People's Democratic Republic of Algeria

Ministry of Higher Education and Scientific Research

Higher School of Management_Tlemcen_

The Role of Tourism Directorates in Coordinating the Territorial Tourism Offer

Case Studies of Saïda and Tiaret

Graduation thesis for obtaining a Master's degree in the field of Management Sciences

Tourism Establishments Management Specialization

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Academic year 2025/2026


بسم الله الرحمن الرحيم
Bismillahir Rahmanir Rahim

Thanks, and gratitude

First and foremost, all praise and thanks are due to the Almighty, the Supreme, the First and the Last, the Manifest and the Hidden, who has showered us with countless blessings, granted us endless sustenance, and guided our paths. To Him belongs abundant praise and great gratitude.

All praise and thanks are due to **God** for granting us the ability and inspiring us with patience to overcome the difficulties we faced in completing this humble work.

Our sincere thanks go to every teacher who has imparted their knowledge to us, from the earliest stages of our education until this very moment. First and foremost, we extend our deepest gratitude to our supervisor,

Dr. BESSAID Oussama Nabil, who guided and assisted us in completing this research.

We also thank all those who lent us a helping hand, whether near or far, and we express our gratitude to all the professors of the **Tourism Establishments Management specialization**, as well as the faculty of the **Higher School of management in Tlemcen** in general.

Finally, we can only pray to God Almighty to grant us guidance, wisdom, integrity, and prosperity, and to make us among the rightly guided.



Dedication

﴿ Their call therein will be, 'Exalted are You, O Allah,' and their greeting therein will be, 'Peace.' And the last of their call will be, 'All praise is due to Allah, Lord of the worlds.'﴾ (Surah Yunus, Ayah 10)

We dedicate the fruit of our effort and success:

To our beloved Families: **BENSSEDIK & AMEUR's Family**

As Imene Benseddik, I would like to dedicate it:

To my beloved mother, my guiding light in life, my sweet flower in the spring of my youth, whose prayers were the secret of my success, the dearest person to my heart. May Allah prolong your life.

To my dear father, the one whom Allah endowed with dignity and honor, the one who taught me generosity and respect, whose name I carry with pride. May Allah prolong your life.

To those who accompanied me along my life journey – to those with whom I shared the most wonderful moments and spent the most beautiful days: my siblings, **Nour El-Houda, Nassima Ikram, Mohamed El-Amin, Soundous Manar, Taha Islam**. May Allah guide your steps and open the doors of goodness and success for you.

To my extended family – the **Benseddik** family and the **Hobri** family, from the eldest to the youngest.

To my friends and soulmates – **Rahma, Rahil, Bouchra, Aya, Rihab, Hanaa, Iman, Abir...**

To all my teachers who guided me throughout my academic journey.

To myself, who was patient and persevered, achieving success by the grace of Allah.

As Bouchra Ameur, I am delighted to dedicate it:

To my **precious Father**, thank you for your wisdom and strength, which guided me. You have been my compass.

To my **adored Mother**, the heart of our home, I appreciate your sacrifices and nurturing spirit that fueled our dreams. Your encouragement brightened the toughest days.

To my siblings, **Widad** and **Oussama** thank you for being my lifelong partners. Your bond is a source of joy.

To my revered grandparents, **Meima**, **Dada** and **Jedo**, thank you for your advice and warmth. Your faith means everything to me.

To my beloved **Zoulikha** and **Hadj**,my aunts **Sohbia**, **Samia** and my uncle **Abbess.** Your love is my greatest treasure.

And to the rest of **my family**, your love and support created a safety net for my ambitions. May Allah protect you all from the eldest to the youngest.

Also, to my dear friends in the **BAMINDO** gang, who constantly bring me joy and keep me motivated, and to little **Anes**.

Finally, to my mates **Imene** and **Aya** who have been my supportive partners throughout this journey.

Last but not least, we direct this thesis to:

Beloved **Palestine**, to the steadfast and heroic people of Gaza

to the martyrs who gave their lives for the freedom and dignity of their homeland. O Allah, grant them a mighty victory; liberate Gaza, Al-Aqsa Mosque, and Palestine; protect its people, strengthen their steps, have mercy on their martyrs, and heal their wounded.

And in the end, **Bodies may perish, but the Idea never dies.**



Table of Contents

Thanks, and gratitude I
Dedication II
List of Abbreviations VII
List of Tables IX
List of Figures XI
List of Appendices XII
Study Framework .....
General Introduction 1
Chapter I: Tourism Directorates - Institutional Framework for Coordinating Territorial Tourism Offer .....
Introduction 19
Section 1: Legal and Organizational Structure of Tourism Directorates 21
I. Historical Development of Tourism Directorates in Algeria 21
II. Hierarchical Organization of Tourism Directorates 24
III. Comparative Analysis of Tourism Directorates in the MENA Region 28
Section 2: Core Missions and Operational Competencies of Tourism Directorates 31
I. Policy Implementation and Regional Adaptation by Tourism Directorates 31
II. Analysis of Technical Departments in Tourism Directorates 40
III. Digital Transformation Initiatives Led by Tourism Directorates 51
Section 3: Resources and Performance Challenges Facing Tourism Directorates 55
I. Human Resources and Training Needs of Tourism Directorates 55
II. Financial Constraints Analysis for Tourism Directorates 59
III. Performance Evaluation Systems for Tourism Directorates 61
IV. Reform Recommendations to Strengthen Tourism Directorates' Coordination Role 66
Chapter II: Territorial Tourism Offer - Strategic Analysis.....
Introduction 73
Section 1: Theoretical Typology and Development Models 74
I. Classification Systems 74
II. Value Chain and Competitiveness Analysis 78
III. Sustainability Integration Frameworks 85
Section 2: Algerian National Context 88
I. SDAT 2025 Strategic Analysis 88

II. Regional Tourism Offer Profiles 93
III. Tourism Infrastructure Assessment 95
Section 3: Coordination Strategies for Territorial Tourism Development 98
I. Stakeholder Mapping and Dynamics in Territorial Tourism Governance 98
II. Territorial Marketing Approaches for Algerian Tourism Destinations 101
III. Investment and Partnership Mechanisms for Territorial Tourism Development .. 104
IV. Performance Indicators: SWOT and PESTEL Analyses 108
V. International Benchmarking of Territorial Tourism Models 113
Conclusion 120
Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination – Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret) .....
Introduction 122
Section 1: Presentation of Case Studies Directorates (Saïda and Tiaret) 126
I. The Directorate of Tourism and Handicrafts of Saïda Wilaya 127
II. The Directorates of Tourism and Handicrafts of Tiaret Wilaya 136
III. Integrated SWOT Matrix of the Tourism Directorates 149
IV. Comparative Analysis Framework and Cross-Case Coordination Patterns 152
Section 2: Research Methodology and Data Collection 155
I. Research Methodology 155
II. Study Population and Sample 156
III. Data Collection Tools 158
Section 3: Analysis of Study-Related Data 162
I. Statistical Description of the Study Sample Characteristics 163
II. Analysis of sample members' responses regarding the variable the role of tourism directorates (coordination mechanisms) 173
III. Analysis of sample members' responses regarding the variable of Coordinating the Territorial Tourism Offer 179
Section 4: Hypothesis Testing and Discussion of Findings 186
I. Hypotheses Testing Method 188
II. Testing Main Hypothesis 189
III. Testing Sub-Hypotheses 191
IV. Discussion of Results 203
Conclusion 210
General conclusion 211

Bibliography .....
List of References 220
Appendices 230
Study Abstract 245

Lists of Abbreviations, Tables, Figures, Appendices

List of Abbreviations

Abbreviation	Full Term
ANDI	National Agency for Investment Development (Agence Nationale de Développement de l'Investissement)
COVID-19	Coronavirus Disease 2019
CRM	Customer Relationship Management
DMO	Destination Management Organization
DPSB	Directorate of Programming and Budget Monitoring
DTA	Directorate of Tourism and Handicrafts (Direction du Tourisme et de l'Artisanat)
DUAC	Directorate of Urban Planning and Construction (Direction de l'Urbanisme, de l'Architecture et de la Construction)
GDP	Gross Domestic Product
HRM	Human Resource Management
ICT / ICTs	Information and Communication Technology / Technologies
IMC	Integrated Marketing Communications
KPI	Key Performance Indicator
MENA	Middle East and North Africa
MICE	Meetings, Incentives, Conferences, Exhibitions

