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## **Territorial Management: A Tool for Local Development**

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**Abstract:** Territorial management involves reinventing the territory in terms of projects and promoting its development. It entails guiding transformation processes and altering the territory while considering its specificities and resources, in order to create a development process that engages all local stakeholders. The objective of territorial management is to encourage the development of the territory with the participation of the entire population. It involves building a system of alliances where the population is seen as a stakeholder. This fosters improved institutional cooperation among local authorities, aiming to meet current needs without compromising resources for future generations. Maintaining a fundamental balance between territorial development, social cohesion, and environmental conservation generally requires territorial strategies that involve collective action based on a comprehensive organization, encompassing both economic and social dynamics. The demand for territorial development is increasing, making it essential for Algeria to transform its approaches to territorial action. A developing territory results from collective interaction that anticipates threats and opportunities, devising corresponding territorial strategies.

**Keywords:** Territorial management, Territorial development, Tourism, Sustainable development.

### **Introduction**

The emergence of a development model plays a significant role in promoting the valorization of territorial resources. Tourism has remained a favored focus of public authorities. Development is primarily viewed from the perspective of change and renewal of territories, contributing to creating an image that is attractive to tourists. Conceptually, the idea of territorial development has established itself as a new facet of local economic development and planning. In the context of tourism valorization, the strategies of local politicians contribute to the construction of the territory. However, the process of territorialization cannot be exclusively reduced to political strategies. In fact, elected officials, in their actions, inevitably manipulate the concept of "territorial resource." As a characteristic and constructed element of a specific territory with a developmental perspective, the territorial resource is linked to political intent as well as the ideological foundation of the territory. It is defined based on material components such as heritage, landscape, etc., and/or based on ideational components like authenticity, historical depth, etc. "Producing territory" thus entails creating projects that, in the eyes of local officials, are suitable for local realities. The specific dynamics of these resources and the methods of their renewal, embedded in the continuity of sustainable development trajectories, will be the subject of our research. We will explore the impact of territorial management on the development of local authorities.

### **Definition of Territorial Management**

Territorial management implies a dynamic shift as "The day-to-day management fades in favor of the construction of a project adapted to the territory. It is undeniable to assert that the conditions and standards for the ability or inability to implement territorial management are adaptability, animation, the connection of individuals, and the collective dimension. Territorial management is about reshaping the territory in terms of a common project.

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Territorial management is a mode of governance that takes into account the impact of various actions and structures implemented on social cohesion, economic diversification strategies, environmental protection and conservation, as well as the ability to clearly define its actions. Territorial management ensures the coherence of these actions, their feasibility, and their effects on the development of a community or region.

Territorial management also involves anticipating and making judicious choices in terms of land use, development, risk management, and environmental changes to enhance the resilience of territories and societies. Territorial management is not akin to corporate management. Its scope is indeed much broader than that of corporate management; it includes civil society, the population at large, not just individuals constituting a solvable demand in the market.

Territorial management can be defined as "a mode of public management that encourages taking into account the impact of various actions and structures developed by governments at local, regional, national, or even transnational levels on the social cohesion of society and its ability to influence the definition of public actions, on the coherence, feasibility, and effects of public action, on the intensification of competition between cities or regions..." (Duez, 2009).

### **Principles of Territorial Management**

If the State and local authorities wish to conduct policies within the framework of territorial management, they must adhere to four major principles, which serve as guidelines. The first principle is to seek territorial effectiveness (creation of wealth, jobs, and well-being), territorial equity (social cohesion), territorial sustainability (intergenerational solidarity, environmental, cultural, and social aspects), and territorial creativity (consistency among different policies in particular).

The second major principle corresponds to the idea of partnership and involvement by taking into account all the actors who can influence the policy's results. Public authorities must also ensure the coordination of their policies across various spatial scales (new types of project or network-based organizational structures). Finally, they must strive to continuously monitor the evolution of the territorial context and the effects of public policies (learning capacity, anticipation, or foresight) (Hanae, 2016).

### **Objectives of Territorial Management**

Two main objectives are distinguished in territorial management:

1. The first is strategic, as it falls under public authority, directing to the maximum the production of the territory, policies, or initiatives for which it is responsible. The goal is to ensure its multidimensional development while making it sustainable.
2. The second objective is operational. Territorial management aims to strengthen the capacity of public authorities and their stakeholders to consider territorial developments, threats, and opportunities, and to adapt through management, cooperation, consultation, and information.

