

## The role of local communities in the governance of tourism investments

دور الجماعات المحلية في حوكمة الاستثمارات السياحية

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### Abstract

The interest of this work falls within the framework of shedding light on the role of local communities in the governance of tourism investments. In the case of leading tourist countries, the acceleration of tourism development requires an increasingly important involvement of local communities at all levels through real governance, both in terms of making investments, as well as animation and environmental protection. On the basis of our readings concerning the experience of developed countries, our objective is to bring out the state of play of the coordination between local actors in the dynamics of tourism development, and to shed light on the role of local governance of tourism as a factor of local development, in order to provide a platform for the development of tourism.

**Key words:** local, communities, governance, tourism.

### ملخص

يهدف هذا المقال لتسليط الضوء على دور الجماعات المحلية في حوكمة الاستثمارات السياحية. في حالة البلدان السياحية الرائدة ، يتطلب تسريع التنمية السياحية مساهمة متزايدة الأهمية للجماعات المحلية على جميع المستويات من خلال الحوكمة الحقيقية ، سواء عن طريق القيام بالاستثمارات ، مختلف النشاطات وكذلك حماية البيئة. على أساس قراءاتنا السابقة المتعلقة بتجربة البلدان المتقدمة ، فإن هدفنا الرئيسي يتمثل في إبراز مدى أهمية التنسيق بين الفاعلين المحليين في اليات تنمية السياحة ، وإلقاء الضوء على دور الحوكمة المحلية للسياحة باعتبارها عامل التنمية المحلية ، و ذلك من أجل توفير منصة للتنمية السياحية.

**كلمات المفتاحية:** محلية، جماعات، حوكمة، سياحة

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## 1. Introduction

The crisis experienced by Algeria following the fall of oil prices has shown the growing interest in the local area as an important level in economic analysis and its role in the emergence of proposals for unprecedented solutions. Here, the local refers to a scale, of variable size, which assumes a certain consistency in the organization of the actors and their activities. "The territory sees itself, then, as a major interpretation of the local and thus emerges as a relevant level of economic reflection and action" (Courlet, Ferguene, 2004). We are witnessing the emergence of the concept of local development, based on the enhancement of local resources and the mobilization of actors, which replace development policies "from above". The issue of local development is no longer the business of the state; it is of course a duty to be accomplished by everyone. It therefore appears that the basis of local development lies in the existence of strong relationships between the various local actors. It is important to be interested in relations between actors of the territory because it appears that the territorial (or local) development depends strongly on the state and the nature of the interactions prevailing between these actors. "It turns out that the way in which actors coordinate and articulate their actions explains their development and, more particularly, determines the process of building territories" (Arabi-Megherbi, 2009). In other words, modes of coordination refer to territorial governance. This is presented as a "characteristic of the territory which deploys specific and optimal coordination mechanisms in order to regulate actors' behaviors as well as their interrelationships with the objective of building specific resources, of redeploying resources, or quite simply of putting set up a local development project "(Gilly, Perrat, 2003).

## 2. Study context

The diversity of actors involved in tourism sector, as well as the different levels involved in tourism, makes this economic activity a system of complex relationships. The development of tourism does not only require good management at the national level but also real governance at the local level. Therefore, actors of these projects must be well organized to carry them out. Given the diversity of stakeholders in tourism, a tourism investment created without consultation with the various stakeholders, seems difficult to achieve. Therefore our objective is to highlight the degree

of involvement of local communities in the governance of tourism projects in order to ensure an optimization of the contribution of this sector in the national economy.

### **3. Research problem**

It is for the sake of shedding light on the role and importance of governance of local communities in tourism activity that our issue is included. Indeed, the contribution of tourism to the national economy, with all the competitive advantages that Algeria possesses, depends on the identification of the various governance tools for all local stakeholders. This governance is identified, in theory, by several elements and their implementation with a certain synergy gives a real contribution of the tourism sector to the national economy. Our problem consists to show that the governance of the tourism sector is dependent on the integration of an increasingly important role of communities.