Abbreviation	Full Term
ONS	Office National des Statistiques (French)
OTA	Online Travel Agency
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PPP / PPPs	Public-Private Partnership(s)
PQTA	Algerian Tourism Quality Plan (Plan Qualité Tourisme Algérie)
SDAT / SDAT 2030	Tourism Development Master Plan (Schéma Directeur d'Aménagement Touristique)
SDAT-WT/WS	Tourism Development Master Plan for Tiaret /Saïda Wilaya (Schéma Directeur d'Aménagement Touristique de la Wilaya de Tiaret/ Saïda)
SITEV	International Tourism and Travel Fair (Salon International du Tourisme et des Voyages)
SNAT	National Land Use Planning Scheme (Schéma National d'Aménagement du Territoire)
SPSS	Statistical Package for the Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, Threats
TDA / TDAs	Tourism Directorates in Algeria
TTCI	Travel & Tourism Competitiveness Index
TTDI	Travel & Tourism Development Index

Abbreviation	Full Term
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
WEF	World Economic Forum
Z.E.T	Tourism Expansion Zone

List of Tables

Table 2.1: Comparison of Monodestination and Networked Tourism Offer Models 77
Table 2.2: Theoretical Frameworks and Integration with Research Variables 87
Table 2.3: SDAT 2025 Priority Tourist Hubs - Analysis Based on Research Variables 90
Table 2.4: Product Diversification Strategy - Analysis Based on Research Variables 92
Table 2.5: Regional Tourism Offer Profiles - Analysis Based on Research Variables 94
Table 2.6: Tourism Infrastructure Assessment - Analysis Based on Research Variables 97
Table 2.7: SWOT matrix structure for territorial tourism diagnosis 109
Table 2.8: PESTEL framework applied to territorial tourism 110
Table 2.9: Indicators for smart destination performance 112
Table 2.10: Territorial configurations and development orientations in tourism benchmarking 114
Table 2.11: Main dimensions and example indicators for smart-destination benchmarking 116
Table 2.12: Governance patterns in territorial tourism benchmarking 117
Table 2.13: Territorial governance frameworks and tourism outcomes 118

Table 3.1: Subordinate Research Questions and Corresponding Hypotheses for the Case Studies of Saïda and Tiaret Wilayas 123
Table 3.2: Hotel Accommodation in Saïda Wilaya (2024-2025)..... 129
Table 3.3: Thermal Bath Visitation (Saïda Wilaya, 2024-2025)..... 129
Table 3.4: SDAT-WS Investment Program by Action Category 132
Table 3.5: Zones of Tourist Expansion (ZET) in Saïda Wilaya..... 132
Table 3.6: Distribution of Proposed Tourism Hubs in Tiaret Wilaya According to the Tourism Development Master Plan (SDAT 2030)..... 138

Table 3.7: The Eight Coordination Programs According to the Tourism Development Master Plan (SDAT 2030) 139
Table 3.8: Structural Challenges Hindering the Effectiveness of The Directorates of Tourism and Handicrafts of Tiaret Wilaya 141
Table 3.9: SWOT Matrix-The Directorate of Tourism and Handicrafts of Saïda Wilaya . 149
Table 3.10: SWOT Matrix-The Directorate of Tourism and Handicrafts of Tiaret Wilaya 150
Table 3.11: Questionnaire Distribution and Return Rate..... 157
Table 3.12: Dimensions of the First Axis 159
Table 3.13: Dimensions of the Second Axis..... 160
Table 3.14: Evaluation Scale 161
Table 3.15: Lower and Upper Limits of the Five-Point Likert Scale 161
Table 3.16: Overall Cronbach’s Alpha Test..... 162
Table 3.17: Distribution of sample members by territory 163
Table 3.18: Distribution of sample members by institution 165
Table 3.19: Distribution of sample members by position..... 166
Table 3.20: Distribution of sample members by Level of Education 168
Table 3.21: Distribution of sample members by years of experience in the tourism sector 170
Table 3.22: Cronbach's Alpha test for the dimensions of the axis the role of tourism directorates (coordination mechanisms)..... 173
Table 3.23: Arithmetic means and standard deviations of the human and financial resources dimension 173
Table 3.24: Arithmetic means and standard deviations of the information systems dimension 174
Table 3.25: Arithmetic means and standard deviations of the governance dimension..... 175
Table 3.26: Arithmetic means and standard deviations of the management dimension.... 176
Table 3.27: Arithmetic means and standard deviations of the partnerships dimension..... 177
Table 3.28: Arithmetic means and standard deviations of the strategic planning dimension 178
Table 3.29: Cronbach's Alpha test for the dimensions of the axis Coordinating the Territorial Tourism Offer 179
Table 3.30: Arithmetic means and standard deviations of the tourism product standardization dimension 180
Table 3.31: Arithmetic means and standard deviations of the service quality dimension . 181
Table 3.32: Arithmetic means and standard deviations of the diversification and integration dimension 181
Table 3.33: Arithmetic means and standard deviations of the promotion and marketing dimension 182

Table 3.34: Arithmetic means and standard deviations of the sustainability dimension ... 183
Table 3.35: Independent and Dependent Variables for Each Hypothesis ... 188
Table 3.36: Pearson Correlation Coefficient ... 189
Table 3.37: Coefficient of Determination (the role of tourism ... 190
Table 3.38: ANOVA (the role of tourism ... 190
Table 3.39: Regression Coefficient (the role of tourism ... 191
Table 3.40: Coefficient of Determination (Human and Financial Resources → Coordination Effectiveness) ... 192
Table 3.41: ANOVA (Human and Financial Resources → Coordination Effectiveness) .. 192
Table 3.42: Regression Coefficient (Human and Financial Resources → Coordination Effectiveness) ... 193
Table 3.43: Coefficient of Determination (Digital tools → Product Standardization) ... 194
Table 3.44: ANOVA (Digital tools → Product Standardization) ... 194
Table 3.45: Regression Coefficient (Digital tools → Product Standardization) ... 194
Table 3.46: Coefficient of Determination (Digital tools → Diversification & Integration) ... 195
Table 3.47: ANOVA (Digital tools → Diversification & Integration) ... 195
Table 3.48: Regression Coefficient (Digital tools → Diversification & Integration) ... 196
Table 3.49: Coefficient of Determination (Stakeholder engagement → Service Quality) 197
Table 3.50: ANOVA (Stakeholder engagement → Service Quality) ... 197
Table 3.51: Regression Coefficient (Stakeholder engagement → Service Quality) ... 198
Table 3.52: Coefficient of Determination (Stakeholder engagement → Product Standardization) ... 198
Table 3.53: ANOVA (Stakeholder engagement → Product Standardization) ... 199
Table 3.54: Regression Coefficient (Stakeholder engagement → Product Standardization) ... 199
Table 3.55: Coefficient of Determination (Strategic Planning → territorial promotion) .. 200
Table 3.56: ANOVA (Strategic Planning → territorial promotion) ... 200
Table 3.57: Regression Coefficient (Strategic Planning → territorial promotion) ... 201
Table 3.58: Coefficient of Determination (Strategic Planning → Sustainability) ... 201
Table 3.59: ANOVA (Strategic Planning → Sustainability) ... 202
Table 3.60: Regression Coefficient (Strategic Planning → Sustainability) ... 202
Table 3.61: Summary of key findings ... 208

List of Figures

Figure 1.1: Study Model ... 7
Figure 3.1: Organizational Structure of The Directorates of Tourism and Handicrafts (Saïda and Tiaret). 126

Figure 3.2: Percentage distribution of sample members according to Territory 164
Figure 3.3: Percentage distribution of sample members according to Institution 166
Figure 3.4: Percentage distribution of sample members according to position..... 168
Figure 3.5: Percentage distribution of sample members according to Level of Education170
Figure 3.6: Percentage distribution of sample members according to years of experience in the tourism sector 172

