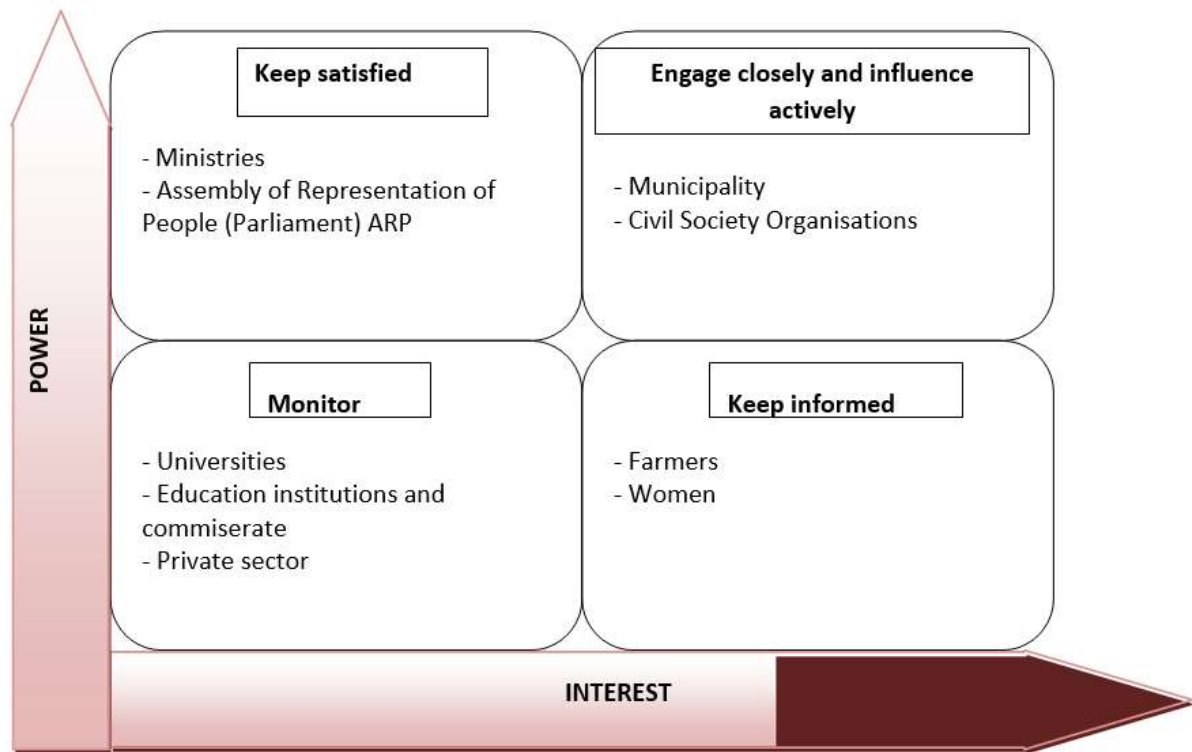


Figure N°6: Stakeholders' Power/Interest Grid

Two major findings are to be considered:

- The group of stakeholders with most interest but less power are MINARET final beneficiaries, farmers and women. This group of actors are to be involved in capacity building activities and to be kept constantly informed on project progress and achievements.
- The group of stakeholders with most interest and most power are local authorities and CSOs, they need to be closely engaged in all project activities and have influence towards achieving project goals and attaining aspired results. This group of actors are gate keepers to success and results replication (roll-outs), hence vectors for project sustainability and extended impact.

2.5 Stakeholders' involvement

Following previous stakeholders' analysis findings as well as the power/interest grid, it is possible to clearly identify and classify each actor's type and optimal timeframes of involvement. This exercise is extremely important and sensitive, thus needs to be fulfilled under the ultimate goal of achieving aspired and set project's results, success and sustainability. This calls for proper setting and distribution of assignments and involvement by each stakeholder. Table N° 4 summarizes stakeholders' recommended involvement for each actor on the level of Monastir:

Table N°4: Recommended stakeholders' involvement in project activities

Involvement/Activity	Stakeholder Group
Capacity building*	<ul style="list-style-type: none"> ▪ Farmers ▪ Women ▪ NGOs including UTAP and UTICA ▪ Local Authorities ▪ Public administrations
Awareness raising	<ul style="list-style-type: none"> ▪ Commiserate of education (for schools) ▪ Association Voix de L'Enfant ▪ Notre Grand Bleu ▪ UTAP ▪ SONEDE
Studies	<ul style="list-style-type: none"> ▪ Universities and research centers ▪ Office of Development (ODC)
Technical assistance	<ul style="list-style-type: none"> ▪ Commiserate of Agriculture ▪ STEG ▪ OEP
Startups / pilot nexus initiatives	<ul style="list-style-type: none"> ▪ BREC Directorate of Employment and Investment ▪ Office of Development (ODC)
Lobbying	<ul style="list-style-type: none"> ▪ Local Authorities ▪ NGOs

The capacity building cluster has to consider:

- Public and institutional communication for public bodies and NGO actors;
- Nexus concept and approach in practice;
- Climate change effects, adaptation and resilience techniques;
- Natural resources degradation impacts on economic issues;
- Governance and integrity values.

3. Problem tree analysis

The vivid and open exchange with all participants especially, but not exclusively, during the second workshop day, was most important to collectively share views and assess Monastir real challenges to adopt and implement the nexus approach and later related pilot initiatives. The problem tree analysis was performed to help better design further project activities and induce potential needed amendments.

Major identified **problems** and challenges are summarized as follows:

- i. Weak to absent natural resources **governance** inducing lower public participation, especially of marginalized groups, mistrust and reduced development initiatives ownership, as well as reduced resources use optimization;

Current governance schemes lack communication and access to information, transparency, multi-stakeholders' involvements and dialogue, public and vulnerable

groups participation, corruption fight tools, solid institutional capacities and political clarity.

More specifically, the water-energy-food nexus implementation is facing institutional and legal frameworks challenges that are intensified due to heavy sectoral management and limited communication and cooperation among actors and stakeholders, as follows:

- The energy sector faces monopoly; renewable energy is extremely limited in terms of development and use;
 - The agricultural sector faces resources degradation and increasing energy costs that magnify food production costs;
 - The water sector faces depletion and unbalanced distribution/ use by sectors; industry is the key water user (and polluter) followed respectively by tourism and agriculture.
- ii. Natural resources degradation, especially water increasing depletion due to climate change effects and resources over-use as well as groundwater pollution leading to quality degradation.
- iii. Limited awareness and technical capacities related to key technical aspects such as (a) water-energy-food nexus concept, (b) Integrated Water Resources Management (IWRM), and (c) Climate changes impacts, adaptation and resilience tools.

Figure N° 7 illustrates the problem-related tree analysis:

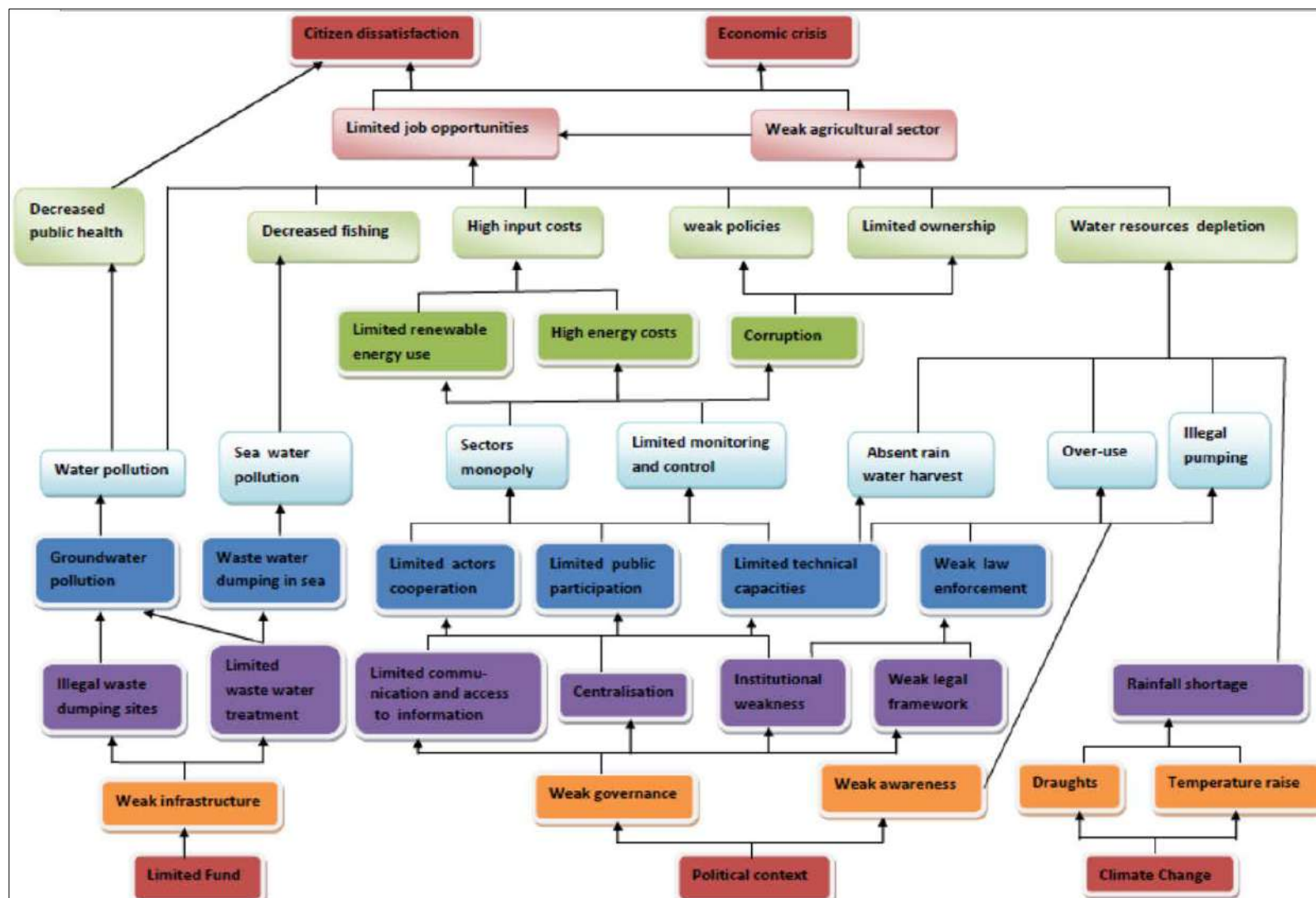


Figure N° 7 : Problem Tree at Monastir level

4. Recommendations

Based on workshops findings and experts observations, the following short-term recommendations are suggested to be implemented in 3 to 4 months timeframe:

i) Project management

- Create a local project Coordination Committee composed of representatives from one (1) local authority (preferably the Municipality); Two (2) NGOs / CSOs; Three (3) local administrations; Two (2) farmers; One (1) woman and one (1) potential entrepreneur.
- * The Coordination Committee has to meet on a regular basis, preferably once a month, for monitoring project progress and follow-up.
- * Designate one representative from the Coordination Committee (preferably the Municipality) to be the local focal point for the MINARET and in charge of the overall project coordination and communications.
- * The local Committee coordinates activities to be implemented in Monastir to avoid missions overlap or confusions especially among local actors, for optimal resources mobilization, optimization of work and results.

ii) Stakeholders management

- All primary stakeholders are to get involved in project design and activities, as much as possible.
- The stakeholders group with the most power and interests are to be closely involved in all project activities.
- Clearly set (distribution of) roles and responsibilities of all actors already engaged in the MINARET for optimal gains on all levels, in addition to gaining the trust and support of the public and the stakeholders.

iii) Project visibility

- Create a dedicated website for the MINARET with updated news on project progress and achievements, allowing open and transparent access to information to all stakeholders.
- Enhance project visibility and communication aided by design and publishing of project newsletter on quarterly basis, to be uploaded to the MINARET website for the widest possible accessibility and distribution.
- Avoid political influence and flagships; maintain project neutrality;

iv) Project development

- Design and implement thematic capacity building activities as soon as possible to allow shared understanding of project concepts and approaches, hence project ownership and sustainability;
- Design special awareness raising campaigns targeting women and kids at schools (in association with Voix de L'Enfant, SONEDE and the Education Directorate).
- Give highest priority to ensure involving women, youth, persons with disabilities (PWD) and farmers in project activities; design special training courses with simplified tools.

