

The Strategic Dimension of Tourism Planning and its Role in Tourism Development in Algeria

البعء الاستراتيجي للتخطيط السياحي وءوره في التتمية السياحية:
الواقع والمأمول

Dr. Samira Harbi

University of Chadli Bendjedid

El Tarf - Algeria

harbisamira977@yahoo.fr



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Dr. Samira Harbi

ملخص:

تعتبر السياحة دعامة من الدعامات التنموية الشاملة لاحتوائها ولاشتمالها على عدة أنشطة تتفاعل مع غيرها من العوامل الاقتصادية الأخرى، ويمكن الوصول إلى ذلك من خلال تخطيط سياحي يضمن تنسيق الجهود من أجل الاستغلال الأنسب للإمكانيات البشرية والمادية وكذا الطبيعية من أجل بلوغ تنمية سياحية تهدف إلى تنمية المناطق وتمهيتها للطلب السياحي. وتهدف هذه الدراسة إلى طرح البعد الاستراتيجي للتخطيط السياحي لتفعيل دوره في التنمية السياحية بالجزائر.

الكلمات المفتاحية: البعد الاستراتيجي، التخطيط السياحي، الدور، التنمية السياحية

Abstract:

Tourism is considered as one of the pillars of comprehensive development wherein it contains various activities that interact with other economic factors, something that can only be reached through tourism planning which ensures coordination of efforts for the proper exploitation of human, materials and even natural resources in order to achieve tourism development aimed at developing regions and preparing them for tourism demand. This study aims to present the strategic dimensions of tourism planning to activate its role in tourism development in Algeria

Key words: Strategic dimension, tourism planning, role, tourism development

1- Introduction:

Many global experiences have demonstrated threats to the future of tourism in spite of its outstanding achievements in the services sector, including the experience of Turkey and Spain. Although the Turkish experience has been considered as a rich one, it is imperfect for its nature, religious monuments and historical sites. After 1982, tourism began to develop differently because they neglected the environmental stuff, social and cultural issues and intergenerational equity. Gradually, the region is suffering from congestion, noise and traffic problems. In addition, tourism attractions have been affected by high density similar to the Spanish experience with its long journey in the field of mass tourism (from 700 thousand foreign tourists in 1951 to 4 million in 1959, 34 million in 1973, and 54 million in 1989). The tremendous tourism growth has been reflected in the environment, social and cultural factors of the Spanish society. Scientific evidence and studies have shown that there is a noticeable deterioration in the environment and two types of environmental wastes can be distinguished: bad tourism planning and weakness of monitoring and assessment. (Rezar, 2009, p.20)

The accelerated growth of tourism has produced effects on the local environment and culture, concepts and policies crystallized in these effects, the most prominent of which is the concept of sustainability that came in the 21st century during the United Nations Conference of Development and Environment. Tourism is taken into account in any national strategy for sustainable development. (Bouamoucha, 2011-2012, p.7)

An effective policy of planning must be pursued so that it will preserve cultural, social and economical structures as well as natural and environmental resources, to be sustainable for future generations. Thus, it urges the balance between tourism strategy objectives which is not only confined to economic and trade dimension of maximizing financial gains. It is also concerned with the social dimension that responds to the imperatives of sustainable development and that examines the implications of tourism activities and their impacts on the natural and human environment.

Algeria, like the other developing societies, seeks to promote in this sector by its great tourism attractions such as historical relics and important strategic locations. The Dark Decade's events (since 1992) and the lack of proper attention to this sector during the development process especially during the trio's scheme (after independence) which gave priority to the heavy sectors at the expense of the services sector, consequently this has hampered the achievement of planned tourism projects during national schemes .

The Algerian tourism began to flourish in the light of relative improvement in security and social aspects and it is trying to regain its position among countries,

especially after 2006 despite what it knows at present of social, economic and environmental circumstances which hinder tourism development like the absence of community awareness and weak tourism investments.