### **4. Theoretical framework**

#### 4.1- The interaction between tourism and local development

Tourism is an activity that promotes local development because of the impact it has on a given territory. These impacts are upstream through the realization of tourism investments, and downstream on activities relating to (hotels, crafts, urban infrastructure, etc.), that is to say on the supply of goods and services.

##### 4.1.1. Definition of local development

Local development takes into consideration challenges of local actors and local potential (economic, social, tourist and cultural). There is therefore an articulation between local logics and global logics. For COUQURLET. C (2012), "the local is a specific scale of development, which is often referred to as " meso ", that is between micro projects and regional development factors". According to PECQUEUR .B (1989), "local development is the expression of individuals' solidarity wishing to develop their human, physical and financial resources. These actions have the effect of enabling populations to meet their needs while exercising some control over their future". For X.GREFFE (1984), "local development is a process of diversification and enrichment of economic and social activities in a territory from the mobilization and coordination of its resources and synergies. It will therefore be the product of efforts of its population. It will

call into question the existence of a development project integrating its economic, social and cultural components; it will be the space of contiguity and a space of active solidarity ". We can say that the main objective of local development is the achievement of a common goal. This latter is the result of coordination and partnership between different actors.

#### 4.1.2. The intervention of tourism in local development:

Today, tourism is regarded as an important experiment concerning the effectiveness of the concept of local development. In fact, thanks to its requirements for quality, development of services and maintenance of heritage, it can be an essential driver of local development. There is therefore a meeting between tourism and local development which is not fortuitous. Indeed, among aims of local development is to make the territory attractive and competitive. However, tourism is suited to the enhancement of heritage resources such as cultural, material or intangible heritage or even natural heritage. Tourism also protects them because things like landscape and monuments represent its raw material. Tourism is also an issue for regional planning in the sense that the infrastructure created for tourism will subsequently be available and accessible to the local population. Local development can make it possible to open up territories that were isolated by improving means of transport and communication. Tourism sector participates and improves all these means by satisfying the tourist demand and that of the local population, thus the realization of tourist projects come to support the local development.

#### 4.1.3. Tourism as a relevant tool for regional development

Tourism activity has positive sides and it is an essential engine of territorial (local) development. One of the purposes of territorial development is the development of resources to make the territory attractive and competitive. In this point we will present the different impacts of tourism.

- Economic impacts

Tourism is a driving force for the local economy. It allows an increase in incomes of local populations, by creating jobs, improving the equipment of the concerned regions and the standard of living. It also makes territories more attractive at the population level but it also has an impact at the business level, not only in the tourism sector but also in other economic sectors. According to Philippe Violier, travel resulting from tourism "when

it involves large crowds leads to other economic activities like construction and agriculture sectors, which are strongly structured around tourism” (2008, p.45).

- Physical and ecological impacts

Concerning the physical and the ecological impacts, tourism allows the creation of a pleasant environment as well as possibilities for maintaining the existing heritage. It also allows the improvement and the development of reception structures (spatial concentration of tourist infrastructures: seaside resort, mountain, historical or geographical site, etc.) as well as raising public awareness of the environment.

- Socio-demographic impacts

According to Bensahel et al. “Tourism is economic activities with two faces, both are structuring and destructuring, productive and degrading. It is a factor of freedom and an instrument of dependence”(1999, p.9). Tourism contributes to economic take-off and it can start the process of improving the social well-being of the local population. Indeed, tourism, as a factor of territorial development, is characterized by the maintenance of public services, the increase in purchasing power, the creation of jobs and the development of new services to the population. . In this sense, tourist activity therefore makes it possible to retain the population in a given territory, in particular in certain rural areas which are facing a rural exodus. It’s also a way to attract new residents. Some local players see tourism as a way to promote their region and attract new populations to settle there permanently.

#### 4.1.4. Key factors in governance and tourism development

There are several essential factors which must be taken into consideration when approaching the present development of tourism and its future evolution.

- Sustainable development of tourism

Sustainable development of tourism should be conceived as a sector that can play an essential function in the progress and diversification of the economic and the social structure of the country. For the task to be positive in the long term, tourism planning and management will have to be carried out with the participation of all involved actors and in accordance with the principles of economic, socio-cultural and environmental sustainability.

