Territorial Strategy: Towards a Territorial Information System in Moroccan Medium-sized Cities - Case of the Cities of Settat and Kenitra

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Abstract—*The regionalization Project in Morocco aims to establish a new territorial approach which will improve the contribution of the local actors in coherence with the national policies. The main objectives of this project could not be achieved without the implementation of a territorial strategy which is illustrated usually by an integrated territorial information system supplied by local sources. The project of advanced regionalization process is trying to implement a new means of public management by sharing the decision making process with various local actors. Indeed, it will need an implementation of a new approach of territorial intelligence by extending the information system to allow a proactive control of the strategic information, to increase the competitiveness and the security of territory and to promote the national economy and companies. As a social and educational actor, the university must contribute to this national initiative. In fact, the university is an important actor who is involved in this projects category because it is considered as a direct link between science and practice.*

Keywords-component; local actors; territorial intelligence; university; territorial information system

I. INTRODUCTION

This paper presents the Action research led within the cities of Settat and Kenitra since 2009 and concerns the conception and the implementation of an approach of territorial intelligence within these two cities. This action was mainly realized through seminaries on the NICTs and Competitiveness of territories organized by the Hassan 1st University of Settat and associating university establishments of Kenitra, professors, trainers, elected representatives, local managers, experts, companies, institutions, associations and other local actors implied in the territory projects.

According to the conclusions of those seminaries, we try to demonstrate that the territorial intelligence can constitute an appropriate solution to problems induced by the phenomena of globalization which destabilize politically and economically the countries and territories. We want to make reflections on the modes and the processes of implementation of this approach and to define tracks to be followed. several experiments has taken place in Morocco and in the world, but the originality of our approach is that it is performed by professors and by the civil society actors in an ascending approach with the objective to promote the university, as full actor, at the heart of the territorial dynamics. This experience is certainly enabled by Moroccan political moment characterized with an aim to found an advanced regionalization .Nevertheless; we must join a process of cultural and practical changes. Those changes are slow and irreversible, and contribute to the emergence of a new structuring of the system of territorial governance

The acceleration and the depth of the transformations in a context of upheavals and the reduction of times and of distances require reacting immediately by a huge anticipating effort and radical changes in both pragmatic and calculated actions included in a strategic and a proactive vision. Thus, it means to endow Morocco with ways which reinforce its agility "to react fast, aim farther and anticipate to face up to both the strategy of his immediate competitors and also the evolutions of the globalization [1] and it is at the level of the territories that it would be necessary to act. Competitive Morocco will certainly be it through its territories.

We deal with competitiveness because the current transformations could be perceived as an opportunity, and Morocco, following the example of the emerging countries of Asia and Latin America must have the stubborn will to develop benefiting from competitive advantages that brings him the globalization" Forum of the OECD (Organization for Economic Co-operation and Development) [2] and, especially, to benefit more from the flexibility, the variety, the quality and the innovation than costs. The importance of the immobile resources and events and consequently the local territories to which they belong increased in proportion with the world mobility of resources and mobile events able of becoming integrated into the local specificities by transforming them into competitive advantages. And that's exactly the ultimate objective of the territorial intelligence that joins, in Morocco, in the strategy of advanced regionalization.

Territorial intelligence is perceived as a political response to a request for more democracy and, at the same time, as an

adaptation to the complex social, economic and environmental realities and interactions that take place within the territories. It reflects and aims to implement a will of creating synergies between the different actors of the development process (local authorities, associations, companies, development agencies universities). It takes into account the nature of the territorial and collective challenges and promotes their support and, as a corollary, the competitiveness and the attractiveness of the territory. This approach is coherent with the bill of the town and country planning No.50-13 in approval which aims in particular " to overcome the sectoral approach and the adoption of a territorial approach based on the debate and the dialogue between the different actors in order to ensure the conditions of the synergy whatever it is at the spaces projects level or at the projects of territory level "[1].

It also made a change of paradigm from thinking about the territory as a variable dependent on the process of change by focusing only on the economy and on the society thought of as system of relations and rules which are formed independently of the material aspect and of the variety of the places where the actors live and operate to perceiving the territory and the territoriality, as considered as essential components of the change. The relationships between the various social subjects and the rules which manage them are essentially modeled on the territoriality and are understood as dynamic relationship between social components (economy, culture, institutions, powers) and the material and immaterial sides of the territories where we live and where we produce[3].

