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ACTORS' SYNERGY: THE NECESSARY COLLECTIVE INTELLIGENCE FOR LOCAL DEVELOPMENT

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Abstract. The synergy of actors has become a necessity facing the flow changes and current circumstances varied between the desire of sharing between the global and the local concerning the responsibilities and commitment to meet the needs of heterogeneous territories. The limits of a single actor in front of the scale and the diversity of sectors in a changing situation require the organization of the actors, as a form of governance, in partnerships around a development project of their territory. It underlines the collective capacity of organization and territorial actions as a collective intelligence that would strengthen the cognitive dimension and would prove itself convenient to innovation. The projects of solidarity economy are a concrete proof on the ground of this territorial intelligence. Social economy projects are a concrete evidence on the ground that territorial intelligence starting from the intervention of a required number of more divergent actors in their sector. The example of the analysis of the project CLUSTER Association of local products in the Moroccan southern Sahara proves the requirement of collective intelligence in social economy projects.

INTRODUCTION

The desire for decentralization, with all the means of territorial dynamics, development, autonomy and flexibility has turned upside down the habits of territory management (Chevalier, 1999). The local stand first in the development of the local to the detriment of the global, the partnership actions for the assistance of the Project associate with state funds, governance of local business and public affairs coexist with center management and finally, individual or collective initiative gradually releases from welfare state provident. "At present, the state is no longer seen as the main actor in public management, it is called to share responsibility with the private sector and non-governmental sector" (Laghrissi, 2010) in order to establish some form of local initiative and cooperation between local actors who are closer to the reality of their territory and its critical needs. The synergy between actors is likely to represent the most promising constitutional innovations, in fact, involve a greater diversity of partnership with both representatives of governments, businesses and local associations.

In solidarity economy, the social actor oversees the territory analysis. On the other hand, local governments are encouraged to continually implement structures that support people in their environment. Thus, the solidarity economy targets favoring a new management of the territory from the cooperation between different stakeholders: public, private and associative. The Cluster Association of South Oasis is an example of this synergy between divergent actors (Zaoual, 2011).

Synergy of Actors: Collective Intelligence as a Framework for Local Governance

The synergy of actors is the establishment of the participation of divergent stakeholders around a given project in order to give rise to a collective action. This synergy is a convenient collective intelligence as local governance example.

Collective Intelligence

It is conceived as a collective capacity for organization and action geared to a territory. It would strengthen the cognitive dimension and would prove to be conducive to innovation. It is a way to adapt to different facts against which we need answers once the resources are mobilized (financing, knowledge, experiences, natural resources, etc.). This intelligence helps to identify the territory's ability to track and to optimize its own long-term goals. It can only be achieved from a certain autonomy or freedom (Sen, 1979). The autonomy of a territory derived from its local authorities in their role "to encourage cooperation between the actor groups by contributing to the concerted restructuring fields of activities, by financing the training of those groups of actors in order to allow their professionalization, by advice or information exchange, by the support of the creation of resolution bodies conflicts, by boosting the capacity of different groups involved to internalize the costs and benefits of utilities and regulatory mechanisms they need" (Zaoual, 2011).

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However, it should be noted that any process for monitoring the socio-economic activities for the territories needs depends on what mechanisms are based on, the actors' organization goshawks value and the importance of coordination between stakeholders.

Governance: Current Need

Governance is a set of rules, tools and styles organized in a multi-level cooperation process where the actors speak in a sphere of decentralization and contracting. It is a new form of public action all through the pyramid shape of the network forms (Chia, Torre & Rey-Valette, 2008). Governance in its implementation as a partnership is built of actors in order to mobilize the skills and intelligence of a given territory (Ostrom & Baechler, 2010).

The partnerships are a result of the local intelligence. Former Secretary General of the United Nations, Kofi Annan stated (Smouts, 2008): "Partnerships are commonly defined as voluntary cooperation relations between various parties both State and non-State, all of which participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits".

From this definition, we retain two key words: the will and sharing. On one hand, the willingness to work together is a repository built skills dedicated to cooperation knotted around a collective goal. On the other hand, sharing this flow of skills held within the framework of the agreements determines the responsibility and scope of interventions of heterogeneous partners in their sectors.

As a result, we can have different modes of action in a territory: a range of standards issued at the global level, a regional level by the region's feature and finally a very local level with local programs (El Mnasfi, 2012). These local ruptures appear linked to the existence of the forward areas and another grouping according to the degree of motivation and commitment of local actors.

Project as a Form of Coordination between Actors

The development of a project is defined from two challenges: The determination of the element around which the development of the plan is carried out. It is evident in the constraints of both the determination of faults and malfunctions of the proper motion of the means to implement, in order to break the deadlock (Chevalier, 1999).

And the second difficulty, institutional vocation, manages at the stage of the project that requires an institutional framework to facilitate the engagement of action plans. To do it, the coopera-

tion is the opportunity to release the intentions of the actions of the constraints that stand in the project. By understanding the logic of partnerships in project design, it should be noted that it is important to understand the logic of the partners and their reasons for being in partnership. Faced with cuts in funding, partnerships are seen primarily as a source of attraction of private financing with resistance felt by the public budgets. For this, there is a use of local development projects where project leaders and the various representatives of the State and the social fabric are invited to participate.

For example, a rural development project, regardless of the institutional system, embodies the decision between policy makers on one hand, and the targeted rural communities on the other one. In other words, it juxtaposes design tasks than the realization set in accordance with the development policies by involving the beneficiary's expectations. The case of mountain or Saharan areas is more demanding in terms of the synergy of actors since the nature of the reliefs and the connection between the views of landlocked areas because of natural obstacles or lack of motivation of local decision-makers to the need for infrastructure and supra-structure.