List of Appendices

Appendix 1: Study Questionnaire (English_Arabic)..... 230
Appendix 2: SPSS (Version 26) Outputs..... 238
Appendix 3: Documents of the Directorates of Tourism and handicrafts of Saïda and Tiaret Wilayas 244

Study Framework

Study Framework

General Introduction

Algeria possesses great tourism potential that remains largely underutilized. The country boasts about 12% of the world's thermal resources along a 3,000-kilometre strip, seven UNESCO World Heritage Sites such as the Roman ruins of Timgad and the unique M'Zab Valley, and 1,200 kilometres of coastline along the Mediterranean. These assets provide a comparative advantage in the Middle East and North Africa region and can create considerable employment and foreign exchange income, as well as diversify the national economy from hydrocarbons[1]. Algeria's tourism resources are diverse ranging from coastal, Saharan, mountain, cultural and thermal, to eco-tourism, and can be developed as a variety of tourism products, from sea-sun-sand tourism to Saharan adventure, cultural heritage tourism, thermal wellness, and eco-tourism.[2]

Nevertheless, Algeria's tourism industry has consistently underperformed as compared to its potential with these tremendous assets. The sector has also provided a small contribution to the national GDP in 2023 (3.9%), well below the tourism contribution in its neighboring country Tunisia (14%). Despite the efforts made, the level of international tourist arrivals has not surpassed 3.3 million, falling far short of the national target of 12 million by 2030 set in the Directive Scheme for Tourist Development (SDAT) [3]. This underperformance is especially noticeable for a country with a rich cultural heritage, a diverse topography and strategic position on the Mediterranean. Limitations between the potential and actual performance indicate that the limitations are not mainly of a resource constraint type, but rather of an organizational and institutional kind.

The poor performance of Algeria's tourism industry is mainly due to the organizational gaps that prevent the effective coordination of tourism stakeholders. The SDAT framework has been fragmented in terms of the various actors involved, weak in terms of inter-destination transport connectivity and lacking in funding at the wilaya-level for Wilaya's tourism directorates established under the framework of Law 17-11 of 2017 [4].

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[1] Kelfaoui, A. (2021). "Revitalization of Mountain Rural Tourism as a Tool for Sustainable Local Development in Kabylie (Algeria): The Case of Yakouren Municipality." *GeoJournal of Tourism and Geosites* 34 (1): 112–125.
[2] Boukhari, S., and F. Assous. (2025). "Tourism Investment in Algeria: Bridging the Gap Between Potential and Performance in the SDAT 2030 Framework." *Journal of Development Research* 12 (2): 326–348.
[3] Bessaid, O. N., and T. Saidi. (2025). "The Reality of Domestic Tourism in Algeria as a Mechanism for Achieving Sustainable Development: An Analytical Study." *Journal of El Wahat for Research and Studies* 18 (2): 655–668.
[4] Boughrane, A. (2021). "Coordination Mechanisms among Stakeholders in the Algerian Tourism Sector." *Journal of Algerian Tourism Studies* 14 (2): 45–62.

Empirical data shows that only 18% of PPP projects are in the mature phase, and on average 43% of authorized staff positions are filled, per directorate. Digital readiness scores remain low (2.1/5) and only 12% of 174 projects in the SDAT have been completed so that the framework is not completed until 2030. [1] These figures show a lack of coordination at the systemic level as to the translation of national tourism strategy into concrete territorial results.

These coordination issues stymie the ability of Tourism Directorates to serve as facilitators, and instead make them obstacles to effective tourism development. Fragmentation, waste of resources and the lack of formal structures for vertical and horizontal cooperation have led to missed opportunities for integrated territorial tourism development. Coordination is not an afterthought in achieving effective coordination; it is a critical element when it comes to achieving greater competitiveness, financial sustainability and SDAT 2030 goals. This ongoing integration divide is reflected in missed economic opportunities and on-going poor performance across the sector. The literature on the development of territorial tourism has shown that the most effective destinations have well-established governance mechanisms which enable cooperation among stakeholders, the sharing of information systems, and strategic planning [2]. Even if there are a lot of natural and cultural resources in a territory without these structures, the potential of the tourism development does not become a reality. This is further evidence of the need for solutions based on solid empirical evidence that will be able to influence policy and practice at Wilaya level.

In practice, the level of coordination capacity is far from even, and is especially lacking at the wilaya level, where Tourism Directorates should take the national strategy to the local level. These directorates have to execute national policies, promote investments, monitor quality, gather statistics, and act as a liaison between various actors. They work in a system of administration which is centralized-deconcentrated, so as to restrict their autonomy and resources [3]. A challenge of governance lies in the gap between the formal roles given to these directorates and the actual capacity they have in these roles and is a gap

[1] Boukhari, S., and F. Assous. (2025). "Tourism Investment in Algeria: Bridging the Gap Between Potential and Performance in the SDAT 2030 Framework."
[2]Volgger, Michael, and H. Pechlaner.(2021). *"Destination Management and Governance."* In *Tourism Management*, edited by S. J. p, 239–251. London: Routledge..
[3] Belkhiri, A. (2018). "Study of the Role of Local Actors in the Development of Local Tourism: Case of the City of Bejaia (Algeria)." *Review of Economic Sciences, Management and Commercial Sciences* 11 (2): 507–519.

that can only be studied empirically to determine what mechanisms can be used to strengthen and sustain these directorates.

Given this analytical foundation, the central research question guiding our thesis is formulated as follows:

How do tourism directorates in Saïda and Tiaret manage the coordination of territorial tourism offerings?

In alignment with this central question, the present study posits a principal hypothesis that postulates a directional relationship between the functional scope of Tourism Directorates and their ability to orchestrate a coherent territorial tourism offer. Accordingly, the following main hypotheses are formulated for empirical testing:

Main Hypothesis

H0 (Null Hypothesis):

There is no statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

H1 (Alternative Hypothesis):

There is a statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

In order to investigate this overarching question systematically and to test the constituent dimensions of this main hypothesis, the following sub-questions and corresponding hypotheses have been articulated:

- **Sub-question 1 (Q1):** To what degree do human and financial assets influence the capacity of the tourism directorate in Saïda and Tiaret to facilitate coordination among public and private entities?

Sub-Hypothesis 1 (Resources)

$H0_1$: Human and financial resources have no statistically significant effect on coordination effectiveness.

$H1_1$: Human and financial resources have a statistically significant positive effect on coordination effectiveness.

- **Sub-question 2 (Q2):** In what manner does the tourism directorate of Saïda and Tiaret implementation of digital instruments affect the formulation of cohesive tourism offerings?

Sub-Hypothesis 2 (Digital Tools)

$H0_2$: The use of digital tools has no statistically significant effect on the development of integrated tourism offerings.

$H1_2$: The use of digital tools has a statistically significant positive effect on the development of integrated tourism offerings.

- **Sub-question 3 (Q3):** How does the participation of local stakeholders in the tourism directorates of Saïda and Tiaret impact the excellence and uniformity of tourism services?

Sub-Hypothesis 3 (Stakeholder Engagement)

$H0_3$: Stakeholder engagement has no statistically significant effect on the quality of tourism services.

$H1_3$: Stakeholder engagement has a statistically significant positive effect on the quality of tourism services.

- **Sub-question 4 (Q4):** What is the correlation between strategic planning methodologies adopted by the tourism directorates of Saïda and Tiaret and efficacy in promoting the territory while ensuring sustainable tourism advancement?

Sub-Hypothesis 4 (Strategic Planning)

$H0_4$: Strategic planning has no statistically significant effect on territorial promotion and sustainability.

$H1_4$: Strategic planning has a statistically significant positive effect on territorial promotion and sustainability.

Research Goal

This research intends to discuss the mechanisms of coordination used by the Algerian tourism directorates in the management of the territorial tourism offer and to put forward a more improved model for better integration of the stakeholders, allocation of resources and strategic alignment to reach sustainable and competitive territorial tourism development.