### **The Nature of Territorial Resources**

#### **Defining Territorial Resources**

When we add the adjective "territorial" to the concept of resources, we touch upon the first characteristic, which is specificity. This means that the geographical environment, in the strong sense of a place with a history and culture, will influence the value of what is produced. The second characteristic of Territorial Resources (RT) is its potential nature. RT exists in the form of a deposit (e.g., a coal deposit), but it must undergo a "metamorphosis" to become a valuable asset (e.g., a coal mine). This implies that before creating the conditions for the valorization of a resource through metamorphosis, it must be named and, in doing so, revealed. The third characteristic of territorial resources is their renewability. Territorial resources are a combination of will, creative imagination, and innovation processes. Thus, territorial resources do not exist prior to the territory but are constructed with and within the territory (Colletis, 2018). Territory is a dynamic, evolving, and complex space that requires sound management. On one hand, it is necessary to seize opportunities and promote its

development, and on the other hand, to reduce (or counter) risks while implementing mitigating measures. Today, territories generated by public authorities, entrepreneurs, financiers, citizens, residents, or users seem extremely diverse. Two types of territories seem to emerge (Ruegg, 1997). Sure, here's the translation of the provided text from French to English:

- An institutional territory, which is that of the state, land ownership, and citizens.
- A relational territory corresponding to businesses, users, and residents.

### **The Nature of Territorial Heritage**

Territorial heritage is a "set, attached to a holder (individual or group) expressing its specificity, a historically established set of assets transmitted in the past, assets that are tangible assets, intangible assets, and institutions." Territorial heritage, therefore, consists of tangible and intangible elements. The concept of intangible heritage can be defined differently depending on whether one refers to the microeconomic scale of a company or the macroeconomic scale of a state or the meso-economic scale of a smaller territory.

Tangible heritage is primarily natural. According to the interministerial commission on natural heritage accounts, it refers to "all natural elements and the systems they form that are capable of being transmitted to future generations or of transforming themselves. This natural heritage consists of a set of tangible elements (ecological, faunistic, mineralogical, and paleontological riches according to the National Museum of Natural History). It is also strongly associated with intangible elements.

In addition to these elements, we need to add an element that plays an important role in spatial economics: the image of the territory. The image of a territory can be defined as an identity and symbolic relationship that links the tangible and intangible elements of a territory to resident or non-resident actors. This image constitutes a mental distance that conditions access to places and functions.

### **Territorial Sustainability**

"Territorial sustainability" refers to the essence of the sustainability concept, the capacity of a system to conduct the process of reterritorialization according to the rules of its production and reproduction. In terms of processes, "territorial sustainability" can be considered synonymous with "environmental sustainability." The environmental aspect considers the concept of resilience as the maintenance of the ecosystem's balance. In addition, in the territorial dimension, territoriality is considered, or the social process of giving territorial identity, always in harmony with the local environment.

These perspectives would encompass general conceptions in the territorial approach, as well as specific subjects, offering a rationalization for the approach to sustainable development. Thus, regarding the assimilation of theoretical and conceptual frameworks of territory and sustainable development, two main ideas can be addressed. From a territorial perspective, the conditions for sustainable development result from territoriality, i.e., the relationship between humans, society, and nature. In turn, sustainable development can be analyzed from five interdependent and interconnected perspectives, helping to address issues within a broader analytical framework, integrating environmental issues into stakeholder engagement processes, and strengthening the organized local arena for decision-making and civil society action.

To achieve sustainable development, territorial development revolves around three dimensions:

1. We also seek equitable distribution through the valorization of the territory's unique assets and the economic dimension of wealth creation.
2. By developing what is considered an environmental dimension of a given environment while ensuring the protection and renewal of natural and heritage resources.
3. By better responding to the basic needs of the population (housing, health, services, etc.) and developing the social dimension of social cohesion.