Annex 1 - Mission Agenda

Minaret, the MENA Region Initiative as a Model of Nexus Approach and Renewable Energy Technologies - Stakeholders' Analysis at the Monastir Municipality

Stakeholders Analysis Workshop

Monastir, 22 and 23 May 2017

Workshop Agenda

Lundi 22 May 2017			
	Titre session	Intervenant	Contenu
09:00-09:30	Inscription		
09:30-09:45	Ouverture	M. le Maire de Monastir	Allocution de bienvenue
09:45-10:00	Présentation du MINARET	Ali Hayajneh	Programme Présentation MINARET Attentes
10:00-10:30	L'approche NEXUS	Afef Tlili	NEXUS/MINARET Etude de cas Débat
10:30-11:30	Analyse des acteurs - 1	Afef Tlili	Méthodologie Groupes de travail Restitution et débat
11:30-11:45	Pause café		
11:45 – 12:30	Analyse des acteurs - 2	Afef Tlili	Brainstorming Débat
12.30 - 13.00	Wrap-up	Afef Tlili Sayel Wishahi	Débat
13:00-14:00	Déjeuner		
14:00 - 15:00	Energy and Renewable Energy Assesment	Chaker Hammad	Focus group
Mardi 23 May 2017			
09:00-09:30	Inscription		
09:30 - 11:00	Arbre à problèmes NEXUS/MINARET	Afef Tlili Sayel Wishahi	Problème Centré Débat
11:00-11:15	Pause café		
11:15 - 13:00	Arbre à problèmes NEXUS/MINARET	Afef Tlili Sayel Wishahi	Problème Centré Débat
13:00-14:00	Déjeuner		

Full Name	Position/Office	Email	Phone #
Sawsan Dawarash	senior Energy specialist / NERC	s.dawarash@nerc.yonju	00962795107189
Suhail Abubneih	Energy Engineer	suhail.abubneih@nerc.yonju	00962786229582
Egud Smadi	Energy Specialist	eng_smadi1@outlook.com	00962798150396
Jaziri Mohamed	Chief de service ANPE		22782254
Zaf. Wami	Inspection PSM	zaf.wami@fruct.lu	50392582
Medjassine Skhrii	Etudiant ERAT	YASSINOSK009@gmail.com	54920999
Nessaud Na Ra	Chief d'istrict	hannouanessaud66@nrc.lu	22638444
Mohamed bennoies	Direct. Proj. C. techn	mohamedbennoies@gmail.com	9809192
Berguene Salem	Protection civile	-	98261128
Rachdi Saleh	chef division CROA	salah.rachdi@yaho.fr	98535391
Gambouz wafa	chef service de Travail	Wafa_gambouz@shahat.lu	98805171
Hadj youssef Hedia	association voix del'inter	hedia17@yahoo.fr	26729529
Slamie Mohamed Habib	Chief Service DPA North	slamie.mohamed.habib@but	98850404
Manel Ben Ismail	Directrice NCB	manel.benismanel@gmail.com	54663549