Thus, the development of the territory can be improved by the promotion of its human resources, the empowerment of the skills, the development of the research, the diffusion of the innovation, the consolidation of the economic production and the competitiveness of companies, its opening on the world, the promotion of the culture, the quality of living conditions, the implementation of the environment, the quality of the urban planning and the collective service offering and the optimization of the synergies between the different territorial actors.

Universities, in particular, are sought to take mainly part in this process because of the strong relationship between territorial intelligence and knowledge, research, innovation. Those terms has always been a part of the academic vocabulary.

II. EVOLUTION OF COLLECTIVE PERCEPTION OF THE CONCEPT OF TERRITORIAL INTELLIGENCE WITH THE LOCAL ACTORS AT THE CITIES OF SETTAT AND KENITRA

A. Some elements of context

The elements of context of our research action are defined in two categories, according to the nature of their impact on our action. Those who feed its dynamics and those who result from

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[1] http://www.territoires.gov.ma/index.php?option=com_content&view=article&id=315%3Ala-loi-de-lamenagement-du-territoire-en-approbation-la-presse-nationale-en-parle-en-approbation&catid=28%3Aactualites&Itemid=50&lang=fr

major transformations induced by the new moroccan context related to the globalization and the recent events in different arab countries. Other elements are characterized by their blocking effect and appear in particular under a cultural character marked by a mistrust between the different local institutions, a compartmentalization of the university, a disinterest for the innovative activities, the strategic deficit of the managers, a lack of openness to the world on the part of the economic fabric, a certain failure in the (re) composition of the responsibility citizen within the territorial community and the laws and the procedure (and practices) which do not encourage the risk-taking, penalize the creativity and favor the conformity, the resignation, the imitation and the spirit of the annuity.

In the first category we could define the following elements of context:

- The advanced regionalization project;

- The right to information is now institutionalized on (art. 27 of the new constitution of 2011);

- The national digital information and the digital economy strategy which aims at positioning Morocco among the dynamic emerging countries in ICTs (Information and Communication Technologies);

- The national strategy of the modernization of the administration which aims at strengthening the efficiency of the public service;

- The major infrastructure projects (Highways, Tangier Med, High Speed Line, Streetcar) and the various strategies and the sectorial plans (the National Industrial Emergence Pac, Azure, Rawaj, Morocco Green, Solar energy, Morocco numeric on 2013, Tourism Vision on 2020, Morocco Export Plus, Halieutis and Ibhar Plans);

- The trust that it has gained by Morocco from the international bodies and the institutions (UNDP, OECD, USAID, MCA).

To determine the blocking elements of context, we are going to limit the list to the "off-soil" situation of the university in relation to its territory and the non-comprehension of its role and its capacities by the territorial actors, who demonstrate in a way a break of the links between territories and knowledge.

We also have seen that the new challenges tend to place universities in the center of the territorial structures and in the heart of the local development projects. That is why the Hassan 1st University has been inspired to choose as label: "Citizen and entrepreneurial university" and has been work to make it a reality through the territorial anchoring and its links to the socioeconomic environment.

However, we have been raising a number of difficulties affecting the fulfillment of this opening on its territory. The difficulties are cultural rather than regulatory ones. For a significant number of teachers-researchers, the diploma of doctorate is the result of long years of hard and painful studies and it is self-sufficient to justify the most deserved status which they obtain. This feeling is often reflected in a sense of a

resistance to any evolution or adaptation to change and to any effort or questioning which can suppose. Some professors have developed and maintained, consciously or unconsciously, an incompatibility to the company and the professionalization of courses and the New Technologies and the innovation and the interactivity and the multidisciplinary, and see suspiciously the commitment of the University in these dynamics. For many of them, to open up is to uncover oneself, explore research results through innovation is to alienate in the requirements of the market, be reorganized is to erase the specialization, to condemn the basic research and to feel in the standardization of the initiatives.

