Strategic planning as engineering tool for the territorial intelligence: Toward a conceptual model for the Local Plans of Development in Morocco (CMLPD)

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Abstract: The phenomenon of regionalization and globalization create large mutation in the perception of the territory need an intelligent strategic planification, this one is fixed like a construction by actors from multiorigins: administrations, elected, company, association, on a defined space, in order to answer some unpublished problems, of economics, social, environmental.

We will start from the idea according to which territorial intelligence was stood in between the medium-term strategic planning and futurology exercises conducted by local authorities to adjust continued elements of the strategic plan which puts in evidence the temper of the local planning process.

Our research intends to describe a conceptual model of territorial intelligence based on the planning and the strategic diagnosis. We will describe this process since the reflection phase by the local governance until its exploitation. So we will present a model of offensive engineering of strategic visibility for a local collectivity in Morocco.

Keyword: Strategic planning, territorial intelligence, sustainable development, conceptual model, Local Plans of Development

1. Introduction

This paper is a part of a discipline which aims at producing on the basis of an engineering model, a managerial knowledge for the actors acting on the territory to assure an economic and social cohesion.

The role of the decision-makers is to answer growing requirements of the citizens to assure provide services of better qualities, and strict management of local public finances, what explains the return of strategical planning as part of territorial intelligence [2]. It aims at helping the territorial actors to project, to define, to animate and evaluate policies and lasting territorial actions of development, which links territorial intelligence to development territorial[1].

The notion of territorial intelligence is an emergent concept which remains still vague, it is polysemous and can be associated to other concept, as economic intelligence, competitive intelligence, collective intelligence. Etc.

Territorial intelligence should find its place between medium term strategical planning and excise them to project by local authorities, its must allow to adjust continue the elements of strategical plan and to influence and to treat data coming from the territory [1].

The objective of our contribution is to describe the process of installation of an implement of territorial intelligence, to put in an obvious place and to name sequences and stages which compose this last[3]. So, we are going to represent how worked out, or even co-construction, a new implement of management of
strategical information in a local organization, then to restore a model of construction applicable to other identical or neighbouring situations.

The new implement of information management of which we will introduce is based on three main theoretical. Economic intelligence that originated from information, it is a device for producing knowledge through a dynamic use of information, in fact, and it produces an «Information Action»[1].

Territorial intelligence is an informational and anthropological, regular and uninterrupted process, initiated by local actors physically present that appropriate the means of a space by mobilizing and transforming the energy of the territorial system into capacity of project.

So, the territorial intelligence can be assimilated as resulting to territoriality [4] which results of the resources appropriation of a territory, and the transfer of skills between categories of local actors from different cultures.

This article intends to head the overlapped character of the process of local planning that is called to be conceivable, to come true and to assess according to the principles of territorial intelligence, notably through local strategical planning [5].

It is above all a matter to bring a conceptual guidance on the notion of project territorial intelligence as basic foundation of strategical planning, that will allow us secondly to identify the actors and constraints related to the introduction of the policy of strategical planning as part of the realization of Local Plans of Development (LPD) [6].

2. New practices and professions: the territorial intelligence engineering

The territory is defined as a space of exchange of information by actors from numerous origins: administrations, elected representatives, firms, associations, with a view to answering problems of regional and national order [7].

Territorial intelligence is a project, defines as articulation between a situation of departure, a purpose and a way to attain it, it means that essential objective is to assure a good adequacy between the purpose searched by the actors and the means which they have.

Fig 1: Diagnostic approach to strategic planning in the territorial intelligence projects

The project of territorial intelligence is a new modality of looking at interventions on the territory. It constitutes a tool privileged for the regional planning because it allows:

- To Put in an obvious place big stakes of the territory
- To Fix the strategical objectives which allow to raise these stakes
- To Define the strategy which allows to fill fixed objectives
The project of territorial intelligence is an expression of a shared prospective vision. It identifies objectives to be attained and means to be implemented to reach there and constitutes a reference frame for all the actors of the territory whatever is their status to initiate and develop their initiatives[8].

The project of territorial intelligence is accompanied by central values such as mobilization, shares, participation, Co-construction and requests a specific tools, which are going to allow to reveal these values and to put them in movement. The tools are identified:

- The shared diagnosis which allows to understand the territory and its stakes;
- The futurology allow better to understand the present for acting in order to modify it, and to make strategic and preventive project.
- The valuation is at the same time a tool and a method, and it intervenes at strategic instants of the sequence of project.

3. Local strategical planning in Morocco, between possible and desirable

Territorial strategical planning can be defined as an anticipation of future [6]. It includes a vision, objectives to be attained in determined time, and a strategy of implementation. It has to to be realistic and operational [9].

It is strategical, because drawn objectives and emanate from the local political decision, which operates on choices with structural character in an including environment.

It is know as participative because it associates all local political sensitivities, socioeconomic operators and populations, to raise the portrait of the present situation of the commune and to precede the desired future situation[10].

Five principles and bases should guide communal strategical planning:

- To Found communal strategical planning on a shared vision of the future by populations, and to augment capacities and opportunities of political correlation;
- To Found communal strategical planning on a intelligent management of available material and human means to be mobilized;
- To Found communal strategical planning on projects of territories allowing the effects of synergy, subsidiarity and mutualisation of efforts between groups of neighbouring villages (Intercommunality)
- To articulate communal strategic planning with the structuring projects initiated at the higher territorial levels (tourist territories of projects, management of natural means, industrial development etc) and with the national public policies.
- Articulate communal strategical planning in different international conventions signed by Morocco in development and in right human beings (environment, woman, child etc).

