The Role of Decentralized Cooperation between Local Groups in Promoting Local Development in Algeria

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Abstract :

This research paper examines the role of decentralized cooperation between local groups in promoting development in Algeria. It highlights the significance of local entities, such as municipalities, in achieving sustainable development and the contributions of international decentralized cooperation to this goal. The study aims at exploring how decentralized cooperation among autonomous groups fosters development. Using a deductive approach, supported by descriptive and analytical tools, the research finds that while decentralized cooperation plays a critical role in economic, political, and social progress, enhancing local economies and strengthening the capabilities of local groups, its impact in Algeria remains limited. The study concludes that a comprehensive review is needed to improve its effectiveness.

Key words: decentralized cooperation, current development, indigenous groups.

Jel Classification Codes: H700.

1. INTRODUCTION

Decentralized international cooperation has become a key focus both locally and globally because of its significant benefits and goals. It plays a crucial role in helping local communities promote economic development. This is particularly important given the limited self-financing capacity of regional entities, where municipal and provincial revenues often fall short of covering their annual expenses. This financial gap stems from several issues, such as weak local tax collection systems and a lack of local investment. Algeria is part of this global trend, although it adopted the concept of decentralized cooperation later than many other countries. This delay can be attributed to the reduced role of local communities in its development efforts. In thiscontext, a central question arises:

- **What is the role of decentralized cooperation between local communities in promoting local development in Algeria?**

Aim of the Study

The main objective of the research is to identify the role of decentralised cooperation between local communities to promote local development in Algeria, from which the following sub-objectives emerge:

- Highlighting the essence of decentralized cooperation.
- Highlighting the reality of decentralised cooperation to promote local development in Algeria.
- Identifying the main obstacles to decentralised cooperation in Algeria.

Methodology of the Research

In order to answer the main question and achieve the research objectives, a deductive approach was adopted with the tools of description and analysis.

Themes of the Study

The research was divided into three main themes:

I. Definition of decentralised cooperation.

II. The reality of decentralised cooperation in promoting local development in Algeria.

III. Obstacles and ways to activate decentralised cooperation in Algeria.

2. Decentralised Cooperation

2.1. Definition of Decentralised Cooperation

Considering that the concept of decentralized cooperation is a modern one, its definition has varied between broad and narrow interpretations (Karim, 2012):

2.1.1. The Broad Definition of Decentralised Cooperation

This definition has been embraced by certain countries and multilateral organizations, recognizing all local stakeholders as key participants in decentralized cooperation. These

stakeholders include territorial entities such as municipalities and regions, associations, local groups like non-governmental organizations (NGOs), and organizations from the productive sector, including unions and cooperatives.

The European Union has adopted this approach, defining decentralized cooperation actors as independent, non-profit organizations that represent civil society outside government and public administration. These actors include NGOs, community organizations, representative associations, social partners, private sector groups, religious organizations, and universities.

2.1.2. The Narrow Definition of Decentralised Cooperation

The narrow or bilateral concept of decentralized cooperation (Coopérationdécentraliséebilatérale) limits this cooperation to parties with the status of territorial entities only. This is the same definition adopted by the French legislator.

2.1.3. The Procedural Definition of Decentralised Cooperation

It is a contemporary form of international cooperation, serving as an alternative or complement to traditional development aid. This approach involves collaboration among decentralized state actors.

Allowing local communities to engage in decentralized cooperation agreements aligns with the principle of granting them management autonomy. This autonomy enables them to make decisions and enter into contracts concerning local issues. However, this does not mean they have the authority to independently formalize agreements in their own name. Despite their autonomy, local communities are not recognized as subjects of international law and cannot engage in international or governmental relations. Decentralized cooperation differs from international or intergovernmental collaboration. Therefore, while local communities may have some freedom to establish decentralized cooperation agreements, these activities must be carried out under the oversight of the central authority.

2.2. Parties Involved in Decentralized Cooperation

It takes place between a number of actors of different nature, namely (Abdelrahman Aksa, 2015):

- **Local Communities: they** are well-equipped to participate in cooperative relationships because of their organized structure, skilled workforce, and financial resources, which come from local taxes and support from the central government.
- **Civil Society Organisations:** They have the ability to aggregate, represent and defend interests, such as associations, unions and syndicates.
- **Private Sector:**itis increasingly seen as an important participant in decentralized cooperation, thanks to its financial resources, which can support development and promote its brand. However, it operates as a partner to local authorities rather than acting independently.
- **Scientific and local institutions**: in order to utilise their scientific capacities in conducting research and raising public awareness.