- Cooperation

In the public sector, the cooperation should be between national tourism administrations and other institutions which intervene in areas close to tourism, such as the economy, culture, transport, immigration, security, training, research or infrastructure. Between private sector actors, cooperation is done by promoting cooperative competition and associative character.

- The institutional and legal framework:

Local communities should encourage the creation of an enabling, stable, effective and flexible environment for investment, business and the movement of people through the improvement and flexibility of border controls, the implementation of transport liberalization policies, consumer protection, definition of transparent fiscal policies, application of support systems for micro, small and medium-sized enterprises which are the major entrepreneurial base of tourism (case of financing formulas of National Agency for Investment Development ANDI).

- Infrastructures:

Local communities should encourage the creation of infrastructures and improve those that already exist in the areas of transport (to foreign and national destinations), public-private information systems, accommodations and key facilities for the development of cultural, nature, sports, health and rural tourism.

- Improving tourism management:

Improving tourism management can be done through encouraging decentralization processes and improving local tourism management in all its components: land and town planning, creation of municipal and regional information systems that are capable to organize and make visible tourism products, and improving the social well-being and the quality of the environment.

- Diversification of destinations and product development:

This can be done by improving and expanding the range of tourist products to complement the already traditional tourism (seaside tourism). Products around health tourism, yachting, nature, meetings, cruises, urban and cultural, are part of the tourist offer. The existence of increasing competition

between destinations makes it necessary to explore new market niches that can meet the preferences and demands of today's consumer. This is how we can attract new segments that contribute, on the one hand, to changing the seasonality of demand and, on the other hand, to increasing the quality of the tourist offer.

- Training and development of human resources:

This factor is also considered as a governance tool. The increasingly competitive markets demand that we devote very special attention to human resources as a priority. Close collaboration between companies and destinations is increasingly necessary to meet the expectations of visitors, increasing their satisfaction as much as possible and trying to retain them.

- Risk assessment and management:

The quantity and diversity of risks that can hamper tourist activity implies a growing need to adopt preventive and preparedness measures in the face of possible disasters, including effective communication strategy. To this end, it will be necessary to pay more attention to the available information, the practices shown by successful experiences, the need to stimulate solidarity and international cooperation, the need for approaches that allow the coordinated mobilization of the concerned institutions and other affected parts inside and outside the tourism sector.

- Information management

Information is the cornerstone of tourism (Buhalis, 1998). Information management is of particular importance in tourism to deal with some issues such as external competition, tourism marketing and attracting potential customers, innovation, etc. We can notice in Algeria that there is a huge lack in terms of information management systems, which help to base development on a real, scientific and solid basis. The production of information on a territory's resources contributes to its regulation. The development of territorial economic intelligence systems is indicative of the need to rely both on knowledge of activities but also on knowledge of skills and networks to develop the attractiveness of territories. Bertacchini and Girardot (2004) define territorial intelligence as “a regular and continuous informational and anthropological process initiated by local actors who are present physically and / or distantly; who appropriate the resources of a

space by mobilizing and then transforming the energy of the territorial system in project capacity”<sup>1</sup>.

#### 4.2- Governance of tourism investments by local communities:

##### 4.2.1. Definitions of local governance

We talk of governance when there is interaction between actors with the objective of building a common development project. “Local governance consists of a set of institutions, mechanisms and processes that enable citizens and citizens' groups to express their interests and needs, to resolve their conflicts and to exercise their rights and obligations in the local level. Good local governance is based on several pillars: citizen participation, partnerships between key actors at the local level, the transdisciplinary competence of local actors, multiple information resources, institutions and a priority orientation in favor of poor people” (United Nations Development Program UNDP 2004). Local governance involves the participation of populations and grassroots organizations in decision-making process. It must make a significant contribution to decentralization, poverty reduction and the sustainable management of local natural resources<sup>2</sup>.

- Governance and decentralization

Decentralization and local governance differ, mainly, in the stakeholders, in the process and in the mode of interaction between the authorities, the private sector and the civil service. Decentralization relates to the public institutional sector as well as to organizational reforms and processes and their support, while local governance is more about encouraging the creation of an environment that fosters the interaction of multi-stakeholder processes including public and private sector as well as civil society.

