

What Governance for Tourist Areas: The Case of Ouazzane-Chefchaouen Morocco.

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Abstract: This paper therefore appeared to illustrate in general three major pillars: economic socio-cultural and 'environmental'. These three components, although analyzed separately, are certainly linked. Indeed, the organization and the economic structure of the region affected by tourism development lead to social transformations which themselves influence future tourism development and modify the characteristics of the different economic variables of the **Chaouen-Ouazzane** region the process of transformation of the environment following the development of the tourism industry has consequences highlighted here by the study of the recent evolution of the two societies, its economic activities, its individual and collective reflexes as well as ecological consequences and cultural and observables.

Key Words: Territory and tourism, promoter market, Territorial marketing a tourist model, sustainable development goals.

I. Introduction

"There is no wealth that, of men", an aphorism of Jean BODIN who describes the truth of wealth, the human factor which is very important in a process of development. Although a country is rich in resources, it can never turn them into real wealth without contribution of Men capable of producing and adding value in this transformation process. Since the appearance of the concept of development, a disparity in resources and income has widened between the two hemispheres of the world. "North and South", "developed and underdeveloped countries",... names to show this disparity, however, they are not very precise at the moment that they are neither reality nor geographic, nor economic. UNDP under the aegis of The United Nations is increasing its efforts to eliminate these disparities, with well-defined objectives. Since then, this vision of underdevelopment evolved towards a notion of "Maldevelopment" which tries to understand the origins of the discrepancies between "the countries from the north "and" those said from the south ". Consequently, the appellations already mentioned are gradually abolished, to be replaced by other racist and visionary people global, in particular, "developing destinations" and "the most emerging regions". UN programs were to conceptualize concepts to put a state of play in developing areas, in terms of general policies and management of public affairs, they focus on perception as a major focus in the establishment of mechanisms for human development before it happens economic. While having certain knowledge that the two notions are interrelated. The human development is seen as a lever for these countries; it is endogenous and provides the involvement of local populations in the whole process. Nevertheless, growth economic in parallel is desirable. IMF and World Bank Advocate also practices and actions favoring the development of these regions. Systems standards have been introduced, such as governance.

Indeed, Assessment and health indicators of governance are already pre-established. We find the level of participation of the populations, transparency and information sharing, the effectiveness of local authorities in transforming objectives set for development in favor of the populations and the management of public resources, as well as fairness and the equal and impartial treatment of similar cases of from local authorities. In an advanced level of local governance, sensitivity to the gender approach is essential in realizing the importance of the rights of women. "Bad governance" is characterized by random decisions, according to arbitrary choices.

It has an unfair judicial system to say the least nonexistent. In general, said governance marks negative or weak points in previously mentioned indicators such as the length of administrative procedures and insufficient reporting procedures. From another point of view the good governance is the sine qua non condition for economic development sustainable, which knows the principles of social justice and equity. Among the objectives of the good governance we find the rule of law and integrity without forgetting the commitment of all spheres of society and a great sharing of information. This brings us to open the research angle on interaction mechanisms and means of concertation.



Figure 1: Three spheres of governance

I SECTION: Global Governance Indicators (Worldwide Governance Indicators) WGI:

The WGI Global Governance Indicators Project brings together global and individual governance indicators for 215 countries over the period 1996-2013, for six dimensions of governance:

- Voice and empowerment.
- Political stability and absence of violence.
- Efficiency of public authorities.
- Quality of regulations.
- Law authority.
- Fight against corruption.

These global indicators combine the assessments of a large number of companies, citizens and expert surveys in industrialized countries and those in development. They are based on 32 individual data sources and are produced by a variety of polling institutes, think tanks, non-profit organizations government, international organizations and private sector companies. We have chosen three North African countries, countries that have at least one character common with Morocco; however, the realities are not reflected in the figures.