This article is based on the following principle question: What is the strategic dimension of tourism planning and its role in tourism development in Algeria?

This question subdivides into the following questions:

-1 What is the reality of the strategic dimension of tourism planning and its role in tourism development in Algeria?

-2 What are the most important and successful Arab experiences in tourism planning?

-3 What are the most important proposals for operationalizing the strategic dimension of tourism planning and its role in tourism development in Algeria?

2- The conceptualization of the study:

2-1- Strategic dimension:

According to Badi (1985, p.48), the strategy in its broad meaning is a general line to draw toward the global path through a sector's work, this may be achieved by bringing the sector's objectives and programs into reality by creating the governance guide for decision-making and implementation, in other words, developing a clear strategy in any sector of the society that in a large extent helps to stabilize the operation of this sector and adjust its current and future trajectory.

2-2- Planning:

Linguistically, planning is to prove an idea by drawing or writing and making it a sign of what was meant in the picture (Mousa, 1985, p.104), but terminologically it is an approach that demonstrates a curriculum which includes several procedures to achieve desirable objectives and targets. Efficient planning means rational decisions in the design and implementation of different policies that include a careful assessment of means and objectives. (Madas, 2003, p.59)

Esselmi (1978, p.15) claimed that the variety of stylistic definitions of planning refers to the process of assembling human powers and coordination of efforts, organization of social activities within a single framework with complementary objectives and attitudes from the point of view of some sociologists, whereas from the point of view of management scientists, it is meant to identify actions or activities and assess resources to choose the suitable ways to use.

However, Badran (2005, p.420) pointed that according to the economists, it is a process aimed at maximizing developmental growth at the economic level

taking into account socio-economic conditions, and involving all individuals in economic projects.

No matter how the definitions that address the concept of planning differ, the latter proceeds from a structured approach to specific objectives whereby it follows certain means to achieve the desired change.

2-3- Tourism planning:

In any administrative, scientific or artistic field, tourism planning does not differ from other kinds of planning. Thus, it is defined as the process of determining the appropriate future actions through several alternatives, studies, researches, and analyses of the available facts.

The recent interest of tourism planning is due to the change in the pattern of tourism and global tourism environment, as well as the increased global competition especially after the development and diversification of the tourism sector. (Zitoun, 1990, p.409)

The concept of tourism is limited to the classical dimension in which it is driven only by history and civilizational heritage. Indeed, modern-day tourism has become an important industry for the future. Plans and programs are developed and budgeted, especially when competition has intensified. Tourist attractions have increased, and new social stratosphere has joined the tourism field. Consequently, the old picture of tourism where the individual is interested only in the place he is going to reach has changed. Therefore, it is necessary to push and lure the individual with different excitement factors. Doctor Klirjin, in his book about the tourism planning in 1979, argued that tourism was seen as a composite system consisting of key elements: tourism, information trends, transport, tourism attractions, facilities and services. These are the bases of any tourism planning, so it is necessary to focus on them in developing the tourism revitalization plan. (El Bekri, 2001, pp. 225-226)

Tourism planning requires the inventory of tourism resources in order to define the objectives and to achieve rapid organized tourism development based on the preparation and implementation of coordinated programs which are characterized by the inclusion of tourism activity sectors. (Erroubi, 1987, p.56)

According to Echerkaoui (2002, p.230) strategic planning is the activity of the administration by defining and developing strategies to achieve its core objectives under changing and non-changing conditions that visualize the future visions of particular sector, draw the messages and set long term goals.

However, El Maghrebi (2006, p.111) said that strategic planning is determining the dimensions of its expected relationships with the external environment,

thereby contributing to the identification of its opportunities, risks and distinct strengths and weaknesses with the view of developing and reviewing strategic decisions affecting on the long term.