- Governance is a form of coordination

Governance can be defined as a process of coordinating actors from social groups and institutions to achieve goals, discussed and defined collectively. “Governance therefore refers to all the institutions, networks, directives,

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<sup>1</sup> Bertacchini, Y, Girardot, J.J (2004). « *De l'intelligence territoriale* ». Actes du colloque TIC et territoires, quels développements ? <http://isdsm.univ-tln.fr/PDF/isdsm26/3.YB-JJG-GG.pdf>.

<sup>2</sup> Fonds d'Équipement des Nations Unies (FENU), (2001). La décentralisation et la gouvernance locale en Afrique. Compte rendu du symposium du Cap, Afrique du Sud.

regulations, standards, political and social uses, public and private actors who contribute to the stability of a society and a political regime, with its orientation, the capacity to lead, to provide services and to ensure its legitimacy” (Le Galès, 2006, p1). This first definition emphasizes first the concept of coordination and then the idea that governance must synergize a complex set of actors, rules and norms. (Ricordel, 1997) defines governance as “governance designates the power structure of an institution that is integrated into a large and complex environment that cannot be dominated. The role of local governance invites a gradual shift from a competitive logic to an organizational logic of local policies, which is increasingly needed, for example in the case of business attraction (Bazin, 1998).

- Governance and good practice

For Gilly-Wallet (2005, p. 701), “Territorial governance is defined as the process of dynamic articulation of all practices and institutional arrangements between geographically close actors in order to solve a productive problem or carry out a development project”. The realization of a development project and the resolution of a productive problem remind us to retain the concept of proximity of the actors, knowing however that proximity is, of course, geographical but also institutional, cultural, informational etc. C. Courlet (2001, p. 47) adds: “Geographical proximity itself is incapable to explain the existence of territorial economic systems if it is not referred to a system of belonging, to a history in keeping with the rules and collective representations”. If the territory succeeds in constituting itself as a catalyst of collective cognitive processes (Andrieu, 2004), governance and attractiveness can enter into synergy. Good local governance is the set of good practices in the management of local public affairs, in strict compliance with the rules and procedures and in the best interests of local public services users. It involves the adoption and implementation of rules, procedures, institutions and mechanisms enabling citizens to express their opinions exercise their rights and participate in the development of their locality<sup>3</sup>. There are several types of governance at the local level. In addition to the governance of tourism investments, we also

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<sup>3</sup> **Benabderrahmane, A, (2014).** « *Gouvernance locale* ». Résumé du cours gouvernance locale, université de Constantine

find political governance, administrative governance, economic governance and budgetary and financial governance.

#### 4.2.2. Historical overview of territorial governance:

Berle and Means in 1932 are at the origin of the first analyzes in terms of governance thanks to their work on corporate governance. It would seem, then, that governance practices are inseparable from the very concept of a business. However, with the broadening of the scope of the business, in particular the intervention of other actors of an external nature (taking into account the territory), the concept of governance has evolved to take these changes into account. It is therefore a new form of governance that has developed in order to deal with what is external to the company (the territory); that is territorial governance. The way in which actors coordinate and articulate their actions is to a large extent in the explanation of their development and determines the process of construction of territories (Arabi-Megherbi, 2009). Modes of coordination refer to the governance of territories. This is thus presented as a characteristic of the territory which deploys specific coordination mechanisms in order to regulate the behavior of actors and their interrelationships with the objective of building specific resources, redeploying resources, or quite simply setting up a local development project (Gilly, Perrat, 2003).

#### 4.2.3. The evolution of territorial governance

The origins of reflection on territorial governance can be traced back to the history of research into new modes of organization and territorial management. That is to say, management and development modes which mark a break with classical development as a policy emanate from the upper levels of the state to lower levels. These approaches correspond both to the highlighting of local development movements and to new politico-administrative structures in modern States<sup>4</sup>. They therefore reflect the rise of local development and decentralization. On this last point, governance is presented as a less static approach to government processes.

#### 4.2.4. Characteristics of territorial governance<sup>5</sup>

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<sup>4</sup> **Leloup F, Moyart L, Pecqueur B, (2003).** « Le développement local en Afrique de l'Ouest : quelle(s) réalité(s) possible(s) ? ». In revue Mondes. No. 124, Paris.