Governance as well takes the form of “government or public administration”, its main characteristics are the implication of the populations in the projects which concern them and that they have chosen, the growing participation of these populations in decision-making, finally, cooperation between the various actors and the establishment of pluralism are practices that are challenged. In his countries, reforms are no longer inspired from below but imposed from above and the populations must comply with it because these reforms are

supposed to meet their expectations. Four requirements are part of a kind of protocol established by this institution, in order to obtain funding, being: - Rule of law: Ensuring the security of citizens and guaranteeing the laws what must be accomplished by the independence of the magistrates. - Good administration: Public expenditure must be managed correctly and fair by public bodies. - Responsibility and accountability: Political leaders must account for their actions before the populations. - Transparency: Information must be available and easily accessible to all citizens.

These requirements stem from human rights, on the other hand, few States, including some from the north, prove to be able to satisfy them. The peculiarity of developing countries is that States undergo this governance more than they adopt it as a political choice. The introduction of governance on the internal scene in these States cannot to be well received, as in this region of **Ouazzane-Chaouen**, for the simple reason that it coincides with the process of democratization engaged by this region. Civil society sees a tool that allows it involvement in public policies, participation in choices, projects and decisions concerning them. However, if the withdrawal of the State and the diversification of actors is reflected in certain parts of the territory by positive effects, in the periphery parts, this process turns out to be negative, as long as the withdrawal of the State undoubtedly constitutes a loss. Talk about governance where the presence of the State must be strengthened and where the populations call for the State. Here it is the force of the State which is praised is not its withdrawal.



Figure 2: Lake Boudaroua development plan

The methodology followed in this work must take into account the characteristics of the subject. Being a topical subject, territorial governance in Morocco is in its embryonic state and its impacts are difficult to measure. We are satisfied at first with the observation of the changing arena Politics. This phase was accompanied by readings and information gathering. We let's aim to understand this concept and conceptualize it in a theoretical framework allowing to assimilate this paradigm.

After the observation, we proceeded to the drafting of the problem and the collection of different studies in the form of books and articles, available at the library of the ministry of tourism, and to the directorate of regional planning.

The objective being to guarantee a better treatment of the subject and allow benefiting as long as possible lived experiences in piloting and planning strategies and visions. We also toured publications and articles in scientific journals, in order to collect as many references from different sources as possible. So we have undertaken a conceptualization of all the phenomena and practices entering into intersection with our problem. Given the importance of a systems approach maintained in questions of the same magnitude, we present this theoretical framework under form of three chapters focusing on systems interacting with the elements the governance system.

II Section: The territory, the raw material of tourism?

Territory and tourism: an essential duo. Being a well-defined geographical space, the territory enjoys a particularity from a social and cultural point of view; it brings together a homogeneous community sharing the same habits and customs. However, we find in the same territory diversity that is either natural or human which, despite its opposition to the homogeneity of the territory, has an important attraction on which it bases its development process. The territory therefore becomes a tourist destination with a certain level of attractiveness and competitiveness. The cultural factor is made to generate positive impacts on tourism in general. However, we must not forget the strengths of territory in terms of natural resources.

Cultural, rural tourism and its close relationship with the territory:

The relationship between cultural tourism and territory is not the same depending on the location. The identity of the territory, the age and the form of the flow of cultural tourism come online account to define this relationship. According to professionals in the sector there is a typology according to which we can define four regions of cultural and rural tourism being:

The potential tourist areas of Ouazzane-Chaouen: In this scenario, the territory has an attraction potential which, if duly valued, can attract a tourist flow.

Tourism activity is marginal for the moment. To create a flow of cultural and rural tourism, these regions are implementing new cultural and rural tourism products thanks to the implementation of tourism of culture and nature, that is to say the opening and adaptation of the cultural and rural offer to a tourist clientele.

Expanding tourist areas: In these regions, demand for tourism is expanding. The cultural tourism offer already exists, but it is increasing in volume and is diversifying to adapt to growing demand, particularly in terms of concerns about receptive capacities and complementary para-receptive services. If the cultural tourism products already exist, they are changing, in particular to allow the positive development of the territory's image.

To complete the offer, investments in infrastructure can be carried out. The mature Ouazzane-Chaouen tourist regions: The mature tourist regions have an image, tourism products and tourism flows stabilized.

Tourism demand still growing, but slower than in a growing tourist region. The typological composition of demand is also stabilizing and allows local supply to reorganize sustainably to fully adapt to it.