2.3. Forms of Decentralised Collaboration: they are of two types (Ouardi, 2013):

- **Twinning Agreements:**these agreements are based on the philosophy that for municipalities in the Global South to improve their management and administrative practices, they need a twin municipality in the Global North with similar conditions and resources to guide and support them.It is an agreement between two decentralised parties that are similar in terms of population, infrastructure and administration with the aim of mutual assistance, achieving common interests and improving their conditions.
- Partnership agreements: due to the limited results of twinning, a move was made to partnerships, which aim to strengthen cooperation between the parties involved through their collective contribution to it.

The advantages of decentralized cooperation are the same as those of centralization, in addition to:

- It focuses on the basic needs of the citizen rather than the needs of the state, such as: Water - Environment - Science - Electricity..
- Making good use of financial resources and minimising corruption.
- It addresses fundamental needs related to shared cultural heritage among the involved parties, helping to reduce hostility and hatred. It combines the strengths of local communities, civil society, and the private sector.

2.4. Objectives of Decentralised Cooperation

The objectives of decentralised cooperation are to promote and support local development, improve the living conditions of citizens, promote the exchange of expertise and skills between regional communities, contribute to meeting the needs and priority demands of the population. In addition, it promotes friendship between peoples, and promote participatory democracy, decentralisation and local governance:

- **Economically:** recent global changes have underscored the importance of local communities connecting with the outside world to enhance collective efforts. Local officials are now encouraged to build partnerships both nationally and internationally, aligning with the global focus on collaboration and role-sharing (Karim A.-S. , November-December 2016). Decentralized cooperation has a significant economic impact by boosting local development. It supports development projects through the sharing of knowledge and advanced technologies. Additionally, it helps attract investors and promotes the country’s investment opportunities.
- **Socially:** in addition to its economic impact, decentralized cooperation also serves various social purposes. Many agreements focus on humanitarian goals, such as supporting youth programs, social organizations, sports, and cultural initiatives. It also helps develop facilities that cater to specific groups, such as patients, children, and the elderly. For instance, the Municipal People's Council of Constantine entered into a decentralized

cooperation agreement with the municipality of Grenoble, France. This partnership was initiated during a visit by a delegation led by Professor Jacques Monségou, a cardiology specialist, to the Wilaya of Constantine from July 7 to 9, 2017. The agreement aimed to enhance medical collaboration by providing support and training to doctors in diagnostics and catheterization procedures, directly benefiting patients.

- **Politically:** Decentralised cooperation contributes to the establishment of participatory democracy, which means involving the population in decision-making as well as giving them the right to track all development projects. Therefore, constituting an "alternative political model" aimed at increasing the involvement of the population in the public debate. In this context, the political aspect of decentralized cooperation is highlighted by the efforts of foreign local communities to expand beyond purely bilateral cooperation, which involves only local entities. Instead, they seek to engage all local stakeholders in advancing development projects. This broader approach reduces the risk of bilateral cooperation being misused, as it prevents local officials from focusing solely on their own political agendas (Fouad, 2018).

3. The Reality of Decentralised Cooperation in Promoting Local Development in Algeria

The Ministry of Interior and Local Authorities evaluates and implements, for the benefit of the relevant stakeholders, decentralised cooperation relations concerning local communities, and oversees the strengthening and promotion of exchanges and partnerships.

This cooperation is embodied in the cooperation and twinning agreements signed between national and foreign local communities, including (Authorities.)**:**

3.1. Twinning and Decentralised Cooperation Agreements Signed between Algeria and Several Countries

- **By Continent**

Table 1. Twinning and decentralised cooperation agreements signed in Algeria by continent

Continent	Twinning and decentralised cooperation agreements signed
Africa	**18**
Europe	**60**
Asia	**06**
America	**02**
Total	**86**

Source: Prepared by the researcher based on the official website of the Ministry of the Interior and Local Authorities. www.interieur.gov.dz

- **By Country**

Table 2. Twinning and decentralised cooperation agreements signed in Algeria by Country