<sup>5</sup> **Eme B (2006).** « Gouvernance territoriale et mouvement d'économie sociale et solidaire ». In revue RECMA ; revue internationale de l'économie sociale, No. 296, Paris.

Territorial governance is applied at the level of a territory, and brings together a plurality of actors who cooperate with each other for the best possible coordination and in order to achieve common ends. Territorial governance presents a set of characteristics:

- Territory and plurality of actors

Local governance must be replaced in a society where modes of action are decentralized. This decentralization transforms the political and administrative architecture of the society. Local governance is also practiced through territorial forms of public policies and strategies of firms which, while internalizing, attempt to capture local markets and local resources. The governance of local territories was opposed to the logic of centralized governments, hierarchical and compartmentalized by specific areas of activity. It will be characterized by modalities such as: flexible and creative transversal regulations between the various fields of action, territorial globalization of political strategies, cooperation between several actors, and activation of local citizenship<sup>6</sup>. Civil society actors would be invited to implement governance through the advent of new social relations under the rules of representative democracy and their involvement in national or local political decisions.

- Cooperation, local standards and new spaces

Another characteristic of local governance is the cooperation and the coordination of multiple actors. Local actors cooperate to invent their own collective rules, both on the way to proceed, to coordinate and to deliberate local actions. The actors would thus follow a “procedural rationality” which avoids pre-established standards. Territorial governance presupposes the establishment of specific bodies which allow cooperation, deliberation, decision-making, monitoring and evaluation of the undertaken actions.

4.2.5. The value of the notion of governance in the management of local tourist destinations:

The trend for the renewal of governance models is inevitable in order to "reflect changes in the business world and those of public action, as well as the changes in the roles and skills of tourism organizations", according to the Organization of Cooperation and economic development (OCED). We

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<sup>6</sup> Eme B (2006). Opcit, p44.

should add that the necessary change in the roles and skills of tourism stakeholders can be explained in one part by the impact of changes in consumer behavior and the evolution of information technologies. Territorial or local governance of tourism concerns “the actors, their relationships, structures and coordination processes” (Marsat and Bonniot, 2010, p. 102). The establishment of governance in tourism depends on several factors. On the one hand, the presence of the State is less in terms of tourism development at the local level because the responsibilities are greater. Local actors therefore feel the need to work together to pool ideas and objectives, but above all financial, human and material resources. The second reason is the particular context of tourism which means that many players are concerned. This therefore implies different profiles, interests, logics but also different strategies and partners. The interest is to make all visions converge in the same direction. Governance, as a space for meeting and negotiation, allows the different actors to get to know each other in order to develop common strategies. For some specialists, governance is a way to save time in a long-term vision. Indeed, it makes more sense to discuss and share issues upstream with all stakeholders rather than setting up a project that would be disapproved of by the stakeholders concerned. Efficiency is therefore sought through governance. On the side of private actors, their interests in governance are geared more towards accessibility to information and the recognition of local actors. It is also a way to obtain public (subsidy and financing) or private aid and support in their strategy.

## **5. Discussion**

To illustrate the feedback of countries that have experienced real dynamism in terms of reform and integration of tourism into local development, we focus on the French model to give an overview of the efforts of the French State in terms of decentralization of the governance of tourism activity at the level of local communities.

### **5.1. Financial resources made available to tourism policies of local authorities**

In order to have a basis of comparison to the measure the local financial effort in favor of tourism, it is interesting to quantify the overall support of the French State since the beginning of the reforms.

#### **5.1.1. State and European Union support for local authorities**

- Interministerial credits and State-region planning contracts

Financing the central administration is not limited only to the appropriations of the Ministry delegated to Tourism. Indeed other credits are implemented by several ministries. We have a detailed and commented estimate for the year 2003<sup>7</sup>. For this year, all the contributions of the various ministerial departments would have amounted to 446 million Euros, including 247.7 million for the Ministry of the Interior alone. This latter sum, which is very large, directly benefits local tourist communities through the global operating allocation (197.5 million).