Reasons for Choosing This Topic

Several reasons underlie our selection of this topic:

Study Framework

Personal reasons:

- ✓ Personal interest in tourism coordination and territorial development was ignited by an internship highlighting the operational difficulties faced by tourism directorates.
- ✓ Personal conviction about the topic's importance amid Algeria's need for effective territorial governance, viewing this research as an opportunity to empirically enhance the coordination efficacy of tourism directorates through data-driven recommendations.

Objective reasons :

- ✓ The fragmentation that still exists between the various actors of the tourism sector hinders the sector's performance, and is a topic that has not been sufficiently explored in Algeria's territorial development.
- ✓ The lack of research specifically focused on the role of tourism directorates in the coordination of the Wilaya tourism offering was the main motivation for this research.
- ✓ The importance of Law 17-11 and the SDAT 2030 plan highlights the need to assess the coordination ability of these directorates.
- ✓ The value this research will add to the University library by carrying out an empirical study to connect theoretical governance models and field realities. Thus, this topic is an introduction to the issues of territorial tourism governance and will be further explored in future doctoral studies.

Research Objectives

- ✓ To study the legal, organizational and operating structure of Algerian tourism directorates in the light of Law 17-11 and the SDAT 2030 strategy.
- ✓ To detect the mechanisms implemented by tourism directorates to coordinate the territorial tourism offer: stakeholder mapping, territorial marketing, public-private partnerships, performance indicators and benchmarking.
- ✓ To assess the impact of human and financial resources, digital tools, stakeholder involvement and strategic planning on the effectiveness of tourism directorates' coordination.
- ✓ To identify structural, relational or procedural barriers that prevent the possibility of tourism directorates to ‘connect the dots' and to build coherent and competitive, territorial products, that are sustainable.

- ✓ To suggest a framework for improving the efficiency of the Algerian tourism directorates in territorial tourism development, taking into account the sustainability and competitiveness of the tourism sector, in a way that is based on the principle of evidence.

Research Limitations

Subject Limitations: This study was limited to the role of Tourism Directorates in coordinating the territorial tourism offer.

Time Limitations: The research was carried out during the academic year 2025/2026.

Research Approach

The research adopts a mixed-methods approach (quantitative and qualitative) which is structured as follows:

Theoretical basis: The study is based on the theory of polycentric governance and stakeholder theory, which is the basis for analyzing the process of coordination between various actors in territorial tourism.

Empirical approach: A comparative case study design is employed, focusing on two tourism directorates at the Wilaya level: Saïda and Tiaret. Which were selected to represent different or similar territorial contexts and coordination patterns.

Data collection tools:

- ✓ A structured questionnaire survey administered to staff and stakeholders of the two directorates to gather quantitative data regarding the coordination mechanisms, available resources, use of digital tools, stakeholder involvement and strategic planning.
- ✓ Interviews with department heads and directors using a semi-structured format to gather qualitative information on problems encountered in operation and coordination.
- ✓ Document analysis for the legal texts, strategic plans, internal reports and performance statistics

Data analysis techniques:

- ✓ Descriptive statistics to describe the sample and important variables.
- ✓ Examination of the four research hypotheses: human/financial resources, digital tools, stakeholder engagement and strategic planning, through inferential statistics (hypothesis testing), using appropriate tests (correlation, regression).
- ✓ Thematic analysis of interview transcripts to explore common barriers and enablers.

Validation strategy: Quantitative and qualitative data are integrated to enhance internal consistency and reinforce conclusion validity. The comparison of the two cases enables cross-validation, distinguishing between context-specific and generalizable patterns.

Research Model

The following figure illustrates the adopted study model, showing the independent variable represented by the role of Tourism Directorates (coordination mechanisms) with its various dimensions, in addition to the dependent variable, which is the coordination of the territorial tourism offer with its dimensions.

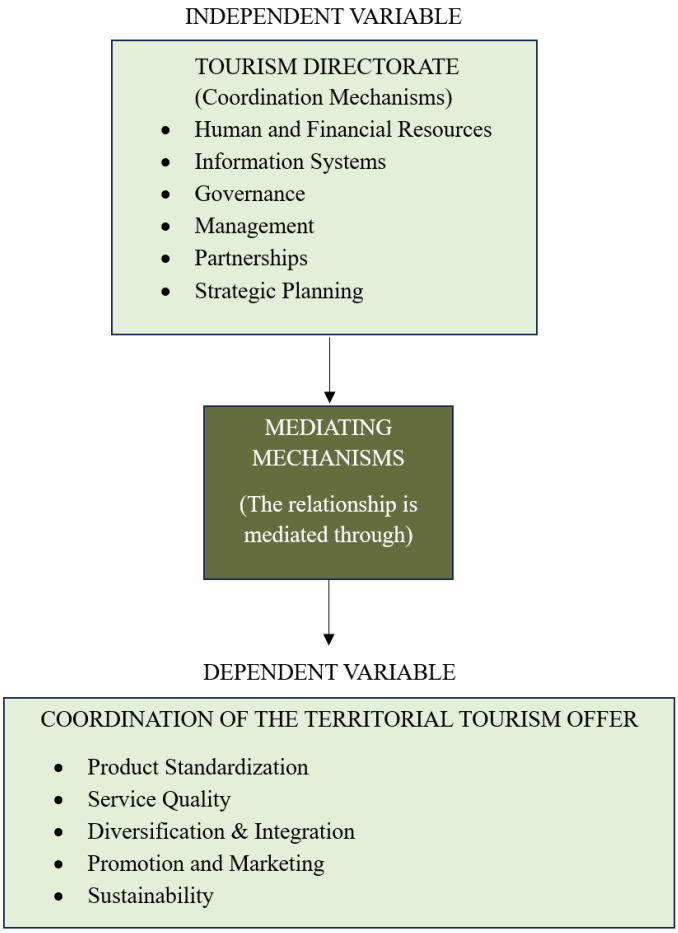


Figure 1.1: Study Model

Source: Prepared by the authors based on the views of scholars and researchers.

Study Framework

Research Obstacles

In the preparation of this thesis, there were a number of challenges encountered:

- ✓ Reliable and up-to-date data was a major challenge, with the tourism directorates not always having systematic statistical records or reporting of internal performance.
- ✓ Some administrators were hesitant to provide specific details due to the sensitivity of the subject matter, and especially the challenges related to conflicts between different actors, lack of funding and the difficulty of public-private partnership.
- ✓ Some coordination practices were deemed as internal activities which were not to be disclosed to researchers.
- ✓ It was difficult to reach external stakeholders (Such as travel agencies and hotels), because some were not responsive, not willing to participate, or felt the questions in the survey were too commercial to reply.
- ✓ Comparative analysis of the two case studies was hindered by the lack of performance indicators at the Wilaya directorate level.

Thesis Structure

This thesis consists of the preface and three parts: three main chapters.

Chapter One examines the institutional dynamics of Algerian tourism directorates in terms of their historical evolution, the legal framework (Law 17-11), hierarchical structure, missions (policy implementation, investment promotion, quality control) and constraints (human, financial, digital). Finally, it ends with recommendations for reforms. Furthermore, **Chapter Two** introduces a strategic approach to the territorial tourism offer, including theoretical frameworks for defining a typology of tourism models (monodestination vs. networked models) and sustainable indicators (SDAT 2030, priority hubs, regional profiles), and also presenting different strategies for coordination (stakeholder mapping, territorial marketing, investment mechanisms, SWOT-PESTEL indicators and international benchmarking). Finally, **Chapter Three** is an empirical study, which includes two case studies, a description of the mixed-methods process, statistical data analysis, testing of four research hypotheses, and actionable conclusions. Therefore, a general conclusion is created that brings together the results of the key findings and provides recommendations.

Study Framework

Previous Studies

First: Arab and Algerian Studies

1. **Cheraiet, N. (2025). Territorial Intelligence at the Service of Regional Tourism Development: The Situation of Algeria's North-East Pole.**[1]

This study aimed to examine the application of the coordination of local knowledge, data, networks, and smart promotion as a tool for implementing Algeria's Tourism Master Plan (SDAT) in the north-eastern region, under the name of territorial intelligence. For this, a document analysis methodology was used, and the author has analyzed the SDAT framework, without conducting primary field activities. The key findings indicated that the development of tourism can't be imposed on the local communities; it has to be constructed in a way of careful collaboration. In parallel, the study revealed concrete challenges such as the administrative burden, lack of uniformity in training, and insufficient integration of the private sector into information systems. Regarding similarity with the present thesis, both studies are related to operationalizing the coordination mechanisms in the context of SDAT in Algeria. The difference, however, is in methodology and scope: the first study is a conceptual policy analysis on a wide area while the second is empirical and comparative on two Wilaya level directorates (Saïda and Tiaret) with statistical testing of the impact of four dimensions of coordination on territorial tourism outcomes, using a mixed methods approach.