Some strategic deficit in the piloting of universities and the absence of a shared vision, linking the teachers-researchers with the various structures of education and research, made that the same structures couldn't become objectives in themselves. The responsibility of departments and laboratories constitute for some peoples an instrument to exercise power and influence, thus protect at the cost of strengthening of their rigidity and their compartmentalization. A number of studies have also shown that, the initiatives taken by the majority of the moroccan universities are far from consolidating their place as an engine for the economic, social and technological development in Morocco [4].

On the other hand, the university, in the eyes of the local actors is ineffective, opaque and cut off from the rest of the area. It is a telling sign of that, unlike most of American, Canadian, British or even French universities, the moroccan universities are not named after their territories. The non-synchronization between the electoral processes and the action of the university is conceptualized for the long-term, can also justifies the lack of ownership by the local elected authorities to the University.

For twenty years, we have never had the impression that the city of Settat had made any particular effort to integrate the teachers-researchers or the students as a population targets of its public policies. In fact, there is an inability to take advantage of the skills of this population in order to create economic and cultural, and innovation dynamics in the city.

However, some convergence between the university and the territory has been developed recently as a preliminary stage of a territoriality of the university. This reconciliation was largely done as a result of the initiative of the presidency of the university, that is aware of the territorial responsibility of the university and was well received by certain territorial actors. The latter has realized that the new economic geography based on the knowledge, the learning and the innovation confers to the University a central role in any development policy.

B. (Re)design the university as an actor at the heart of the territory?

Our action research aims to accelerate this process and to ensure that the university ,considers itself and is considered as a full territorial actor and to implement new procedures of interaction and hybridization and partnership, both in terms of research, valorization and training, that will meet the needs and expectation, expressed or latent, of the local communities, companies and associations.

The sheer weakness of the economic fabric of Settat and the lack of mutual trust between the university and its environment, make that this one has to adopt a supply-based approach by supporting the training activities in improving the level of the human capital, by multiplying partnership of research with companies to improve the stock of scientific and technological knowledge of the economy and by strengthening its externalities of academic and cultural knowledge [5]. This approach should have an effect of significant training on the activities within the city and to favor the economic, societal and cultural development.

We are also seeking that the Hassan 1st University is becoming a global model within the territory in terms of competitiveness, especially when already one speaks for several years about the notion of knowledge economy. Therefore, it can make of the training an economic activity, based on its successful experience in the continuous training field, and by making use the new digital and audiovisual technologies to improve its competitiveness out-of-territory, strengthen its capacity of export of the knowledge and the influence.

According to this vision, To evolve and contribute to the emergence of an intelligent territory, the University must rethink its mission, organization and governance and to acquire monitoring and intelligence and influence tools, enabling it to become reconciled with its territory and to stimulate creativity and inventiveness of its population. She has to seize «the opportunity to innovate» [6] by setting through articulation platforms of the local actions, the exchange of information and creation of knowledge for a co-construction of the future.

C. Tapping collective intelligence within territories through the training of the actors

The territorial intelligence approach cannot succeed without relying on one of its main features, namely the collective intelligence. These include the setting up of some mechanisms and process to allow the local actors to produce, to co-build, to share and to preserve the knowledge in their territory. This also leads to institute a better organization of the territorial actors on a territory's shared strategic vision.

The seminaries organized by the Hassan 1st University were always platforms and time for exchange, debate and confrontation of points of view on the territory, its evolution and its projects. The content and the process of the seminaries associated effectively the local actors. This way of doing, permitted to assert the foundation of learning that the knowledge objects are not passively built and integrated [7].

Furthermore, the Hassan 1st University accompanied this dynamics of seminaries through the launching of master's degree courses on the themes of economic intelligence and territorial intelligence. They have been well received by territorial actors of Settat and Kenitra and other Moroccan regions and created for the University the conditions of frequent interactions and a close working relationship with these actors. They have also helped to acquiring greater knowledge of the territorial issues and the acknowledgement of the university role by the local stakeholders. All of this, led to

innovate and to create a new systems of thinking and organization and action towards a new learning culture.