Country	Algerian local communities	Foreign Local communities	Date of signing the agreement
South Africa	Algiers	Tshwane City	Twinning Agreement 2001
	Annaba	Nelson Mandela Bay Municipality	Decentralised Cooperation Agreement Protocol 2007
	Oran	Durban City	Twinning Agreement 2001
Belgium	Tlemcen	County of Hainaut	Declaration of Twinning Intent 2005
	Algiers	Brussels Region	Cooperation Agreement 2007
Bosnia and Herzegovina	Tlemcen	Sarajevo City	Cultural and social exchange 1964. Twinning agreement 1964, resurrected in 1984 and 2001
China	Algiers	Hainan Province	Twinning Agreement 1998
UAE	Algiers	Abu Dhabi	Twinning Agreement 2009
America	Mascara	Elkader	Twinning Agreement 1984
Spain	Tlemcen	Granada city	Exchange in the fields of sports and culture
			Social and Scientific 1989
	Oran	Alicante City	Twinning Protocol 1985
France	Adrar	Lagrond General Council	Co-operation Agreement 2005
	Timimoun	Municipality of Blainfort	Friendship Agreement 2008 Friendship agreement materialised 2010
	Laghouat	Baldio Burgos	Twinning Agreement 1983
	TichyBejaia	Municipality of IbiniSersan	Decentralised Cooperation Protocol 2014
	Aqbo	BanyuleMunicipality	Twinning agreement in 2006
	Ouled Jalal Municipality Biskra	Pierre Binet Municipality	Twinning Agreement 2013
	Ben Abbas	SabatiamLevallonMunicipality	Decentralised cooperation agreement in 2006
	Bouira	Roubia	Friendship agreement in 2003
	Tlemcen	Municipality of Chelle	Friendship in 1981
	Tlemcen	General Council of Saint-Denis	Twinning intention in 2007
	Tlemcen	Nanterre Municipality	Twinning decision in the economic and cultural fields

		1989
Tlemcen	Moblière	Twinning Agreement 2009
Nedroma	Bondi Municipality	Twinning Agreement Protocol 2004
Tlemcen	Lille Municipality	Twinning Treaty 2013
TiziOuzou	Municipality of La Roche	Twinning Treaty 1988
TiziRached	Municipality of Lougiyon	Twinning Treaty 1989
LarbaâNathIrathen	Municipality of Saint Denis	Protocol 2009
Beni Douala	DublonMesnil Municipality	Protocol of Cooperation Agreement in the Field of Public Service 2003, renewed in 2009
Bouzeguene	Aubervilliers Municipality	Cooperation Agreement 2013
Algiers	Municipality of Paris	Friendship and Decentralized Cooperation Agreement 2003
Algiers	General Council Bush Doron	Friendship and Decentralized Cooperation Agreement 2005
Algiers	Alpes-Côte-Azur Region	Friendship and Decentralized Cooperation Agreement 2005
Algiers	City of Lyon	Friendship and Decentralized Cooperation Agreement 2006
Algiers	City of Marseille	Friendship and Decentralized Cooperation Agreement 2006
Cheraga	Foul Aflan	Friendship and Decentralized Cooperation Agreement 1998
AinBenian	Qifour Municipality	Friendship and Decentralized Cooperation Agreement 2000
Al-Abyar	Al-Forville Municipality	Partnership Treaty 2010
Bologhine	Colombe Municipality	Twinning Agreement 2013
Setif	Municipality of Rennes	Twinning Protocol 1987
Setif	Urban Municipality of Lyon	Cooperation 2015
Setif	Rhône-Alpes Region	Letter of Intent to Co-operate 2003
El Eulma	Municipality of Vioren	Twinning Agreement 2012
Annaba	Municipality of Saint-Etienne	Twinning Treaty 1982
Annaba	Urban Municipality of Dunkirk	Twinning Treaty 2004
Annaba	Governorate Regional Council of Rhône-Alpes	Declaration of Intent for Cooperation 2003
Constantine	Municipality of Grenoble	Twinning agreement 1999 Renewed 2001
El khroub	Municipality of Mulhouse	Cooperation Treaty 2001
Mostaganem	Municipality Perpignan	Decentralised Cooperation Agreement 2010
Mostaganem	Province Ville de Jouëtour	Twinning Agreement 2010
Sig	Municipality of Verzon	Twinning Agreement 1988