2. **El Omrani, A., & Touhami, L. (2024). The effect of The Digital Transition on The Tourism Sector.**[2]

The purpose of this article was to review the influence of digital technologies on the tourism sector, on tourist experience and on the competitive environment with emphasis in the role of tourism directorates to develop digital tourism ecosystems. The method was basically conceptual, using a literature survey and a synthesis of the problems with digital transformation. The key findings showed that digital ecosystems are complex and that the directorates have to proactively orchestrate activities to prevent fragmentation. The most significant issues found are the digital divide, insufficient digital skills and data management challenges. Hence, the study recommended setting up common digital platforms and setting

[1] Cheraiet, N. (2025). Territorial intelligence at the service of regional tourism development: State of play in Algeria's North-East Pole.
[2] El Omrani, A., & Touhami, L. (2024). The Impact of The Digital Transition on The Tourism Sector. French Review of Economics and Management, 5(12), 535-561.

up the Chief Digital Officer position. The link to the current thesis is the fact that both the tourism directorates recognize the digital tools as an important function (Sub-Hypothesis H2), which the current study calls "information systems. However, the previous study was only conceptual and general, whereas the current thesis quantifies the impact of digital tools on product standardization ($R^2 = 0.421$) and diversification ($R^2 = 0.398$), in two specific Algerian directorates (Saïda and Tiaret).

3. **Arar, Z. (2022). Factors and challenges of tourism potentials and promotion in Djelfa province; Master's thesis.[1]**

This study had a major objective of identifying the obstacles that are blocking the promotion of tourism in Djelfa province despite the presence of rock art and forest areas as well as its geographical position. The approach was qualitative, with a case study design which employed document analysis and interviews, but the summary did not specify sample size. The key findings noted that there was a disconnect between the mission of the Tourism Directorate (promoter and coordinator) and the actual reality on the ground, which included a lack of a unified brand, weak connectivity between sites, and travel agencies mainly geared towards providing outbound pilgrimage travel. As far as similarities with the present thesis, both studies use a case study method to shed light on the lack of effectiveness of a Tourism Directorate in performing its coordination function. This study, however, is a single case study that is qualitative, while in the present thesis, a comparative case study design (Saïda versus Tiaret), mixed methodology (quantitative questionnaire of 100 respondents and qualitative interviews) and inferential statistical tests (Pearson correlation, regression analysis, ANOVA) are used to measure measured effect sizes, test specific hypotheses and draw conclusions.

4. **Belkhiri, A. (2018). Research on the role of local actors in the development of local tourism. The City of Bejaia (Algeria) as a case of objectification of history and creation of memory. (Doctoral dissertation).[2]**

This research aimed to clarify the concept of local actors' role in tourism development and identify the challenges in the process of good governance of tourism coordination in the town of Bejaia. The method employed was a qualitative approach with

[1] Arar, Z. (2022). Tourism potential and sector promotion: Fractures and challenges (Master's thesis). Ziane Achour University – Djelfa.
[2] Belkhiri, A. (2018). Study of the Role of Local Actors in The Development of Local Tourism. Case of the City of Bejaia (Algeria). Review of Economic Sciences, Management and Commercial Sciences, 11(2), 507-519.

the use of semi-structured interviews with local stakeholders, however, there is no mention of sample size in the original summary. The key findings showed that there are serious governance gaps because there is no coordination between the Tourism Directorate and civil society or municipal authorities. Local actors were also allowed to act on their own, creating a "not my responsibility" mentality. Consequently, projects were poorly designed, conflicts were becoming commonplace, and the tourism product was not competitive. The current study's independent variable "partnerships with local stakeholders" echoes the local stakeholders' involvement, as does the Tourism Directorate's coordination role in the current study, which is a theme the current study shares with the aforementioned. However, the difference is quite significant, the study of Bejaia is qualitative and it highlights the issue of weak coordination while the current thesis offers a quantitative statistical effect size, and shows that stakeholder involvement explains 67% of the variance in product standardization ($R^2 = 0.670$, $B = 0.995$).

5. **Ben Attou, M., Faouzi, H., & Ait Hamza, M. (Eds.) (2018). African Tourism, Governance, ICT and Territorial Policy.** [1]

The edited book sought to examine the linkages between governance, information and communication technology and territorial policy in the development of tourism in Africa using a case study approach for Morocco. The methodology was grounded in a number of multiple case studies and literature review in African contexts. The findings highlighted the need for multi-level governance for the shift from mass tourism towards sustainable alternatives. Uncoordinated tourism and climate change are a threat to fragile oases, also because of the impact on destination image, caused by terrorism, communication and security coordination is required; structural and cultural obstacles are a challenge for e-tourism. Successful factors are: Community involvement, Inter-sectoral collaboration and good use of technology in monitoring and marketing. The common thread with this thesis is the focus on multi-level governance, public-private coordination and technology as an enabler for territorial tourism development. The difference with the edited book is that it is focused on multiple African countries, whereas this thesis is focused to two wilayas in the Algerian interior, empirical and using a mixed-methods, with statistical testing of specific coordination mechanisms.

[1] Ben Attou, M., Faouzi, H., & Ait Hamza, M. (Eds.). (2018). Tourism, Governance, ICT and Territorial Policy in Africa. International University of Agadir – Universiapolis.

6. **Nasser, W. (2011). Territorial Construction and Tourism: The Case of Lebanon, Local Development.**[1]

The purpose of this research was to examine the changes occurring in the touristic regions of Aley and Mzaar located in Lebanon, where the tourism development has been largely informal and carried out by social networks instead of formal organizations. The method used was qualitative and involved the use of case studies and interviews with local actors. The key findings showed that planning priorities applied to Beirut, the areas were underdeveloped, and private entrepreneurs and the local communities were courted and seasonality issues were observed while the formal governance was weak. The study distinguished three forms of social capital, bonding (family), bridging (external networks) and linking (political connections) of which the latter is high risk for corruption. Individual self-interest does not contribute to community development, particularly in weak formal governance environments. The commonalities with the present thesis are related to the territorial governance and the interaction of stakeholders and the implications of formal lack of coordination. The difference lies in the geographical context: the Lebanese study deals with informal social networks in an environment of weak State, while the present thesis deals with formal public tourism directorates in an environment of centralized State, and quantitative techniques measure the impact of specific coordination mechanisms.

Second: Western and International Studies

7. **Scorza, F., & Gatto, R. V. (2023). Identification of Territorial Values for Tourism Development: A case study of the Greek Area of Calabris.**[2]

The aim of this paper was to review critically the classical tourism models, which the authors found to be inappropriate for heavily depopulated small rural areas as they are founded on infrastructure-based strategies (such as large hotels). The methodology was conceptual and suggested a community-centered analytical framework comprising three elements: demographic structure, spatial connectivity (slow mobility facilities) and intangible community assets (social practices, micro-enterprises and heritage stewardship). This led to the main conclusions that the rural tourism must be low impact, community based, and evaluated by the quality of local livelihoods, rather than by the number of tourists.

[1] Nasser, W. (2011). Local Development, Territorial Construction and Tourism: The Case of Lebanon. Doctoral dissertation, University of Grenoble.
[2] Scorza, F., & Gatto, R. V. (2023). Identifying Territorial Values for Tourism Development: The Case Study of Calabrian Greek Area. Sustainability, 15(6), 5501

Accordingly, there should be an increase in the autonomy of existing micro-enterprises via training and networking, instead of massive construction. The parallels with this present thesis are the recognition of the importance of territorial tourism development to be connected to local identity, local well-being and sustainable, small scale development models. However, the difference is that the previous study is conceptual and prescriptive, whereas the current one is an empirical study from the Algerian context that statistically tests the role of Tourism Directorates in facilitating community-oriented coordination through partnerships and strategic planning.