We also considered the fact that the collective intelligence, through the improvement of the level of understanding and control of the complex reality of the territory and the issues faced by actors and because of being based on the principles of exchange and reciprocity, allowed to move from of a relation of mistrust to a relationship of trust and contributes, in fine, to the mobilization of the actors, the resources and the skills of territories in the service of a common strategy. This would lead, for companies, to a mobilization around development stakes which they might not individually have" [8].

D. Emergence of a concept of territorial intelligence through the seminaries

In the last five years, the Hassan 1st University organized several seminars to impulse a process to set up a territorial intelligence approach at the level of the cities of Settat and Kenitra. It aimed to boost the relation between the Hassan 1st University and its socioeconomic environment, to favor the emergence of territorial intelligence culture and to establish the real approach of sustainable co-construction of territories covered by the study. The various editions were organized with a lag of two days respectively in the Faculty of Science and Techniques of Settat and in the chamber of commerce and industry of Kenitra in partnership with local actors, mainly, the universities and the professional associations

In 2009, the first seminar around the theme "NICTs and competitiveness of territories subtitled" the NICTs: technical evolution or intelligence revolution? ". It was an invitation to rethink the ICTS and to revalue their impact on the economic, social, cultural and environmental domains. A parallelism was established between the industrial revolution which supported the physical effort of the man with their well-known consequences and the ICTS which support the intellectual effort and should certainly have at least comparable implications. We often talk about the 3rd revolution of the digital technology after those of the writing and the printing [9].

In 2010, the second edition subtitled "NICTs and the Development challenges and good governance" and it questioned the output of ICTS in the local development and in the various modes of governance. This edition was marked by an opening on the local political class with, in particular in Kenitra city, the participation of a past-president of the municipality and the past-member of Parliament.

In 2011, Michel Volle held in the Faculty of Science and Technology of Settat a conference entitled "Computerization and competitiveness" by focusing on the importance of the digital economy which he appointed " iconomie " as being necessary for the national competitiveness appearing as a lever for an integrated growth to developing countries. He pointed that "emerging countries train IT specialists, organize their companies, develop their competitiveness and to regain its rightful place in the

community of nations in order to eliminate the development delays" [10].

The edition of 2012 was marked by a plain affirmation of our intention to register the seminars in a territorial intelligence approach. The theme chosen was simply "territorial Intelligence". It corresponded with awareness on the part of the local actors of both cities, object of our study. The aim of the seminar was to present the concept, its various declensions, the steps and the tools of elaboration, follow-up and evaluation of its implementation. This seminar also was the opportunity to wonder about the role of the university in the territorial project by raising a question, in the provocative limit, which called out " when an intelligent university? " .

The 5th edition of 2013 was dedicated to the theme "Think of the region" through the prism of the territorial intelligence concept. During this conference, the participants insisted on the need to take into account the complexity inherent to the territory, and on the necessity of valuing the specific holdings of the region and its cultural, tourist and socioeconomic stakes. They also called upon the relevance of the implementation of a territorial information system within the framework of an integrated regional strategy:" when the actors of a territorial environment are equipped with a tool of data collection using methodologies of economic intelligence, they participate implicitly in the strengthening of a territorial pact [11].

From the 5th edition of the seminaries on the "NICTs and the Competitiveness of territories", the different local actors of the cities of Settat and Kenitra felt that an institutional framework have been required to implement a territorial intelligence approach. An association was created in Kenitra "Association of Territorial Intelligence of Kenitra: AITEK".

III. AN ATTEMPT TO ESTABLISH A TERRITORIAL INTELLIGENCE DEVICE AT SETTAT AND KENITRA

A. Presentation of the experimented cities

Strategic analysis of the results of territorial seminars since 2009, defined the strategic context and the issues of territorial intelligence to follow in the Moroccan cities of Settat and Kenitra. This analysis has finished by suggesting an implementing roadmap for the two cities. During the seminars, participants concluded about the double problem which confronts the two territories: (i) the lack of a trust platform between the local actors and (ii) the indispensability of the opening of the territory on the international economic flows.

Taking into consideration these observations, the discussion during the seminars has concerned a set of issues including, in particular, the necessary cultural change based on the consolidation of (i) trust between regional actors and (ii) the development of opportunities for networking and for the public private partnership in the national and the international levels. Indeed, the territories will be able to develop their own development strategies.