The observations of certain researchers support the idea according to which the local policy of development in Morocco is not the emanation of decision-making centres local or regional, but rather the product of a spatial adaptation and location of projects by public administrations[12]. Thus the analysis of the process of economic and social planning shows a centralization of the processes of decisions with a fundamental role for the central administration and a marginal role to local authorities[11].

Among main communal competences on this matter figure the elaboration of the Local plan of development (LPD), this one describes for six years, a durable development prospect and on the basis of a participative step taking into and takes into consideration the approach kind[13].

The elaboration process of LPD includes four stages which are connected in time: preparation and launching; the realization of appraisal and participative diagnosis; planning and bet in coherence; restitution in populations and adoption by communal Council[14]. Each of these stages is treated in a step structured in the following way: objectives of stage; prior conditions; sequence; results and waited products; and tools and support to be used[15].

4. Proposal of a conceptual model to assure the effectiveness of the Local Plan of Development (LPD)
The objective of a conceptual model of LPD is to appreciate the progress report of the implementation of projects on several plans [16] (costs, time, quality and results). What means that introduced information, whatever form it is, leads to a decision relating to project in the stage of realization [18] (Readjustments of resources, addition or revision of activity, to allow the continuity of activities etc).

Thus, it is a question of endowing the administrators implicated in elaboration and realization of LPD, the decision-makers as well as the beneficiaries of:

- Of a system allowing them to follow and to orientate the execution of activities, means (financial and material) and preliminary results;
- Of a strategical system of information feeding the process of measurement and evaluation of the results of projects, and the state of their execution on one hand; and the decision-making process of justification and allocation of resources on the other hand;
- Of a transparent system of communication (avoiding rumours) favourable to the improvement of relations between the elected representatives and the citizens, and to their participation in the development of their middle.

Our model is presented at the same time as a grid of reading and performance indicators of the general process of setting in places of an implement of territorial intelligence, it is summarized as follows:

- The existence of an implicit waiting of actors of the territory;
- The identification of an idea of departure and a general objective;
- The choice of an action of intervention according to context territorial;
- The identification of the bearing actors and potential leaders;
- The definition of presupposing of development clear and shared based on the exchange of information;

Fig 2: Presentation of a conceptual model of territorial intelligence

The starting of the project of territorial intelligence imposes a stage of reflexion on the feasibility of the project, to decide advisability of starting or not the process of the model.

The diagnosis of the territory must having a meaning by the concerned actors, our model is conceived as a process inserted into the definition of a plan of territory, objectives to be attained and means to be mobilized, territorial, strategical and participative, diagnosis is opportunity to ask good questions the good actors, to set up directed, efficient new actions and found action and valuation [19].

The information produced by diagnosis gives a descriptive vision of dynamics, so the different scenarios, allowing to model the future of the territory. Generally, a project of territory intelligent and negotiated between territorial actors must result in a contractualisation, which seems as an envisaged culmination, of territorial intelligence project by setting up a system of information necessary for realization and in followed by actions [20].
5. Process to install the conceptual model.

The objective of the conceptual model is to highlight and to evaluate the potentials in order to contribute to the definition of a territorial intelligence as regards management of the territorial project.

It is a total step which makes possible to characterize the adequacy between the objectives posted for the territory and the resources, in other words, the realization of a step of engineering rests on the definition of objectives and means to implement on the basis of stakes and information systems shared by the local actors. That in particular makes it possible to check throughout the process of realization of the project the adequacy intelligence between the objectives, the resources available to the actors [21].

The assemblage of such project is indeed the most delicate stage because it must translate very precisely into technical, contractual, financial terms and of delays, the needs of the different actors. In order to do that, an organization of the different partners and originators of project should be established to develop a comprehensive specification [22].

It allows to identify the problem to be solved in terms clear, which cause no other possible interpretation, it is also the most difficult part of project because partners are coming from various domains and divergent potentially of interests, are led to produce and to exchange common information [23].

Besides, a certain number of operations must accompany the elaboration of specifications relating to our model:

- Establish a preliminary budget detailed;
- Nomination of a evaluating committee of the offer,
- Definition of a procedure of valuating of tenders,
- Defining the criteria for selecting a service provider;

It is imperative to adopt an approach which puts the actors of the territory in the middle of this process of development. The project of territory is built only by the mobilization of local actors of the territory. Each territory is specific and includes several actors' systems which are specific. The identification of the actors must take into account the different areas of expertise and different territorial levels of intervention.

To feed our model, the collection of information is one of the necessary stages to the knowledge of the territory [19]. This collection consists of an inventory and collection of existent information, while trying hard to produce missing necessary data (cards, statistics data, documents, inquiry, questionnaire, Etc)

The results allow to bring elements likely to contribute to the building of the contractualisation and identification of the actors, of their resources and constraints, their modes of organization and their degree of commitment to the project which are going to condition the implementation of the first elements which allow to construct and to choose the indicators of the monitoring and promotion, necessary to the commitment of the plan of territorial intelligence [23].

6. Conclusion.

This paper is register in the renovation of policy planning, which places the country at the heart of the local development approach. This mutation called the use new methods and tools. Including diagnosis and strategic planning of territory, which enables the articulation of the resources with the actors who mobilize.

The project of territorial intelligence is expected to be applicable and adapted to each territory. Its essential feature is to ensure the correct way between the objectives defined in the project of territorial intelligence and resources available to its actors.

This work aims to provide an educational tool, within of a co-construction between participants from very different approaches involved in diagnostic testing at different steps. It highlights a number of practices that can be adapted to the context of each country and problems to be solved.

It is intended both to information and training of the actors; it is likely to engage in further reflection on the conduct of territorial intelligence. In that, it takes a place in a puzzle which remains to be articulated with conceptual model input from the prospective, contracting and evaluation.

7. References
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