	People's Provincial Assembly of Oran	General Council of Heroes	Signing Partnership Protocol 2010
	Oran	Municipality Bordeaux	Twinning Agreement 2003
	Oran	Municipality of Strasbourg	Twinning Agreement 2013
	Boumerdes	Municipality Belfort	Twinning Agreement 2007
	Guemar District	Municipality of Nanterre	Partnership Agreement 2008
	Tipaza	Municipality of Vianne	Cooperation Agreement 2004
	Menaceur City	General Hiru Council	Decentralised Cooperation Agreement 2013
	AinDefla	Municipality of Rizi	Twinning Treaty 1985
	Relizane	North Region	Twinning Project 2008
	Médiona	Municipality of Saint-Jean-de-Boisseau	TwinningTreaty 1989
Italy	Algiers	Municipality of Milan	Twinning Agreement 2015
Jordan	Oran	Zarqa Province	Twinning Agreement 1999
	Algiers	Zarqa Governorate	Twinning Agreement 1999
Morocco	Tlemcen	Fes City	Twinning in the field of socio-economics and culture 1998
Mauritania	Oran	City of Nouadhibou	Twinning Protocol 1989
Nigeria	Oran	Municipality of Kadansk	Twinning Protocol 1975
Bologna	Oran	City of Kadansk	Twinning Protocol 1975
Portugal	Bejaia	Municipality of Portimao	Signature of Twinning Intent 2009
Sahrawi Arab Democratic Republic	Batna	Bir El Helou	Twinning Agreement 2009
	Arris District	Old Azik Municipality	Twinning Agreement 2012
	Biskra	Municipality of Dadela	Twinning Agreement 2001
	Tiaret	Samara Municipality	Twinning Agreement 2009
	Algiers Centre	Municipality of Laayoune	First protocol signed 2002, 2004, 2007, 2009
	Mascara	Tifariti	Twinning Agreement 2008
	Oran	OsierdMunicipality	Twinning Agreement 2007
	Boumerdes	BougdounMunicipality	Twinning Agreement 2012
Korea	Algiers	Dijon City	Friendship and Co-operation Agreement 2005
Russia	Tlemcen	Kazan Region	Twinning Agreement 2011
	Annaba	City of Ekaterinburg	Protocol of Intent to strengthen relations between the two cities 2009
Tunisia	Tlemcen	Kairouan	Twinning in the economic, social and cultural field 1973

	Algiers	Tunisia	Decentralised Cooperation Agreement 2016
	El Haddadah	SakiaSidi Youssef Municipality	Decentralised Cooperation Agreement 2016
	Oran	Sfax	Twinning Agreement 1989
Turkey	Mascara	City of Bursa	Twinning Agreement 1998
Venezuela	Algiers	Municipality of Caracas	Friendship and Co-operation Agreement 2007

Source: Prepared by the researcher based on the official website of the Ministry of the Interior and Local Authorities. www.interieur.gov.dz

3.2. Aviation and International Cooperation:

In addition, the Ministry of Finance and Local Communities establishes cooperative relationships with foreign and international organizations, including:

- **Cooperation within the Framework of the Euro-Mediterranean Regional and Local Assembly:** the Euro-Mediterranean Regional and Local Assembly (ARLEM) functions as a consultative platform for elected representatives at the local and regional levels from the European Union and Mediterranean countries. Its role is to engage local authorities in advancing the Euro-Mediterranean partnership and promoting regional and local development. Of the 42 total seats in the assembly, 4 are designated for participation.
- **Cooperation within the Framework of the African Conference on Decentralization and Local Development:** the African Conference on Decentralization, Local Governance, and Development is an African intergovernmental organization involving ministries responsible for the administrative, financial, and technical oversight of local communities. Established in 2000 in Namibia, it is recognized as a specialized technical committee under the African Union.
- **Cooperation within the Framework of the United Cities and Local Governments Organization:** the United Cities and Local Governments (UCLG), established in May 2004, is the primary global organization representing cities and twinned municipalities. Algeria is a member of this organization through eight local councils, including Adrar, Central Algiers, Annaba, El Biar, Hydra, SidiM'Hamed, Setif, and TiziOuzou.