Strategic planning is based on the tourism product, as well as promotion and marketing in a manner that achieves the balance between economic, social and environmental objectives within the framework of comprehensive and sustainable tourism development. It is flexible, continuous and progressive planning, accepting any modification if required. In addition, it is based on the complementarity and interdependence of all functions, as well as it focuses on the time dimension of evolution and on setting an appropriate time horizon. Moreover, it needs a great deal of information to set feedback. (Katamine, 2002, p.111)

Tourism planning is a part of national planning which is a joint process of tourism regulators and which depends on the intellectual, material, directed and structured efforts to study potential and tourism resources for employment to meet targets within a specified period of time.

2-4- The role:

Ifram (1986, p.211) defined the role linguistically as a movement and an action. However, terminologically, its meaning has varied in many disciplines such as anthropology, social psychology and sociology. Scientists of the latter like Weber, M. &Henz, K. &Milz and R. & Parsons, T. developed a framework for role theory at the beginning of the twentieth century and which was based on the individual behavior and social relationships which prevailed in the society. Therefore, it is informed that the individual has not a single social role, but he has several roles in different institutions and these roles are the structural unit of those institutions (Ihsan, p.159).

Hachichi (2006, p.141) also pointed that the role is « the expected behavior of the concern or social status player that determines the relationship of the meeting role ».

The role is a set of specific activities, responsibilities and duties faced by the individual at his work, or what society expects from him to do to the fullest extent.

2-5- Development:

Linguistically, development derives from the fact that something grows (Djebran, 1986, p.156). However, in English, according to Oxford English Dictionary, it means a new event or stage that is likely to affect what happens in a continuing situation. (Nacer, N. D. p.148)

Terminologically, most social scientists consider development to be a set of structured processes designed to realize the intended social change (Maatouk, 1998, p.199).

Development has taken several meanings. It is not about spontaneous growth, but is rather about deliberate growth by intensifying the organization's efforts to achieve predetermined objectives (Abelbaset, 1977, p.91).

According to Eldjawhari (1987, p.145), development is a process involving decisive change in human activities and spiritual, intellectual, technological and economic areas, which requires employing everyone's efforts for the common goods.

2-6- Tourism Development:

Eldjalad (2002, p.43) claimed that the issue of tourism development in many countries was considered as a complementary one that aimed at increasing real per capita income because it is one of the main tributaries of national income as well as inclusive civilizational development for all the natural, human and material components. Moreover, it means various programs that aim at achieving stable and balanced increases in tourism resources and also deepening and streamlining productivity in the tourism sector.

The upgrading and expansion of tourism services and their needs require the intervention of tourism planning because the latter is considered as a scientific method aimed at achieving the greatest possible rapid rate of tourism growth and the lowest cost (Kafi, 2006, p.107).

So, tourism development is the set of investment processes for the development of tourism-identity services and events in order to advance and optimize the tourism status of society and achieve the economic and social well-being of the individual and society.

3- The reality of the strategic dimension of tourism planning in tourism development in Algeria:

Tourism and cash flows witnessed fluctuations from 1991 to 2000 due to the circumstances of Algeria in that period.

Table 1: Development of tourist arrivals to Algeria (Kouach, 2014, p.232)

Year	Living abroad	Foreign	Total
1991	722682	470528	1193210
1992	62099	495452	1119548
1993	571093	555552	127545
1994	336226	468487	804713
1995	97648	421916	519576
1996	93491	511477	604968
1997	94832	539920	934752
1998	107213	571234	678484
1999	174611	607675	755286
2000	175538	960446	865949

Tourism traffic in Algeria has declined since 1992 owing to the conditions the country was living. As security conditions improved, the number of tourists increased significantly from 755286 tourists in 1999 to 865949 tourists in 2000.

In addition, we record weakness in tourism revenues in Algeria with 102 million dollars in 2009. Meanwhile, Tunisia reached 2.7 billion dollars for the same year and 6.5 billion dollars in Morocco. There is also a weak flow in 2009 by reaching 1.912 million tourists, most of them are Algerians living abroad, 6.901 million tourists in Tunisia and 8.34 million tourists in Morocco (Bouamoucha, 2011-2012, p.159).