8. **Payen, G. (2022). Master's thesis on the role of ICT in the development of the tourism sector in rural areas.** [1]

The aim of this study was to investigate the possibility of using the social media, the influencers and user generated content to create a real 'destination image' within the limited budget of rural areas. A qualitative case study of rural territories was used, without stating anything about the number of cases or the data collection instruments. The development of an effective digital strategy was identified as being synonymous with the development of a coordinating strategy, for which a coordinating body needs to develop an online narrative shared by all local stakeholders. Furthermore, the role of the Directorate also entails that it serves as a digital facilitator and trainer, holds training sessions on digital tools and utilizes data analytics to gain insights into visitors' behavior. The parallels in this thesis with the present work lie in the knowledge that digital tools are not just technical but are inextricably linked to coordination functions, and how this is explored in the current study as it relates to the effects of information systems on product standardization and diversification. Unlike the Payen study, which only investigated rural communities with very little funding, the current thesis assessed two inland wilayas (Saïda and Tiaret) in a range of asset profiles, and therefore provided statistical effect sizes for digital tools in a broader coordination framework.

9. **Martin-Merino, M. (2021). A Sustainable Alternative to Tourism? – territorial development.**[2]

The aim of this paper was to critically review the concept of the 'magic bullet' in the context of tourism and development. The approach adopted was conceptual and was a

[1] Payen, G. (2022). The place of ICT in the tourism development of rural territories (Master's thesis).
[2] Martin-Merino, M. (2021). Tourism and territorial development: A valid alternative?

critical literature review. Key findings indicated that there can be very negative impacts of unplanned tourism growth, including gentrification and environmental damage. Thus, it is not only the duty of the Tourism Directorate to promote tourism but also to be proactive in managing and reducing those negative impacts. Thus, the Directorate needs to be a balancing force – enabling communities to plan and manage the carrying capacity of sites. The parallels with the present thesis are the importance of coordination for both promotion and sustainability, as well as for impact mitigation. This is evident in the current research by considering sustainability as a dependent variable and the results indicate that strategic planning has an impact on sustainability outcomes ($R^2 = 0.210$). The difference is that the former being a theoretical criticism, the latter being an empirical study in the Algerian context.

10. Pruja, É. (2021). Communication and Tourism Promotion of Territories with a Strong Cultural Identity (Master's thesis).[1]

This research aimed to analyze the practices of French tourism promotion bodies in communicating culturally strong territories, especially in the wake of the COVID-19 pandemic. The methodology followed the analysis of case studies of French destination management organizations. The key findings showed that there is no harmonization of governance between the different actors (Atout France, CRTs, CDTs, OTs), resulting in duplication in branding. True cultural identity, however, is a competitive advantage and this should be highlighted with communicative means. Furthermore, domestic and nature-based tourism has been enabled by the pandemic and needs coordination. The study supported a "partnership-oriented" method in which local stakeholders are engaged in the mobilization process instead of top-down decisions being made. What has been similar with this thesis is the focus on partnership governance as well as facilitators (tourism directorates) instead of controllers. The difference lies in the geographical and institutional context (France vs Algeria) and in the methodology: the study is qualitative while the current thesis is mixed methods, including statistical hypothesis tests.

11. Villette, O. (2019). Territorial Attractiveness and Tourism Employment in the Challenges of Digital Technology: The Case of the Tarn (Master thesis).[2]

[1] Pruja, É. (2021). Communication and Tourism Promotion of Territories with a Strong Cultural Identity. Master's thesis, University of Toulouse – Jean Jaurès.
[2] Villette, O. (2019). The challenges of digital technology for territorial attractiveness and tourism employment: The case of the Tarn (Master's thesis). INU Jean-François Champollion.

The purpose of this study was to investigate the use of digital tools in a regional tourism organization (in the department of Tarn, France) for more than mere marketing, but also for their potential in deep coordination. A case study method was used in this research, using document analysis and interviews with tourism officers in the region. The key findings showed that to achieve the effective digital transformation, it is necessary to have shared data platforms (such as Apidae), which allow you to unify information, the central booking system, which will help small businesses, and a unified digital story, which will help create a unified regional brand. As a result, the Directorate's function shifts to that of a "digital strategist and enabler" to educate local businesses, bridge the digital divide in rural areas, and improve the interaction between people through technology. The commonality with the current thesis is the specific mechanisms that digital tools support for coordination – shared platforms, training, data unification. The present study is a quantitative test of these assumptions. The difference with the Tarn study lies in the qualitative approach, and the comparative approach in the current thesis, which is empirical with statistical measures of the impact of digital tools on two Algerian directorates.

12. Solima, L., & Minguzzi, A. (2014). Territorial Development Through Cultural Tourism and Creative Activities.[1]

In this paper it was explained that cultural tourism and creative industries such as design, architecture, advertising and crafts are an appropriate and effective way to sustainable territorial development. The authors used a conceptual approach and developed a three-dimensional model of competitiveness, which included local heritage resources (tangible and intangible), tourism support infrastructure (transport, accommodation, services), and cultural/creative industries (local creative businesses, which act as a basis for the creation of innovation). More importantly, the 3 elements were described as intertwined and the presence of all 3 has a positive impact on the quality of life of residents and the attraction of visitors to the community. As such, there is a need for the involvement of tourism directorates as a facilitator between the guardianship of the heritage, the hospitality sector, and the entrepreneurial sector. In this regard, directorates should develop specific programs for creative tourism development, with the scope of creating ability to link the management of the heritage with support for creative enterprises, based on a wider set of indicators than the ones related to traditional tourism. Both the present thesis and the tourism

[1] Solima, L., & Minguzzi, A. (2014). Territorial Development Through Cultural Tourism and Creative Activities. Mondes du Tourisme, 10, 6-16.

directorates' role are based on the same premise: the necessity for a cross-sectoral approach to tourism directorates, and for territorial coordination to be carried out by linking together various local assets. The difference is that the Solima and Minguzzi study is conceptual and proposes a framework while the current thesis is an empirical, mixed method study which was conducted in the Algerian context, and the effects of partnerships and strategic planning on territorial integration and sustainability outcomes were statistically tested.

13. Céron, J.-P., Moquay, P., Piveteau, V., Marsat, J.-B., Mamdy, J.-F., Jolivet, A., … Vivancos, M. (2002). Sustainable Tourism and Stakeholder Coordination in Territories: Which Methodological Approach? (Conference paper).[1]

The purpose of this paper was to make the argument that, while planning may be a part of sustainable tourism, the larger issue is one of the abilities of the various stakeholders to engage in dialogue, negotiation, and formal agreement. The methodology was conceptual, propositional, providing a theoretical structure. The main conclusions established a new paradigm for the Tourism Directorate, which from a "regulatory authority" became a "mediator, coordinator and network-building tourism authority". Success would be measured in terms of the ability to create something real locally like quality charters and partnership contracts. The similarity with the present thesis can be found directly and in essential terms in this theoretical redefinition of the Directorate as a coordinator, which supported the conceptual framework of the present study. Nevertheless, the previous study is a theoretical position paper, whereas the present study operationalizes these concepts (e.g., "partnerships" as an independent variable) and examines their statistical effects on measurable results within the context of Algeria.

14. Marsat, J.-B. (2000). Coordination of Actors around Tourism-Agriculture-Environmental Relationships – towards a management approach (DEA thesis).[2]

The purpose of this study was to go beyond the sectoral approach and to understand tourism in the wider context of the rural territory, as a component of the territory's tourism ecosystem, and to link tourism with agriculture and environment. It was a conceptual method

[1] Céron, J.-P., Moquay, P., Piveteau, V., Marsat, J.-B., Mamdy, J.-F., Jolivet, A., ... Vivancos, M. (2002). Sustainable tourism and stakeholder coordination in territories: Which methodological approach? Paper presented at the 2nd Research Conference on Tourism: Territories and Markets, Chambéry, France.
[2] Marsat, J.-B. (2000). Stakeholder coordination regarding tourism-agriculture-environment relationships: Towards a management approach (DEA thesis). ENGREF / University Paris Nanterre.

that presented a cross-sectoral coordination management approach. The main results revealed that tourism promotion structures could develop from the promotion of tourism activities, to the creation of linkages between the various ones, such as the valorization of the landscapes maintained by the farmer and the promotion of local products through agri-touristic circuits. This is the most comprehensive form of coordination possible for territorial sustainability. The main similarity with the current thesis is the cross-sectoral coordination, which is the coordination between sectors tourism, agriculture and environment, and the role of Tourism Directorates as value chain builders. This is adopted in the current study with "diversification and integration" being one of the dependent variables. The difference is that the Marsat study is a conceptual DEA thesis from the French context, while the current thesis is an empirical study conducted in Algeria and a study of the effect of partnerships and strategic planning on territorial integration.