The tourist regions of **Ouazzane-Chaouen** saturated: In these areas, the accommodation capacities of tourist flows are exceeded. Consequently, the attractiveness of the region decreases and the tourist flow can go towards competing territories. Demand, prices and investment level decrease. There is a disqualification of the tourist flow, the image and the attractiveness of the territory.

This territory, from a geographic area to a tourist destination: The notions of space and territory are omnipresent in geography and seem to refer to two fundamental conceptions of this discipline, they are approached several times but sometimes they are opposed. However we see that their opposition is also built, and can be exceeded. These two notions are not really present at the beginning of geography, but develop through other notions: the notion of environment, the notion of region, etc. ... In fact, it is a question of getting out of the idea of geography as a simple framework of history for scientifically building the discipline, finding specific forms of explanation, as well as geography is close to a naturalist model. The territory is a type of space, it is also the identity, ideal and imaginary of space, which refers as in classical geography to organized space, for production. Nevertheless, the geographic nuances of a territory are reflected in the form of exploitable assets in the context of promoting the territory as a destination for nature tourism or ecotourism. Consequently this geographic space, with all its natural potential and its cultural richness, becomes a tourist brand and is positioned among the competitors of the tourism market. This brings positive points to the level of attractiveness which depends on the resource itself. We arrive at the phase where the territory acquires a tourist vocation, starting which claims to have a place among tourist destinations on a regional scale. A monitoring system is recommended, in particular the tourism barometer and regional observatories. It is a vocation that the territory must preserve but which also admits the "assessment".

III SECTION: The tourist vocation of the territory:

It is a question of referring then to the geographical space, subsystem of the territory, and symbolic or ideal, this time in relation to the systems of representation that guide societies in their apprehension of their "Environment". One thing is clear; tourism can be a lever for local development at regional level. A booming sector, it stimulates traditional economic activities and highlighting cultural peculiarities while providing employment opportunities for young people. Tourism is not however not the panacea to solve the problems of development and all the territories are not predisposed to it. It would be wrong to see in this sector the only possible alternative to agriculture or other local economic activity in difficulty. Only an evaluation rigorous, taking into account supply, demand, competition and market trends can be used to confirm whether a territory really has the potential to tourism development that can justify investments.

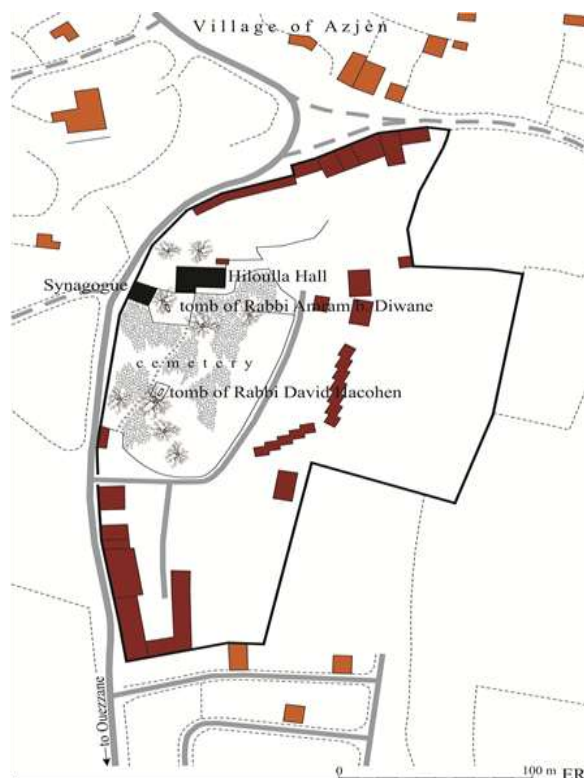
Beyond the lighting it provides on tourist opportunities in territory, this assessment also makes it possible to overcome significant handicaps and avoid number of errors. For example:

- A wrong vision of the tourist vocation can cause an oversizing of projects, with negative effects on the environment (pollution, degradation of natural sites, etc.), culture (loss or "folklorization" of local identity, etc.), economic activity of territory (dependence, increase in the cost of living, indebtedness of municipalities, etc.);
- Poor perception of the characteristics and specificities of the territory makes it difficult the development of an original local tourist offer making it possible to differentiate from regions comparable competitors. According to the European Leader Observatory, the potential of a territory is assessed in two main phases which are essential, the analysis of the situation and the diagnosis.