- European credits

The European Union's contribution in financing the various actions of tourism was evaluated in 2003 at 175 million Euros. In total, the financial effort of the State and the European Union in favor of tourism can be estimated at around 715 million Euros. Of this total, 442 million Euros (62%), is allocated to local public administrations.

#### 5.1.2. The contribution of regional (local) authorities:

The financing of local tourism policies is not limited to financial contributions from regional organizations such as RTCs (regional tourism committees), DTCs (departmental tourism committees) and TOIUs (tourist offices and initiative unions). Beyond the subsidies that they can pay to these institutions, local authorities, and in particular the municipalities, bear the weight of most of investments which contribute to the development of tourism. Within this framework and to reinforce this vision by a legal framework “the law of December 31, 1993 reforming the total operating allocation integrated the tourist allocation in the fixed allocation created within the DGF (global operating allocation) by freezing the number of beneficiary municipalities. These municipalities continue to receive part of their fixed allocation identified as tourist allocation”<sup>8</sup>.

- Territorial tourism organizations

It is up to the region to work out the medium-term objectives of regional tourism development. The attributions of the RTCs (regional tourism

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<sup>7</sup> **Direction du tourisme, (2001)**. Tourisme et aménagement du territoire - Contrats de plan État-régions 2000-2006, Paris.

<sup>8</sup> **Direction du tourisme, (2001)**. Tourisme et aménagement du territoire - Contrats de plan État-régions 2000-2006, Paris.

committees) are very broad including studies, planning, development, accommodation assistance, technical assistance in marketing, vocational training, tourism promotion of the region in France. The DTCs (departmental tourism committees), under the authority of the general councils from which they are most often the direct emanation, formulate the tourism policy of the departments. As such, they can carry out studies and surveys before carrying out any tourism-related operations. Likewise, they are called upon to make an inventory of the tourist resources of the department and to plan the necessary measures to develop them. Finally, in conjunction with professionals, they implement measures adopted by local elected officials.

- The financial effort of tourist municipalities

In France, the study of the overall investments of municipalities in tourism can be carried out in two different ways. The first consists of identifying specific tourism investments, the project management of which is ensured by municipalities and the PEICs (public establishments for inter-municipal cooperation). The second is based on the analysis of the total investments of municipalities with a tourist vocation. By comparing them with those of other municipalities, we can assess their additional needs. To identify tourist municipalities, we can use those that benefited from tourist allocations and / or tourist tax. It appears that 5,000 selected communities made, in 2002<sup>9</sup>, “4 billion Euros of investments, which is approximately equivalent to 25% of all 36,000 municipalities in France. To eliminate the size effect, we can think about municipalities with less than 10,000 inhabitants. It then appears that tourist municipalities invest 55% more than the average. The difference is even more noticeable for the common supports of winter sports resorts which invest nearly three times more than the average.

### 5.1.3. Local taxes specific to the tourism policies of local authorities

“The “user pays” principle has acquired undeniable legitimacy in the area of local tourism taxation. However, the conditions of its application in France have made it difficult to apply by the municipalities and often poorly accepted by tourism professionals”<sup>10</sup>.

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<sup>9</sup> **Cour des comptes (2005)**. « Rapport au président de la République 2004 ». Journaux officiels, février 2005, Paris.

<sup>10</sup> **Huron D, Spindler J, (2005)**. op.cit. p407

- Tax deductions reserved for tourist municipalities

Tourist municipalities benefit from specific fiscal resources due to the investment and operating costs induced by tourist frequentation. These are the products of the tourist tax, which can benefit all tourist municipalities, and those of the municipal tax on ski lifts and levies on the gross proceeds of casino games, which only benefit a limited number of communities.

- Tourist tax in favor of all tourist municipalities

The field of application of this tax was generalized, by the law of January 5, 1988 relating to the improvement of decentralization, to municipalities wishing to develop their tourism promotion and, by the law of February 2, 1995 relating to the reinforcement of the protection of the environment, to municipalities and groups that carry out actions to protect and manage their natural spaces. Municipalities can institute either the tourist tax collected per night, or the flat-rate tourist tax. The latter is established on the landlords, knowing that the tax base is determined in relation to the reception capacities for a reference period.