Synthesis of the Literature Review and Identification of the Research Gap

The literature review substantiates two main points that have been very well established in previous research. The coordination function is first of all no longer a luxury for Tourism Directorates; as a management function, it is now a key determinant of their success and it is now expected that they are able to build partnerships, manage conflicts, communicate and are mediators and network-builders and not just regulators. Second, in many contexts (as illustrated by the cases of Djelfa, Bejaia and some international instances) failure of coordination is blamed on a mixture of factors: the chronic lack of financial and human resources, the lack of a clear digital strategy, the absence of a multi-stakeholder coordination process, the lack of effective cross-sectoral governance and unclear distribution of power between stakeholders.

However, although these earlier studies are of great benefit, they have serious drawbacks that together form the exact gap in knowledge filled by the present thesis. This gap can be concretely expressed as it follows:

First, in inland Algeria, there is no comparable field study of a two different territorial tourism directorates. This is the first study that systematically compares the coordination patterns, structural limitations, asset setups (thermal and natural assets in Saïda and archaeological and cultural assets in Tiaret), and the outcomes of performance of two inland wilayas. There is no comparative design in the existing Algerian studies which would allow

to isolate context-specific versus generalizable coordination failures, except for the coastal studies which were conducted in Bejaia or single case studies as in Djelfa.

Second, there is no empirical quantification of the effect of particular coordination mechanisms. Existing literature is predominantly qualitative, conceptual or uses policy analysis and document review. So far, there is no research based on inferential statistical methods (Pearson correlation, regression analysis, coefficient of determination, ANOVA) that has been developed to quantify the exact size of the impact of human and financial resources, digital tools, partnerships with stakeholders or strategic planning on the quality of the territorial tourism offer in the Algerian context.

Third, the relationship between territorial governance structures (Tourism Directorates at Wilaya level) and the measurable tourism performance indicators (product standardization, service quality, diversification, tourism promotion, sustainability) is still only theoretically claimed and not empirically proven. Although coordination is said to be important in many studies, none have been able to offer quantitative evidence in Algeria of the difference between coordination based on stakeholder involvement and coordination based on strategic planning, or between digital tools and human resources in terms of impact on territorial coordination results.

This thesis fills this void by implementing a comparative, mixed-methods case study that statistically tests the impact of four types of coordination on the territorial tourism offer's coherence, quality, and sustainability in the Tourism Directorates of Saïda and Tiaret, thereby providing the first empirically grounded and methodologically rigorous assessment of tourism coordination effectiveness in inland Algeria with both theoretical and practical implications.

Chapter I: Tourism Directorates - Institutional Framework for Coordinating Territorial Tourism Offer

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Introduction

Tourism directorates are the main institutional link between the national tourism strategy and that implemented at the territorial level in Algeria. They are the main operational units that will implement the Directive Scheme for Tourist Development (SDAT) in each Wilaya through specific development plans and measures. It is important to investigate both the legal basis of these directorates and the theoretical underpinnings for their coordinating function to understand the institutional structure of these directorates. This chapter is put together to lay the institutional and theoretical groundwork for examining the function of Tourism Directorates as main coordinators of territorial tourism offers.

This chapter is based on five related theoretical perspectives. First of all, **Strategic Management Theory** gives the framework to understand how organizations plan, compete, and adapt in the long-term. In the tourism sector, this theory describes how destinations create visions, establish goals and allocate resources to ensure they remain competitive in evolving markets [1]. Second, **the Resource Based View (RBV)** posits that there are resources within the organization, both tangible such as natural attractions and infrastructure and intangible such as local knowledge and brand reputation that can actually give an organization sustainable competitive advantage if they are valuable, rare and difficult to imitate[2]. The first two theories together provide an understanding of how Tourism Directorates can strategically place their territories and utilise the unique local assets.

Thirdly, **Sustainable Tourism Development Theory (STDT)** provided by UNWTO brings together economics, social, environmental and cultural aspects of tourism development and aims to achieve a balance of needs between the present and the future generation[3]. Fourth, **the study of coordination in polycentric governance** sheds light on how this coordination takes place across multiple centers of power, where effective territorial governance involves vertical coordination between the national, regional and local levels and horizontal coordination among the diverse actors involved[4]. Fifth, **Stakeholder Theory**

[1] Okumus, Fevzi, Mehmet Ali Köseoglu, Alfonso Morvillo, and Mehmet Altin. (2020). "Strategic Management Research in Hospitality and Tourism: A Perspective Article." *Tourism Review* 75 (1): 243–246.
[2] Assensoh-Kodua, Akwesi. (2019). "The Resource-Based View: A Tool of Key Competency for Competitive Advantage." *Problems and Perspectives in Management* 17 (3): 143–152.
[3] UNWTO (United Nations World Tourism Organization). (2018). *Tourism and the Sustainable Development Goals – Journey to 2030*. Madrid: World Tourism Organization.
[4] Sentanu, I Gede Eko Putra Sri, Bambang Supriyono, Suryadi, and M. R. Khairul Muluk. (2023). "Challenges and Successes in Collaborative Tourism Governance: A Systematic Literature Review." *European Journal of Tourism Research* 33: 131–141.

emphasizes the need to look at the multi-stakeholder nature of territorial tourism, which involves multiple actors whose interests need to be balanced in the development of tourism [1]. These theories of governance are especially important for the Algerian context where Tourism Directorates are responsible for coordinating the activities of decentralized administrative bodies.

An empirical study on Algerian tourism shows that the position of the directorates in the decision-making process is not autonomous and that they are administrative units with a territorial dimension that work under a national law and sectoral strategies. Existing researches also indicate that the effectiveness is affected not so much by the legal status itself as by the coherence of the legal framework, the monitoring by the competent authorities and the capacity of the local administrations in terms of the implementation of decisions[2] (. This institutional overview recognises these constraints, focusing on the structural, formal organization of tourism directorates, but also taking account of resource constraints and the coordination challenges faced by them in practice.

This chapter is divided into three stages of development. The first section focuses on the legal and organizational framework of Tourism Directorates in Algeria, their historical evolution, the current legal framework (Law 17-11 and SDAT 2030), the hierarchical structure and a comparative study with the governance model of tourism directorates in the MENA region. The second section examines the essential missions and operating capabilities associated with these directorates, such as implementation of the policies, the functions of the technical departments and digital transformation projects. The third part of the paper deals with the resources and performance problems of the Tourism Directorates, such as human resources and training requirements, financial constraints, performance evaluation mechanisms and recommendations for reforming the Directorates to better serve their coordinating function. It follows a theoretical approach, from institutional analysis to practical problems, offering a comprehensive picture of the way in which Tourism Directorates are the structures that coordinate territorial tourism development. The institutional analysis presented in the current study is used as a basis for the empirical study

[1] Roxas, Fernando Martin Y., John Paolo R. Rivera, and Eylla Laire M. Gutierrez. (2020). "Mapping Stakeholders' Roles in Governing Sustainable Tourism Destinations." *Journal of Hospitality and Tourism Management* 45: 416–429.
[2] Belkhiri, A. (2018). "Study of the Role of Local Actors in the Development of Local Tourism: Case of the City of Bejaia (Algeria)." *Review of Economic Sciences, Management and Commercial Sciences* 11 (2): 507–519.

that is developed in Chapter III, and which is based on a comparative case study design, aiming to study the coordination practice of the Tourism Directorates in Saïda and Tiaret.