### **Dimensions of Territorial Development**

Territorial development revolves around three dimensions:

1. An economic dimension through the valorization of the territory's specific assets and the creation of wealth for which equitable distribution is also sought.
2. An environmental dimension through the valorization of an environment considered specific while ensuring the preservation and renewal of natural and heritage resources.
3. A social dimension through better response to the basic needs of the population (housing, health, services, etc.) and the development of social cohesion.

### **Territorial Governance**

Territorial governance carries democratic innovation: it questions the vertical structure of government, reconsiders the roles of different levels of territorial units, collaboration between these levels, and their relationships with actors outside the public sphere. Consultation, coordination, decentralized management, contracts, mediation, information, training, participation, etc., are the key elements. In response to regional governance emerging in new development spaces, it is built by and for local actors, ensuring the necessary representativeness for democracy. It involves adopting new approaches to consultation, participation, and legitimacy to enlighten not only opinions but also processes and decisions.

Territorial governance cannot be reduced to a simple level of spatial administration but, on the contrary, stands as a permanent social construct, a process of distinguishing and structuring the "inside" from the "outside." This particular form of coordination created by groups is established not only by identifying a common problem but also by the transformation and appropriation of resources without value on the territory by local actors.

Coordination and negotiation, necessary to advance the territory toward desired goals, lead to the creation of new places for consultation, new action and decision-making techniques, and new processes. The resulting territorial governance is based on multiple actors, the definition of an identity space, and the development of common actions and productions. This particular form of governance is the foundation of multiple proximity, as it combines the geographical proximity of actors with organizational and institutional proximity.

### **Factors of Success or Failure in Territorial Governance**

*\*Success Factors\*:* What are the reasons for the success of territorial governance?

- Decision-making (understanding, analysis, collective choice): The concept of decision-making is a "process of contextual change."

- Actor rationality, thus, the rational process is the progressive integration of acquired information into the decision-making process, allowing for the best solution.

- Collaboration, coordination, and broad-scale participation

*\*Failure Factors\*:* What has caused the failure of territorial governance?

Factors that hinder the achievement of territorial governance.

- Conflict of appropriation

- Conflict of power and authority

- Financial constraints

### **Conclusion**

Territorial development is a project aimed at overcoming the need for economic growth and correcting its adverse effects. Territorial development approaches are based on the collective control of social, economic, environmental, and technological choices to find long-term solutions to communities' problems and imbalances. This collective control is based on three fundamental democratic values: participation, transparency, and accountability. Territorial management emerges from the daily practices of groups within the territory. It is guided by ethical, political, and existential paradigms through the lens of sustainable development. Many issues can be resolved by stimulating social awareness, new forms of mobilization, and processes of collective organization.

It is a choice based on an ethics of freedom centered on territorial resources of autonomy and dignity, as creative paths and processes to develop new subjectivities and strengthen diversity. Territorial management involves innovation in the ways things are done, in how they are present, and in how local initiatives that emerge and

manifest in individuals' and groups' daily practice promote development. Resisting, reversing, and changing their own realities and protecting their resources for present and future generations.

## **Recommendation**

It is undeniable to assert that the conditions and standards for the capacity or incapacity to concretize territorial management are adaptability, animation, the connection of individuals, and the collective dimension, through the following points: Territorial management is about reshaping the territory in terms of a common project. Territorial management is a mode of governance that takes into account the impact of various actions and structures implemented on social cohesion, strategies for economic diversification, environmental protection and conservation, as well as the ability to clearly define its actions.

Territorial management ensures the coherence of these actions, their feasibility, and their effects on the development of a community or region. Territorial management also involves anticipating and making judicious choices in terms of land use, development, risk management, and environmental changes to enhance the resilience of territories and societies. A territory is a dynamic, evolving, and complex space that requires sound management. On one hand, to seize the opportunities that arise and promote its growth, and on the other hand, to reduce (or counter) risks while implementing mitigating measures. Territorial management includes civil society, the population at large, and not just individuals with purchasing power in the market. Therefore, public goods fall within the scope of territorial management. Territorial management must continue to focus on economic strategies to develop the territory, emphasizing its specific characteristics and resources in order to initiate a development process involving local stakeholders, all while not neglecting external engagement.

## **Scientific Ethics Declaration**

The author declares that the scientific ethical and legal responsibility of this article published in EPESS journal belongs to the author.

## **Acknowledgements or Notes**

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