The Association Cluster Oasis Sahara (COS)

Context of the Creation of the COS

Founded in 2011, in partnership with the Southern Provinces Development Agency, and NGO, the idea of the association comes from a conference under the theme "industrial intelligence" made in Dakhla city (southern Morocco) in 2011. A unique project in the kingdom, the Association Cluster Oasis Sahara (COS) brings together a set of cooperatives as core business of local product (honey, couscous, organic and cosmetic oils, etc.). Its purpose comes from the will and also the need to resolve quality issues, packaging and marketing of local products locked in their place with all the production issues.

The cluster ensures the cooperative members, in the marketing of their product, a high-end service with strict quality standards. For this reason, the COS created the COS Company Social Business (CSB) for the marketing of local products with new unanimous packaging that contains the name of the cluster but with different codes as references to the product of each cooperative. Thus, in the event of non-compliance with quality standards, it will be easy to detect the responsible cooperative.

Operation

The operation of the association is based on a set of elements that can be summarized as follows:

***Objective**

Two objectives are the purpose of the association:

Human Objectives

- Mobilization of local actors for local development;
- Strengthening of actors' cooperation.

Results

Strengthening the expertise of professionals.

Objectives related to local products (market gardening, cosmetics, etc.)

Collection Of local products in their varieties;
Technology Of local products from the region of Guelmim-Es Smara.

Result

Establishment of an industrial flat shape with the creation of industrial units for packaging and marketing of the products.

Advantages

Socio-economic and political context of the establishment of the association has benefitted from several opportunities:

- Timeliness of financial support and active monitoring of the Southern Provinces Development Agency;
- Presence of a wealth of unorganized space resources;
- Problem in marketing of local products;
- Mobilization and willingness of local actors to develop their territory.

Mechanisms

- Implementation of a framework for cooperation between different actors around their contributions in areas of particular activities (academics, researchers, administrators, associations...)
- Mobilization of sectors that can already exploit local products;
- Designing a unanimous collective vision of local development.

Results

- Support to producers;
- Pooling of means of production;
- Monitoring and supervision of products;
- Creation of outlets;
- Marketing of products;
- Support COS association.

Collaborators and their Roles

- Professionals (cooperatives) reassure the quantities and qualities required in their type of product;
- Cluster West (France): exchanges and supports the COS by the ideas and experiences based on partnership articles signed with the COS;
- The Southern Provinces Development Agency: presents several types of support (financial, technical, monitoring, training, coordination,);
- Public Administrations: mobilizing services according to their scope of action such as Regional Agriculture Delegation.
- University and training center to make available Cooperatives and COS in general scientific research and knowledge from different fields to promote sectors such as Ibn Zohr University,
- The Institute of Agriculture and Veterinary (IAV) Hassan II, the Office of Professional Promotion and Work (OFPPW).

The presence of various collaborators and the richness of the diversity of expertise available to the association in the phase of its implementation crystallize its evolution. Indeed, in the spirit of the participatory approach and governance, COS and society Social Business (CSB) are composed of representatives of the cooperative members in the COS association. Not only cooperatives supply the project with quality products, but also they are active shareholders in the company's shares. This accountability quality of products supplied by cooperatives and controlled by the association warrants project sustainability and emotional integration of cooperatives.

More detailed, the role of the association is the support of cooperatives in terms of training and quality standards in consultation with its partners. These, in part against, and the standards and achievements provided by the COS, fueling business need for local product benefices the suppliers and benefit gains as shareholders in CSB. The company focuses on the establishment of outlets, product marketing and signing of orders and monitoring of business transactions with customers as a commitment of the company to close the needs in quality and marketing strategies. And for the association, business supports financially the COS for monitoring and controlling the cooperatives. This continued exchange between engagement, rights and duties of the three pillars of the project (cooperatives, company, public administrations) consolidates sustainability of project. In short, the presence of several qualities in the project ensures that sharing between different stakeholders empowers the users and makes the percentage of failure even absent.

CONCLUSION

The synergy of actors is a new approach to the management

of public affairs and promotion of a territory in its physical (natural assets, equipment...) and immaterial (skills, culture, knowledge, etc.) components. It places the individual at the center of socio-economic relationships (Janeiro, 2012). Also, it allows rethinking territorial development projects in the consideration of what is special in the territory not only in its natural and socio-economic characteristics but also in the skills of its men, in their knowledge, their organizational and individual way and their collective capacities. More specifically, the development of an activity such as economic solidarity should be located to safeguard the area's identity while generating revenue. Similarly, it strengthens the skills of a territory in its complex diversity and reintroduces new actors to the local development (Bilkovic & Roggero, 2008). This need becomes a requirement to institutional failure to promote rural economic activities, for example.

Generally, the synergy between actors may take form of part-

nership; it has several advantages:

- Less disparity between private, public, civil society goals;
- Minimizing overlap around a single object (resources, project valuation, etc.)
- Variety of practical skills and experiences;
- Impotence generated funds for action;
- Establishment of win-win situation for all partners;
- Management of project resources in terms of time and space.

However, in a more pragmatic approach, actors' synergy is territorial governance.

Also, it is a process of action and agreement between actors in a given territory requires a fair minimum of aid tools for implementation of actions. This just in its minimum hardware limitations can be developed with opportunities engendered synergy for the mobilization of all the territory skills for study (Islam, Hossain & Verpoest, 2015; Jacolbia, 2016).

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