- **Local Cooperation within the Framework of the United Cities and Local Governments of Africa (UCLGA):** the United Cities and Local Governments of Africa (UCLGA), founded on May 18, 2005, in Tshwane, South Africa, is an organization that brings together rural, municipal, and city councils, as well as mayors, local government associations, and individuals or entities dedicated to promoting local governance in Africa. Rooted in the principles of African unity and development, as advocated by the African Union and NEPAD, UCLGA emphasizes the vital role of local governments as the closest administrative bodies to citizens and effective agents for implementing development initiatives. It sees itself as an extension of the African Union's efforts to enhance local governance across the continent.

From the above data, we can see that Algeria has been adopting the principle of decentralisation since the early years of independence. On the basis of this, some of the central

powers of local authorities were delegated to municipalities and wilayas, as part of its influence on France, the colonial power.

Algeria's recognition of decentralisation is a necessary precondition for the recognition of decentralised cooperation. However, this does not mean that the concept of decentralised cooperation should be adopted by the state , as evidenced by the following (David, 2013):

- The Algerian constitution does not refer to decentralised cooperation and the capacity of local units to act internationally.
- There are no laws related to decentralised cooperation. Unlike some Arab countries such as Morocco, Tunisia and Lebanon, Algeria has not developed a legal framework for international decentralised cooperation, even the state law does not refer to decentralised cooperation.
- The Municipal Code refers to local, rather than international, decentralised cooperation and grants limited powers to the municipality.
- The speeches and statements of Algerian officials embrace and encourage decentralised cooperation. However, this recognition has not evolved beyond the stage of twinning agreements, and decentralised cooperation in Algeria remains limited.

Algeria recognisesdecentralised cooperation in its treaties. Algeria has concluded several agreements with other countries that recognisedecentralised cooperation, such as:

- The partnership between Algerian local communities and French regional entities stands out in this domain, with more than 40 twinning agreements established. This considerable number of agreements is largely explained by the historical, cultural, and economic connections between the two nations, making such decentralized cooperation between their local entities appear both natural and routine. Examples of these agreements include:
  - A twinning agreement was signed between the municipality of Timimoun, Adrar governorate, and the municipality of Blancofore, France, to promote cooperation and exchange of expertise in the fields of training, agriculture, environment, tourism and irrigation.
  - The signing of a twinning agreement between the French cities of Mostaganem and Perpignan in 2009 to promote scientific and technological exchange, especially in the field of renewable energies, tourism, etc.
  - The signing of a twinning agreement between Tlemcen and Montpellier, France, to promote exchange and cooperation in the fields of economy and tourism.
  - A visit to the municipality of El Khroub in Constantine was conducted by a delegation representing the municipality of Mulhouse from February 20 to February 25, 2017. The visit culminated in the signing of a three-year action plan between the two parties, focusing on issues related to preventive healthcare and environmental cleanliness.

- From 27 February to 2 March 2017, an expertise workshop on the topic of household waste management brought together the wilaya of Setif and the French city of Lyon.
- On 23 March 2017, a decentralised cooperation agreement was signed between the Ile-de-France region and the State of Algiers in order to strengthen all exchange relations with a particular focus on urban development, sustainable development, transport and university cooperation.
- One twinning agreement between Algerian local communities and American local communities dating back to 1984.
- Twinning agreements between Algerian local communities and the Sahrawi Arab Republic ranked second with 8 twinning agreements.
- The first and last twinning agreement between Algeria and Morocco dates back to 1988, while four twinning agreements have been concluded with Tunisian local authorities.
- The visits of the German delegation to Setif (15 March 2017) and Annaba (21 and 22 March 2017) are part of the follow-up to the implementation of the joint programmes between the two sides in the field of ocean management, local development and local governance.

According to Professor Tayeb Said, the Algerian state has been influenced by the sovereignist view of international relations. Consequently, its cooperation has always been limited to concluding some twinning agreements with some countries that it considers friendly or fraternal (TAiB Essaid, 2014).