The choice of the two cities as fields of study and construction objects of a process of territorial intelligence was not arbitrary one. The city of Settat is the capital of the

prefecture of Chaouia-Ouardigha region and an important strategic location between Casablanca and Marrakech and it is part of the central pole of development in Morocco. Thus, this city represents a connection point between the north and south of the kingdom. Its location in a few kilometers of the largest commercial and industrial centers and ports, in addition to its proximity to the Mohamed V International Airport, allows the city to have a significant infrastructure and basic equipment quality.

The city of Settat has a significant infrastructure in the field of education, especially Hassan 1st University which is the unique higher education infrastructure in the territory. This young university is trying to establish itself as an excellence center in the global society of knowledge and learning. Settat should be merged with the Greater Casablanca in the new project of regionalization.

Settat city has taken also a higher importance in the new strategies, related to the sectorial policies (Plan Emergence: Ditema's (Desarrollo Industrial y tecnologico Marruecos SA) sheme, Green Morocco Plan: Regional Plan of Agriculture of Chaouia-Ouardigha ...) and performed recently by the Moroccan Government. Behind the foreign companies and international investors already installed and active in the territory, international networks are already made by institutional as the Wilaya, the Regional Investment Center, the Chamber of Commerce and Industry and the University. The city also has a large rich cultural, historical and authentic heritage.

The choice of the city of Kenitra is necessary to the success of the experimentation in the sense that the territorial and administrative characteristics of the two cities are similar in many respects: two medium-sized cities and two principal towns in their regions with similar political, economic and social systems. Simultaneous pulse of the approach at both cities will list the factors of success or failure.

The city of Kenitra is the capital of the Gharb-Chrarda-Beni Hssen region and also positioned at the crossroads of major networks and Moroccan communication stream north-south/east-west. It is characterized by its considerable potential diversity, including its natural and environmental resources, natural sites, its agriculture and agri-food industry and its industrial businesses, in addition to the major capital projects approved by the state as the Free Zone, its population growth and its university (IbnoToufail University).

B. Organization of territorial intelligence system

On the light of the territorial potentialities of both cities, the objectives of a territorial intelligence system are evident to the participants. It is about mobilizing the regional potentials and the territorial actors to assure the international competitiveness of the territory and its companies. It also appeared that the deployment of the strategy and the territorial intelligence organization must be guided by the university.

Moreover, the university is one of the key points of Settat, with the scientific legitimacy, a respect and confidence by its territorial environment. It has the mechanisms and scientific, technological and human capabilities to pilot the territorial

intelligence system and ensuring that the other territorial actors keep up with this new process.

The organization of the territorial intelligence plan will basically consist in the establishing of network structure, involving all the local actors in the form of a Territorial Strategic Committee (CST) supported by a Territorial Steering Committee (SCT) and the creation of an Operational Center providing economic and territorial intelligence services for the whole regional community.

The integrity of a territorial intelligence system will be developed under the auspices of the Hassan 1st University of Settat. Hence, it will be playing a coordinator's role of the CST and SCT and will develop within it the operation center in partnership with the other territorial actors. In this way, the University will assume its driving role for the regional economy. The center will have the role of a BAC Center (Business Animation for Competitiveness Center). The BAC Center is seen as an infrastructure being a part of the university campus and, consequently, clearly identified in the territory. It offers economic intelligence services of to the regional territorial community, of training and research with a school in Territorial Intelligence, and support services in the co-development. In this way, it ought to work in a systematic way on the poles of the territorial stakes matrix: the cultural change, the international co-development and the strategic capacities of the territory.

C. Methods of implementation of territorial intelligence plan

The seminars that we held, allowed ultimately to work on the contextualization of the elements of this model of territorial intelligence relative to the cultural and regional peculiarities, to result in the definition of a roadmap which consisted in monitoring the animation of the network and defining the role of each member. In order to achieve this, it structured the various levels of actions of community actors, every level of action corresponding to an element of strengthening of the shared confidence.

The road map laid out the following lines of action:
- Conception of a Commune Strategic vision on the territory development;
-Planning of development projects;
- Elaboration of a charter of corporate behavior;
- Constitution of a animation unit;
- Deployment of a change Strategy: risk management and communication strategy.