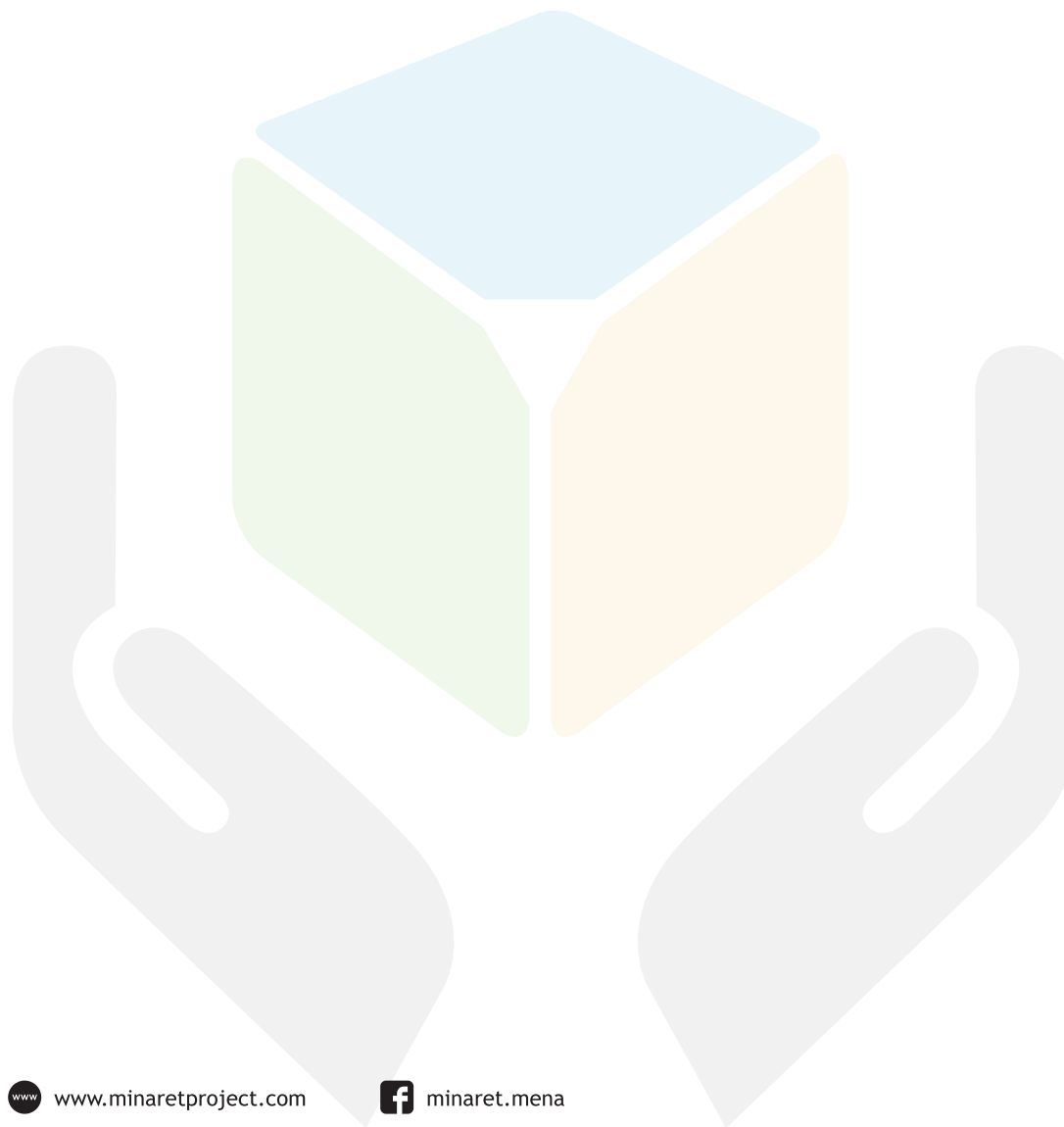
Full Name	Position/Office	Email	Phone #
Linaïme Azghar	Directeur - CRAA Quatre	linaimeazghar@gmail.com	214 1646346
Bem Rayana SPTU	DDP Manmote	Manmote@yahoofr	93843097
Liamam Feriel	DR/Direct. éducation	feriellem@gmail.com	97051654 2276203
Bouthayna M'harek	Urban Observatory of Toubou	bouthayna.mh@outlook.fr	27779032
Dhafer Sakka	Notre grand bleu	dhafer.sakka@gmail.com	58667277
Mallat Hamed	Notre Grand Bleu	mallat.hpb@gmail.com	23432414
Chihab Maimi	Notre Grand Bleu	chihab.maimi@hotmail.com	22.106.921
Manel Ben Smail	Directrice NGB	manel.benismail@gmail.com	54663549
Darai Sahbi	Notre Grand bleu	daraisahbi@hotmail.fr	53264561
Dhafer Sakka	Notre grand bleu	dhafer.sakka@gmail.com	58667717
Ahmed Sahbi	Treasurer notre grand bleu	Ahmed.Sahbi@yahoofr	38588107
Majet Dimassi	Notre Grand Bleu Nouda	dimassi.majet@hotmail.com	22436786
Samia Zaïr	Notre Grand Bleu	Samia.Zair@hotmail.fr	22064025

Full Name	Position/Office	Email	Phone #
Darai Sahbi	Notre grand bleu	daraisahbi@hotmail.fr	53264561
Sakka Dhafer	Notre grand bleu	dhafer.sakka@gmail.com	58667277
Samar Kilani	NGB	sackilani94@gmail.com	52133910
Ghofrane Labyadh	NGB	ghofrane.foufa1894@gmail.com	52208480
Syrine Mousial	NGB	syrine.mousial@gmail.com	24323127
Hbib Jaafar	NGB		96257738
Kamal Nouira	NGB		22716909
Arij Sadraoui	NGB	arijsadraoui@gmail.com	23427327
Jihed Saad	NGB	jihedsaad3@gmail.com	50961746