4. Obstacles and Ways to Activate Decentralised Cooperation in Algeria

4.1. Barriers to decentralised cooperation in Algeria

Decentralised cooperation in Algeria is more developed in the field of scientific research between universities and research centres, in addition to training and qualification courses and the provision of financial assistance. Despite Algeria's efforts to promote decentralised cooperation between local communities in order to achieve local development, there are a number of obstacles to its progress, including (Institute, 2008):

- Algeria's approach to decentralisation is more administrative than political and economic.
- Since gaining independence, Algeria, like many other nations in the Global South, has been marked by a strong centralization of authority. The state has assumed the role of the primary guardian of national unity, a key force driving economic development, and the main provider of critical public services, including education, healthcare, water, and security. As a result, granting autonomy to regional units is often viewed as a potential threat to national cohesion, favoring local and regional identities over collective unity. This concern is amplified by the fragility of Algerian civil society and the presence of separatist movements.
- Regional authorities in Algeria face significant challenges in asserting themselves as key contributors to sustainable development. Their efforts are hindered by shortages in human resources, expertise, financial capabilities, and mobilization capacity. The lack of technical

resources further compels local units to rely heavily on the state's technical and financial assistance.

- Weak democracy in Algeria and widespread corruption at the local level.
- Algeria's rentier economy fosters a centralized nature, reducing its reliance on local community services and foreign assistance.
- Local communities suffer from a lack of long-term investment planning, which is due to a lack of expertise on the one hand, and the desire for political visibility through short-term investments on the other.
- In Algeria, the Ministry of Interior plays a key role in placing regional bodies under tutelage, and these bodies often find themselves prejudiced in their decisions and even in their most routine operations.
- Although significant budgets are allocated to fostering cooperation and partnerships between Algeria and its neighboring countries, regions and cities benefit from only a minimal portion of these funds. Moreover, many agreed-upon programs remain unimplemented, largely due to disagreements between the countries involved and the stark disparity between their declared commitments and the actual execution of proposed reforms.

4.2. Ways to Activate Decentralized Cooperation in Developing Local Development in Algeria

There are a number of ways to activate decentralised cooperation in the development of local development in Algeria, including, but not limited to, the following (Mohamed Lakhdar Ben Amran, January 2019):

- **Reducing Oversight:** in Algeria, local communities' contractual actions are subject to administrative guardianship's prior oversight, which compromises regional bodies' contractual freedom and lessens their ability to promote local development. One major obstacle preventing regional communities from enacting the intended reforms is the lack of political will inside these units, which results from the control exerted by central authorities. Therefore, it is crucial to give local units procedural autonomy and increase their independence by reducing the strict scrutiny that is placed on them. This would give these organizations the flexibility to operate independently and aggressively, allowing them to voluntarily and successfully take part in partnership and cooperation programs that benefit them. Such interaction ought to be founded on sincere dialogue and understanding between the parties, free from overbearing guardianship, which at the moment makes individuals reliant and unable to work on their own.
- **Availability of financial resources:** the absence of enough and essential financial resources to carry out their assigned responsibilities is one of the main issues Algerian regional communities face. These organizations are deterred from seeking opportunities for collaboration with foreign organizations due to the disparity between their financial resources and the extent of their duties. This hesitancy is a result of their incapacity to take

on further debt, considering the substantial sums of money needed to carry out agreements and accomplish their goals.

- **Joint Cooperation:** In the context of public-public sector partnerships, cooperation among municipalities is included. Because it makes it easier to pool resources and carry out cooperative projects, this kind of cooperation is extremely important from an economic and social standpoint. Such programs have the potential to improve these local units' performance and offer workable answers to a number of problems they encounter while carrying out their responsibilities.

5. CONCLUSION

After examining the subject of our research paper, which focuses on the role of decentralized cooperation between local communities in promoting local development in Algeria, the following conclusions were reached:

- Decentralised cooperation between local communities plays an important role in local development.
- The success of decentralized cooperation is still limited and needs a thorough evaluation, despite its importance on the political, social, and economic levels as well as its role in boosting local economies and improving the capabilities and performance of local communities.
- Local communities' freedom to create decentralized cooperation agreements has been hampered by a number of issues. Strict central monitoring at every stage of the agreement process is one of these barriers, thus making this cooperation a domain exclusive to the central authority. Inadequate financial and human resources are another factor impeding the activation of decentralized collaboration.

Based on the above findings, we make the following recommendations:

- In order to overcome many of the present issues that impede its local units' ability to contribute to sustainable development, Algeria should enhance decentralized collaboration and expand the international engagement of its local units going forward.
- Approaches in this area by the central government should be based on a clear economic theory and vision that takes into account the Algerian economy's structural framework as well as internal and external constraints.

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