Figure3: Lake Boudaroua development plan

The majority of the tourism sector's contribution to the local economy remains low given the natural and sociocultural resources of the province. However Chefchaouen and Ouazzane weigh very little in the Moroccan tourist map, if we draw a parallel between the tourist indicators of the province to the national ensemble. Most of the tourism infrastructure is concentrated mainly in the two cities of **Chefchaouen-Ouazzane** which has 5 classified hotels.



Source: taken by ourselves



Figure 4: the Hailoulla festivity site

It is obvious, therefore, that tourism development is almost always driven by economic motives that favor the interests of those who take or influence decisions. The implementation strategy subject to the dictates of any one, economic and political powers entails: a revaluation of the environment and a new growth of cultural values; a transformation of the environment leading to the destruction of ambient cultural values through the imposition of values and patterns of behavior of those. Who invade the tourist area?

For Tourism has for some years been considered as an "almost miracle" solution to regional disparities and the problems of disadvantaged countriesit is worth remembering that the classic assertion that tourism is the panacea for economic ills is more a slogan than an economic analysis. Several reasons militate in favor of this widespread opinion. By its very nature, the tourism industry has apparent advantages, namely a propensity to create job creation (in a very large proportion) and income (in the form of remuneration for workers) when it is set up. on the level of prices (consumer goods), an economic equilibrium on the various economic variables and on the basis and the economic structure of the area, (know-how, labor, reallocation of resources, capital , lead to investments in companies where implementation is considered relatively easy (technology is not very complex, with short implementation times, etc.).

Clearly, however, the benefits are partly and sometimes fully offset by inconsistent, seasonal and cyclical limitations to the characteristics of the industry itself and the industrial structure of the region where it is located.

That is to say, the economic value of tourism in this good corner of the Kingdom is largely the function of the very structure of the local economy, the role that this type of tourism will play as a factor of local development is in the majority of cases much more global than the direct economic benefits suggest.

Ultimately, these few rules of conduct, planning, and development of ways to reconnect with key local economic variables, remain a cultural experience and a natural blend of which the local tourism industry will also receive a useful boost. , whose sustainable development is a point of honor of the strategy of tourism in Morocco (vision 2020), one leans on the past, one develops the present, and one questions the future?



Figure 5: northern development agency portal

The analysis of the impact of the development of the tourist industry in rural and cultural areas is approached taking into account that its activities are difficult to define, that its external aspect hides economic ramifications and that its monetary profitability is not aspect of the overall impact it exerts.

Indeed, the two provinces are full of a variety is now a major tourist attraction this area has many strengths but several weaknesses constitute a handicap to the development of the national strategy of development of the sector. Research that has been done in this context, seeks to highlight the issue of the conduct of economic policy in a potential field: the case of **Chefchaouen and Ouazzane** as a small developing economy that can turn into a great commercial and tourist enterprise.

However, the diagnostic elements highlight various problems and paradoxes. Hence the central question revolves around the absence of a real territorial tourism development strategy, which summarizes the various other associated issues, namely a poor exploitation of resources, low tourism profitability, low valuation tourism image, disjointed management of the sector, lack of communication and visibility, poor distribution of tourist flows, lack of quality and diversification of supply, unskilled human resources, unprofessional tourism companies, governance issues, no business intelligence, lack of statistical studies, lack of information centralization mechanism, accommodation capacity around 1000 beds including unclassified accommodation, arrivals and nights have little weight in the national tourism scene, the number of nights has never 40000 and therefore the stay of tourists remains very short (1 and 2 days).

The province is absent in tourist brochures of tour operators. The province's tourism infrastructure has not evolved concomitantly with the needs and imperatives of the sector, and has even deteriorated considerably. The isolation of the sites, the lack of means of communication, the lack of investment initiatives and the modernization of the tourism sector are all factors against the rational and pragmatic exploitation of the

province's tourism potential. The province's tourism policy must focus on making a tourism product that highlights the diversity of local opportunities. In addition, the absence of a provincial tourism delegation hampers the development of this sector at the provincial level. In addition, tourism activity in this province is seasonal.