Full Name	Position/Office	Email	Phone #
Srhi Haythem	notre grand bleu organisation tunisienne de énergie des droits des personnes handicapées	srhi.haythem@gmail.com	22515135
Merzouk Inès	Maître ENERGIE FSH	merzoukines6@outlook.fr	21 847 682
Jeddy Dhouha	Maître ENR (FSH)	jeddydhouha.9@gmail.com	27 613 703
Barrakda Marah	Maître ENR (FSH)	boussouda1993marah@gmail.com	22544775
Nader Chaabene	Notre Grand Bleu	naderchaabene@gmail.com	58669210
Hayet Baccouch	Notre Grand Bleu	hayetba@gmail.com	52947131
Ben Souda Jalel	MDC	—	98540455
AFFET Tili	MINERVA CONSULTING	AFFETIL@GMAIL.COM	58667526
Hassine Roumir	Président section FDES	Hassine.roumir2011@gmail.com	96539841
Hajira Mohamed	Chef de service ANPE	hajira.mohamed1996@gmail.com	22 782 254
Lamine Leghach	Directeur / CRDA Nouadhibou	lamine.leghach@palestine.fr	50463420
Zafar Rahed	Ingénieur / Palais des sciences de Nouadhibou	zafar.rahed@gmail.com	97487239
Zafar Wami	Ingénieur PET	zafar.wami@gmail.com	50322552
Fathi BSSBS	NADI M. Ayce	fathi.bssbs@gmail.com	27 779 032
Bouthayne N'bond	CUH	bouthayne.n'bond@outlook.fr	22 732 043
Skier Naim	1er Adjoint auxiliaire	—	—

Full Name	Position/Office	Email	Phone #
Mohamed Bouabes	Dircc. Sup. Cn. Nouadhibou	mohamedbouabes@gmail.com	9827792
Santi Ramzi	Ingénieur / Office de l'énergie et des énergies renouvelables	santi.ramzi@gmail.com	52005244
Wafa Gaudou	Club / service technique Travaux maritimes / Université Hassan II	wafa.gaudou@hotmail.fr	98.480.517
Chabib Mohamed	Club / Responsable Team Jeunes	chabib.mohamed@jeunes.fr	26226879
Jamel Juij	APAL	juij@gmail.com	52181839
Fred Glen	APAL	fred.glen@hotmail.fr	55748744
Ahmed Zadden	APAL	AhmedZadden2@gmail.com	54695075
Wafa Tambour	Etudiante	tambourwafa@gmail.com	23380463
	El Mo	—	95204324
Hadji Youssef Hedia	Association virale l'at	hedji17@yahoo.it	26729529
Sawson Bawargi	ren. energy specialist / NERC	00962745107189	5.bawargi@nerc.org.jo
Ali AlMarzoug	Energy Specialist / NERC	alimarzoug@nerc.org.jo	0962745107189
Yassine Skhirc	Etudiant CRAT	yassinossk009@gmail.com	54920989
Hajer KHELIFA	DR / service / CRDA Nouadhibou	hajer.khelifa@gmail.com	94646732
DOHIN Mohamed	Union Régionale de l'Agriculture et de la pêche Nouadhibou	mohameddohin57@gmail.com	96940987
Chibeto Maïm	Notre Grand Bleu	Schneiderngb@hotmail.com	22166.925

Full Name	Position/Office	Email	Phone #
Najet Dimassi	Notre Grand Bleu Neta	dimassi.najet@hotmail.com	22 436 786
Samia Zairi	Notre Grand Bleu	samia.zairi@hotmail.fr	22064 025
Dhafer ARAJ	" " "	dhafer.ara@gnl.com	5 866 77 17
Dani Schbi	Notre Grand bleu	dani.schbi@hotmail.fr	53 244 561
Tallat Hamed	NGB	medlatongl@gmail.com	23 432 414
Ahmed Suki	Freemigb	Ahmed.sukingb@gmail.com	98588107
Manel Ben Tmail	Notre Grand Bleu Director	manel.benismail@gmail.com	54 663 849
Kamel Nouira	Notre Grand Bleu	—	22 712 303
Syrine Mestati	syne NGB	Syrine.mestati@gmail.com	24 323 127
Hayet Baccouche	NGB	hayetbac@gmail.com	52 947 131
Hbib Jaafar	NGB	—	96 257 738
Samir Kilani	NGB	samir.kilani34@gmail.com	52 133 910
Ghofrane Labypah	NGB	ghofrane.joufa1994@gmail.com	52 208 490
Jihed Saad	NGB	jihed.saad3@gmail.com	50 961 746



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National Energy Research Center / Royal Scientific Society (NERC/RSS) P.O.Box: 1945 Jubeiha, Amman 11941 Jordan Tel: +962 6 5338014/42 Fax: +962 6 5338043