In order to assess the tourist destination in Algeria, these flows must be compared to those in neighboring countries during the same period. This is shown in the following table:

Table 2: Tourism flows in Algeria, Tunisia and Morocco between 1997 and 2000 (Kouach, 2014, p.233)

Year	Algeria	Tunisia	Morocco
1997	634752	3271623	3071668
1998	678448	4795202	3227537
1999	755286	874126	3184014
2000	859000	5057000	4100000

The table shows that Algeria is too far from reaching tourism flows in Morocco and Tunisia. When Tunisia receives 5 million tourists and Morocco more than 4 million tourists, Algeria does not even receive one million tourists.

There is a significant weakness in Algeria's tourism sector compared to Arab and global tourism demand. This is largely due to the weakness of the Algerian tourism offer and the lack of modern means of communication which define the Algerian tourism and its natural scenic locations. This results in the Algerians' increasing outward trend and the weakness of foreign investment.

4- Reviewing some Arab experiences on the application of the strategic dimension in political planning:

4-1- Jordanian tourism strategy (2015-2011)

In 2010, Jordan joined the list of best tourism sites and it became the first Arab country that received the Ethical and Responsible Tourism Award by developing a modern and clean environmental network and relying on a distinct strategy aligned with sustainable development. It was based on important principles, including strengthen of marketing and tourism promotion, development of tourism product, enhancement of human resources and providing an effective institutional and regulatory framework to support the potential tourism environment. In addition, it focused on the competitiveness of the tourism sector and the focus on international competitive standards by insuring that sustainability principles exist as an integral part to develop tourism. The labor market would create 25000 new jobs in the tourism sector. Besides, the participation of working women would increase by 15% and training of 5000 students at Jordanian training centers would take place. Moreover, the Jordanians will conduct tax incentives and facilities in order to encourage investment in the tourism sector by reducing the sales tax imposed on tourists and also reducing the income tax for companies engaged in tourism services. The new strategy also included the adoption of a new tourism act and modernized tourism professions act with a view to improve the quality of services (Hamad, 2011, p. 18).

4-2- Moroccan tourism strategy:

Morocco is competing with tourist countries. It has important tourist features, including geographical location, its proximity to Western European countries, its scenic mountain nature, the extension of its Mediterranean and Atlantic shores and its civilized and cultural heritage that reflects the ancient history of Morocco. It could attract an important number of tourists of different nationalities. In 2009,

the number of tourists was 8.3418 million after an estimation of 7.87 million tourists in 2008. Thus, this resulted in an estimated income of \$6556 million in 2009 when it ranked 75th in the same year out of 133 countries. It has adopted targeted and structured tourism strategies aimed to develop its tourism infrastructure and shelter capacity. Moreover, the shelter capacity of classified hotels evolved from 97001 in 2001 to 152936 in 2008. This reveals that Morocco worked hard to attract as many tourists as possible by diversifying and promoting the tourism product to be among the first 20 tourist countries in 2000. Consequently, the number of tourists increased from 4.278 in 2000 to 8.341 in 2009.

4-3- Tunisian tourism strategy (2012-2010):

The strategies were based on an assessment and diagnosis of the reality of Tunisian tourism. This study was developed when the evaluation identified the gap in Tunisian networks of communication and the lack of new hotels. Also, it showed a lack of tourism training as well as of its. The importance of this strategy lies in “Jasmine’s charter” relating to quality development in Tunisia. The Charter establishes periods for the application of the tourism strategy, and each period is defined by a specific agenda of actions and procedures. For instance, the first period (2010-2011) is concerned with the training and education of specialists in tourism sectors according to international standards whereas in the period from 2011 to 2012, there has been a diversification of tourist accommodation and a selection of the most important tourism innovation projects. The charter also includes a tourism promotion and marketing plan, diversification of sources of income, investment and taxation .