Faced with this problem tree, a contradiction that presents the region, and which will lead him to seek the keys of a tourist model in coherence with its values and its potentialities, but especially to change the perceived and lived image of the desired image and the lorgnate image.

The methodology:

The methodology followed in this work must take into account the characteristics of the subject treated. Being a topical subject, territorial governance in Morocco is in its embryonic state and its impacts are difficult to measure. We were satisfied at first with the observation of the changing political arena. This phase was accompanied by readings and information gathering. We thus aim to understand this concept and conceptualize it in a theoretical framework allowing assimilating this paradigm.

IV. AIMS

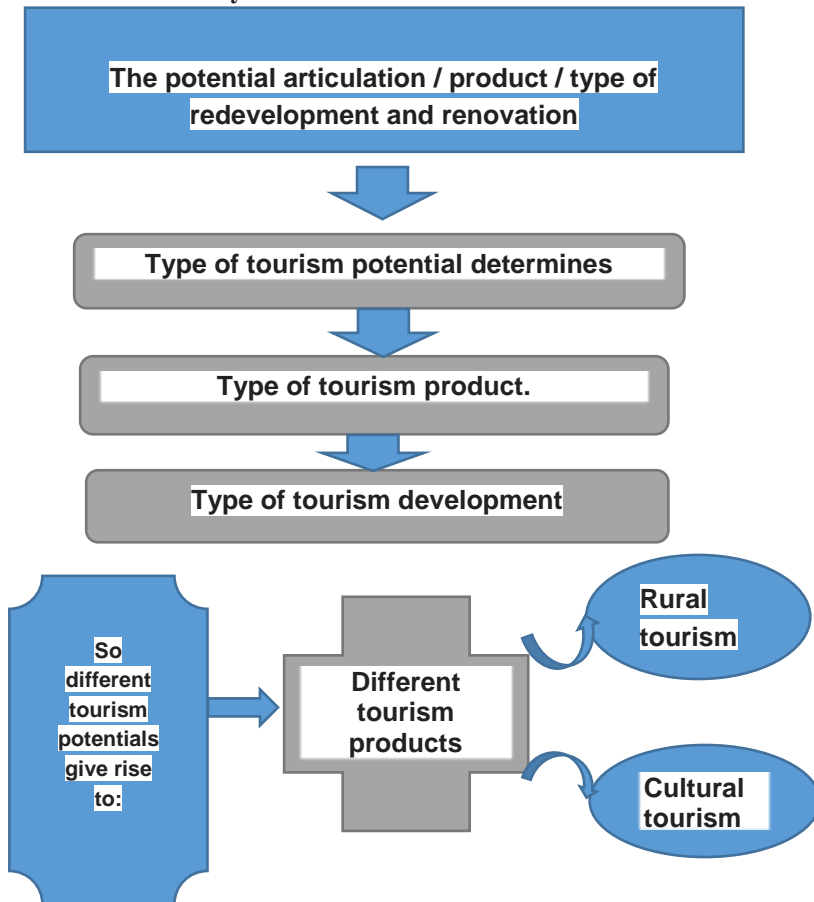
As such and others, our experience in a specific field of investigation can serve as a reference for other researchers. The ultimate goal is also linked to the development model of a region in turmoil.

Indeed, this thesis is part of a logic of analysis of an evolutionary phase of spatial relations tourism and economic in a region undergoing transformation and reorganization. It allows influencing the decision in the sense of a rebalancing spatial, tourist but also economic, and social that would allow a functioning adapted to the scale of the ambitions of the population of the Country Jbala of Morocco at the local and regional level.