- Taxes intended for certain tourist municipalities

It is the law of January 9, 1985, relating to the development and protection of the mountain, which instituted, for the municipalities located in mountain areas, a tax on the gross receipts from sailing transport tickets by companies operating ski lifts. The departments can also institute a tax on the same base. For municipalities where a casino is located, there are two kinds of levies for their benefit. They are responsible for 10% of the progressive drain made by the State on the gross proceeds of games. In addition, these municipalities benefit from a second levy up to a limit of 15% of the gross gaming product, known as "specification levy".

- Towards new sources of funding

In Switzerland and Germany, there are specific taxes, affecting tourists, accommodation providers, traders and all those who benefit from the tourist windfall. These taxes make it possible to finance genuine municipal tourism policies, in partnership with local tourism professionals. Thus, in Swiss Valais, the product of the tourist tax, paid by the tourist, and the accommodation tax, paid by the host, is allocated to a local development company whose mission is to finance infrastructure and services to customers.

## 5.2. The comparative advantages of tourism following the establishment of local governance:

The reasons for the success of some countries are based on the enhancement of their comparative advantages, through the establishment of sound trade policy governance or priority given to tourism in investment policies. Tourism has shifted from an activity oriented by supply to an activity oriented towards satisfying a demand. Satisfying customers requires action at the local level and in everything from training tourism workers to caring for the local environment. Surveys show that tourists are asking for an improvement in the quality of service, more open spaces and heritage discovery activities<sup>11</sup>. The state has often been the promoter of the development of the tourism sector. He financed, built the infrastructure, took care of promotion and marketing and sometimes even served as an hotelier, restaurateur or manager of cultural facilities. The need for better knowledge of tourism is essential for the emergence of a common interest among stakeholders who often ignore each other. The challenge is to integrate tourism stakeholders at the local level in the definition of the development of their sector, but also to reflect their interests in other policies (to take into account the interest of tourism for a quality environment in the agricultural, industrial or transport policies). A more comprehensive approach to tourism must be implemented, the policies of which are often reduced to sectoral measures targeting each of its components: regulation of transport, construction, hotels, restaurants and travel agencies. A first step for a global approach is to think by sector, by product and by territory rather than by profession and therefore establish a vision of global governance. In Morocco, one of the factors explaining the success is a better local organization to welcome investors. The challenge is to set up local tourism management systems. For the sake of efficiency, tourism development policies carried out by the central administration can therefore better take into account the interests of local populations in tourism<sup>12</sup>. The government of Morocco has, for example, set up regional groupings of tourist interests, the purpose of which is to promote and market

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<sup>11</sup> Attane I, et Courbage Y, (2001). « *La démographie en méditerranée, situation et projections* ». Les Fascicules du Plan Bleu, Economica, No. 11, Paris.

<sup>12</sup> Berriane M, (1999). *Tourisme, culture et développement dans la région arabe*, Paris.

tourism at a more decentralized level than that of the states. "It is in the local context, by developing local resources and with the participation of the population that development can really meet the needs of the population"<sup>13</sup>. Tourism can be a factor of openness, enhancement of local cultures and improvement of the living conditions of local societies (creation of transport infrastructure, improvement of public services and the living environment, etc)<sup>14</sup>. New categories of tourism entrepreneurs are appearing, new alliances are forming, which allow tourism to be accepted and managed. The actual cultural impact of tourism therefore depends very much on the governance capacity of local societies to organize them to master it instead of undergoing it.

## 6. Conclusion

On the basis of our review of literature and the analysis of some countries' experiences in terms of reforms of their governance of tourism investments from a local level to a territorial level, we can say that a new vision is needed in Algeria to boost our national economy. The establishment of a balanced financing method for local tourism policies requires an assessment of the financial benefits of this activity and of its beneficiaries, which are enormous for a country as rich in this area as Algeria. In this context, a vast debate could not take place without raising the issue of local governance. The distribution of responsibilities for tourism is extremely unclear. All levels of local government can take initiatives in this area, and planning tools are absent, ineffective, and insufficiently coordinated. For a better efficiency of tourism in terms of local development, tourism requires good coordination between the different local actors.

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