Applying tourism governance requirements but considering that the implementation of them is proceeding in a balanced manner with the application of the Twelfth Tourism Development Scheme in Tunisia (2010-2014) serves to highlight several key elements. These include the development of recreational marine activity and the diversification of accommodation patterns within tourist areas, promoting health and seawater tourism, highlight desert tourism and its inclusion in the tourism cycle, and the establishment of museums to highlight environmental and cultural characteristics. (Hamad, 2011, p.21)

5- Review of Algerian experience in tourism planning and its role in tourism development:

The results indicate that the tourism sector is still very modest in Algeria, but it is still trying to get in the promising new tourist branches and drawing on the experiences of competing countries in the Mediterranean through development

strategies that try to adapt to trends in international and local consumption and demand.

In the last 10 years, public authorities have adopted strategies that stretched back to 10 years through two phases. The first phase (extended from 2001-2005) specialized in preparation, encouragement and control of the tourist property. However, the second phase (2006-2010) was the assessment of the actual construction and achievements of tourism strengthened by some adjustments to implement a plan known as the Development Program of 2013. The authorities also attached the Tourist Development Guideline for 2025 to tourism's contribution to economic development. This helped reduce fuel dependence and diversify the export base. Therefore, it was based on five-year movements to activate development tourists and aimed at bringing Algeria back into the international arena to restore tourism status. These movements were based on the outline of Algeria's destination which could create a competitive tourism destination through innovation and the rehabilitation of tourism competitiveness and the scheme of tourist sites according to their degree of excellence as well as creating a range of poles for the advancement of these movements and preserve each pole's identity, characteristics and tourist exchanges (It was then launched in 80 tourist projects in 7 tourist poles from 2008 to 2015).

There is another planning that is concerned with the quality of tourism projects to respond to the material and financial objectives of the business plan of 2025. Furthermore, the human resource has become necessary through formation and education and the inclusion of information and communication technology. The Public Private Partnership plan is designed to create territories and protect landscapes and nature reserves, ensuring public security and involving all the meeting actors (Private sector and civil society organizations) in activating this sector. Finally, the tourism financing plan was created to facilitate tourism investments like protecting and controlling the small and medium-sized tourism enterprises and local and foreign investors (Saidi & Lamroui, 2013, p321).

5- Conclusion:

Tourism is the mirror of the civilized level of societies, and as much as there is a tourism strategy the tourism sector evolves in a scientific way, far from being improvisational and wrong. The importance of the strategy lies in the fact that it diagnoses what tourism actually exists for based on the country's potential and future aspirations.

6- Comments:

In the light of our strategic models of tourism planning in some Arab countries, some suggestions can be presented and that can contribute to the upgrading of this sector in Algeria as follows:

Strategic planning for tourism development should be considered as part of the overall development strategy.

Strict policies applying governance standards of control and accounting in tourism enterprises.

Facilitating the tasks of social researchers and tourism planners by providing a database of tourism statistics in order to achieve scientific and objective results that actually contribute to the diagnosis of tourism and the solution to various problems.

Tourism must be continuous and not seasonal so as to benefit from all historical and archaeological tourism sites besides desert, environmental and cultural tourism.

Optimal utilization of natural and human tourism resources and quality development of tourism services.

The need to promote community tourism and cultural awareness of the economic and social value of tourism and its importance.

Promoting national integration and outreach to society internally and externally

Developing the skills and capabilities of human suppliers working in the tourism sector through training

Upgrading and diversifying methods and means of tourism promotion and marketing, and tourism products.

At last, it should be noted that the development of the tourism sector is not the responsibility of the State alone but it is primarily a social responsibility because it is a necessity stemming from the society members' awareness of the importance and value of tourism as well as of all State institutions, the private sector and civil society.



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