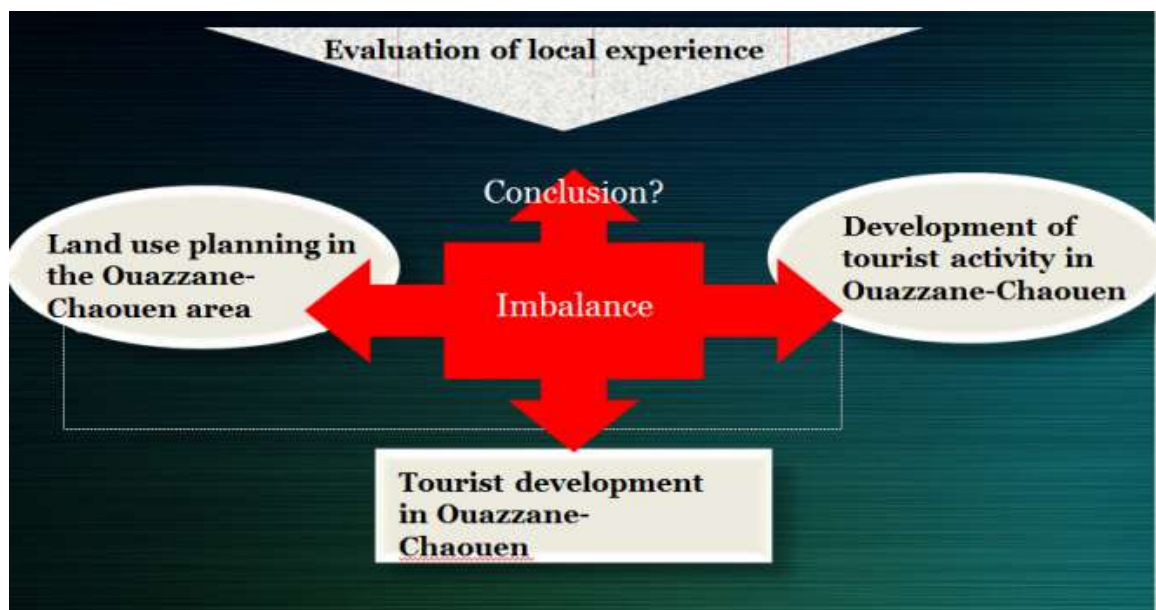
It was therefore necessary to adopt a coherent work method that integrates several elements in order to study the impact of the 2020 vision on regional spatial and economic development in the North of Morocco through:

- Theoretical analysis of the 2020 vision and sustainable local development.
- An empirical study, aimed essentially at doubling the size of the sector at the regional level. The aim is to analyze the impact of the projects carried out within the framework of this strategy on the economic and social development of the region.
- Recommendations to improve the action of local development actors involved in projects A new governance structure, capable of providing the necessary dynamics and leadership, in order to optimize the impacts of the latter on all the components of the territories concerned.
- An integrated approach of sustainable development, respectful of the environment and socio-cultural authenticity.
- Based on the experience of the project and in light of the lessons learned, we recommend that the following activities be considered to further develop cultural and rural tourism in Morocco:

Source: Made by ourselves



Conclusion



Source: Made by ourselves

FUTURE ACTIONS

- Promote and strengthen the capacities of the Rural and Cultural Tourism Department.
- Update and launch the website for rural and cultural tourism developed with USAID support, making it a dynamic site where users can find relevant, reliable and regularly updated information.
- Organize annual national trade fairs to allow PAT3 and private rural tourism providers to promote themselves by keeping incoming agents aware of new developments and products.
- Organize a study trip for the northern giants, where rural tourism is better organized and more developed.
- Train tourism information center staff on customer focus, visitor expectations, and regional attractions.
- Organize a workshop with Moroccan banks on the financing of cultural and rural tourism projects and carry out case studies on investment returns and repayment terms

ACKNOWLEDGMENTS

The cities of **Ouazzane-Chaouen** were ranked as the 20 top tourist destinations to discover in 2019 Instagram, according to the English news site Stepfeed based in Dubai.
BUZZEFF.TV

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Semi-structured interviews:

- Mr. Driss Hammouch. Responsible for the permanent secretariat of the Superior Council of territory planning.
- Mr. Mustapha Ibrahimi, Head of Strategy and Planning Division at the Ministry of Tourism.
- Ms. Latifa NEHNAHI, Head of the Evaluation and Prospective Division at the Regional Planning Department.