These lines of action were translated into a practical schedule of operations, namely the work of meshing, installation, animation and coordination during the territorial seminars to come, to identify the system of territorial intelligence more and more to (and by) the local actors and to work on its installation.

D. Through an associative process to install the new territorial intelligence approach

The Territorial Strategic Committee which will be responsible of the construction of the territorial intelligence system at the level of each city is created, as has

been previously reported, in the form of association which includes a set of teachers-researchers, local actors and experts in territorial intelligence.

The associative structure was chosen on one hand, to make different actors of the territory participate in the process of elaboration of the concept and the implementation of the territorial intelligence approach and, on the other hand, because it guaranteed a big flexibility in its organization and its management, finally to put all the local actors on an equal footing.

Each association has set itself an objective of the development of a territorial intelligence approach within its territory, to bring this notion closer to the socioeconomic world and to develop the research in its field activity. It should involve the local institutions and all the stakeholders of the territory and cover a number of organizational processes and among those, the territorial intelligence, the economic intelligence, the sustainable development, the strategy, the governance, the entrepreneurship, the change and the innovation.

E. The territorial information system: represent the territory, support interactions and reduce uncertainties

The globalization, the mobility, the diversity of the associative logics, the individualization of the behavior, the extension of the liberties, the dematerialization and the use of digital technology continue to rise the uncertainty in the territory, and hence also its complexity. So, we have taken a systemic approach and considered the territory as representation and complex set of relations. The information system is envisaged as a technological and human mediating device, designed by and for the actors with a conscious and effective will to correspond it to the representation which they make of their territory, that is, the interactions which they maintain or intend to maintain between them, and also to help structure and to support these interactions.

The information system would reduce the uncertainties and allow for the development of strategic information scanning. By using ICTs to develop decision-support tools, we would have at the same time an on-board intelligence very useful for the actors. The information system extends the human networks and facilitates the exchanges and the learning through consultation and "promote the collective intelligence which can be implemented on a wider scale» [12]Pierre Levy, 1997).

To accommodate complexity of the context, we chose the flexibility and the agility. We consider the information as "soft", even liquid, and this fluidity must not be sacrificed for a technological or organizational rigidity. The information system, while maintaining a minimal normative strength, must evolve based on a representation of a territory and the interactions which have, also to evolve. The retrospectives and the rebates in question have been positively received because the whole system is set up as vector of change. All this now, needs an agile, incremental and evolutionary management driven by demands and uses of the actors which stayed close to

the developers or form part of them. The consistency of system is ensured by the coherence of interactions and relationship that it intends to support and by the shared vision of the territorial actors.

We chose that this information system was developed by the research laboratories of the university with the ability of "a subcontracting introduced in calculated well doses [13]. However, the university is not considered as a simple stock of skills, but as a central actor of the territory. The project management is ensured by the territorial intelligence association.

IV. CONCLUSION

We look in this work to test a process for elaboration and implementation of the territorial intelligence in two medium-sized cities: Settat and Kenitra. Our approach differs from those led by the Moroccan State through agencies of development of the northern, eastern and western zones, due to the fact that it emanates from the local actors to be in line on a bottom-up and exploratory approach based on an observation and on a scientific contributions of university researchers.

In the same vein of the knowledge society and economy, we chose the university as main actor of this dynamic related to the fact that it represents the place where concentrate factors and activities of the production of knowledge.

We brought up some difficulties which obstruct the reintegration of the university in its territory and prevent it to fully assume its responsibility by a citizen's approach and entrepreneurial strategy. But we consider that the latent potential in terms of learning, knowledge and innovative dynamism, once freed from its compartmentalization and from the incomprehension by the relevant local actors, the university goes on a mission to contribute in the development of the territory and its competitiveness.

Various local actors were involved since the early stages of the reflection and the conception of our approach, so as to create the basis for a culture of dialogue, sharing and trust. In particular with regards to the implementation of the information system, whose conception and development followed an agile and collaborative process, which would have to bear the interactions between the actors, to help in the decision-making and to convey a representation made by the actors in their territory.

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