Section 1: Legal and Organizational Structure of Tourism Directorates

I. Historical Development of Tourism Directorates in Algeria

The development of tourism directorates in Algeria exemplifies a gradual formalization of tourism within a centralized public administration framework. Academic investigations suggest that subsequent to the attainment of independence in 1962, tourism duties were assimilated into ministries responsible for the economy, planning, and housing, without the creation of dedicated tourism administrations at the Wilaya level for an extended period. Throughout the 1970s and 1980s, provincial tourism units appeared intermittently within the offices of governors or regional development services, primarily in locales demonstrating significant tourism potential. Nonetheless, these units were marked by tenuous legal authority, limited financial capabilities, and an emphasis on rudimentary promotional activities and basic data compilation, rather than undertaking extensive territorial planning or facilitating coordination between public and private entities.

The 1990s and 2000s delineated a period typified by a gradual movement towards professionalization within the tourism industry. Reforms implemented within the public sector played a significant role in strengthening the Ministry of Tourism. Moreover, these reforms recognized the imperative for tourism to be regarded as a separate field necessitating enhanced administrative support. Empirical national investigations reveal that this period marked the formation of progressively formalized ministerial structures. Particular responsibilities pertaining to tourism gradually shifted to the purview of Wilaya administrations. Nonetheless, the regulatory framework governing tourism directorates remained fragmented. This disunity culminated in inconsistencies in capabilities among various regions and a lack of effective coordination.

In the 2010s, the Directive Scheme for Tourist Development (SDAT) was inaugurated, emblematic of a growing recognition of tourism as an essential sector. Despite this advancement, the structural framework of the scheme was still inadequately articulated. Directorates operated within a diverse array of legal and organizational frameworks. The promulgation of Law No. 17-11 in 2017 marked a significant milestone in this ongoing evolution. This legislation formally recognized tourism directorates as territorial entities charged with the oversight of tourism development within each Wilaya. However, they

continued to function within a governance framework that exhibited both centralization and decentralization.[1]

I.1. Post-Independence Evolution of Directorates' Coordination Role

Since gaining independence in 1962, Algeria's tourism industry has had a slow pace of development, and this development is in a model of centralized public administration. This model mainly focused on industrialization and the misuse of hydrocarbon revenues, thus restricting the attention that was previously paid to tourism. During the first decades of the independent state, the tourism-related responsibilities were shared between the ministries that dealt with the larger scope of responsibilities, including the economy, national planning, and housing. It is also worth mentioning that the lack of specialized tourism governance on the Wilaya level was observed over a long period of time and restricted the localized management and the strategic development.[2]

In the 1970s and 1980s there was a small change with an appearance of provincial tourism units incorporated in the offices of governors or regional development services. These units were established but they worked with unclear legal frameworks and little financial and human resources. They mostly performed simple duties like tourism marketing and gathering of simple statistical information[1]. Nonetheless, these fledgling organizations did not have the ability to act as wholesome territorial planning institutions that could successfully marshal and propel tourism development agendas at the regional levels.

The 1990s was the start of the administrative reforms and the introduction of sector-specific laws that contributed to organizing the work of the public services delivery in a more coherent way, including into the tourism sector. At the national level, it is possible to suggest that the period experienced gradual developments towards professionalization of tourism workers and creation of more formalized organizational units at pertinent ministries. However, tourism directorates remained institutional fragmented and had a rather fragile formal status in the entire administrative apparatus. Thus, despite the growing appreciation of the economic and social potential of the tourism sector, the development of related institutional capacities was behind. The transformation of the sector throughout this time was marked by a gradual and disproportional progressive, which underscores the issues of

[1] Benali, A. (2025). ‘’Tourism investment in Algeria according to SDAT’’ (p. 45-67).
[2] Amina, T. (2021). ‘’Tourism in Algeria’’ (p. 145-026).

meeting institutional development with the sectoral opportunities[1]

I.2. Current Legal Framework Enabling Directorates (Law 17-11)

The accreditation of the institutional location of tourism directorates in Algeria underwent a significant change with the entry of the Law No. 17-11 of July 6, 2017. This law also unveiled the Directive Scheme of Tourist Development (SDAT), which gives a clearer legal framework to tourism directorates that work at the Wilaya level. Before this law, these directorates tended to operate in an informal or provisional fashion but the law officially acknowledges them as the designated territorial bodies with the responsibility of coordinating tourism development in their respective Wilayas. It clearly links their role to the realization of the SDAT goals and gives them clear responsibilities in the planning, facilitation of investment and coordination of local stakeholders.

In accordance with Law 17-11, tourism directorates have a range of basic responsibilities. They involve the formulation of provincial tourism development plans, evaluation of investment initiatives, coordination of local authorities and economic players, and tracking of action associated with SDAT. The law also explains that such directorates will be susceptible to technical advice in addition to hierarchical control by the Ministry of Tourism and Local Crafts. This ministry maintains overall control over the development of national strategies, specifications of various sectors, and some sources of funds. Therefore, the governance architecture created by this law could be described as the kind of centralized reconcentration where the ministry provides general strategic directions and the tourism directorates make them suitable to the context and conditions of the localities.[2]

In empirical studies of the implementation of Law 17-11, it is observed that, as much as the law has strengthened the formal position of the tourism directorates, it has not been able to fully respond to the underlying structural issues. These are the chronic problems of the lack of human resources, insufficient digital infrastructure, and the lack of cooperation with other departments of the government. In that regard, researchers are likely to consider the law to be a significant step in the more institutionalized tourism governance in Algeria. They, however, point out that the practical effect of this legal construct lays much on how the directorates can turn their formal duties into effective coordination structures and local

[1] El Azzoui, M. (2021). ‘’Tourism development in Algeria and the Horizon 2025 Plan” (p. 289-305).
[2]Lounis, M. (2025). ‘’Tourism investment in Algeria according to SDAT’’ (p. 78-95).

deliverables. [1]

II. Hierarchical Organization of Tourism Directorates

Algerian tourism directorates are structured hierarchically (vertically), and have the Ministry of Tourism and Local Crafts as the top, Wilaya directorates in the middle tier, and municipalities and local services at the bottom. This system is also known as the centralized-deconcentrated system, where the strategic plans, sector policies, and significant budget base decisions are made on the national level, but the Wilaya directorates manage the implementation process and coordination. The Ministry has the responsibility of defining the national strategy, establishing quality standards, managing the SDAT structures, and supervising the processes of data collection. These directions are adapted to the local conditions by Wilaya directorates, provincial plans are worked out, and contacts with the local authorities and private stakeholders are established. At the local scale, participation in project execution is through the municipalities, urban planning divisions, and economic chambers, but the formal involvement in project coordination is usually limited or informal. The studies of Algerian tourism governance emphasize that such a hierarchical structure can result in the loss of contact between national interests and local situations and environments, since the decision-making process and the flow of information are centralized, limiting the power of the territorial actors over the priorities of the sector.

II.1. Ministry-Wilaya-Local Linkages in Directorates' Territorial Coordination

The Algerian tourism sector is organized in a hierarchy where the Ministry of Tourism and Local Crafts is at the national level, tourism directorates are Wilaya level, and municipalities and local services are the grassroots. Various national researches argue that this organization serves as a vertical chain of delegation: the Ministry has the main role of developing strategies, regulations and priorities concerning the Sustainable Development and Tourism Action Plan (SDAT), whereas the tourism directorates are in the charge of adapting and implementing these requirements on a territory [2].At the local level, there is the involvement of the municipalities, urban planning departments and chambers of commerce in tourism initiatives implementation, although the roles of these entities in the implementation coordination structures are usually unclear or improperly defined.

[1] Khedim, F. (2024). ‘’Promoting the Algerian tourism sector in light of the SDAT” (p. 112-130).
[2]Talbi, S. (2023). ‘’Constraints of the tourism sector in Algeria’’ (p. 150-168).

This top-down model is widely referred to as centralized-deconcentrated, but in which the strategic and budget decision-making is mostly based at the national level, while implementation and coordination roles are found to be decentralized to the Wilaya directorates. Under this system, the Ministry has been in charge of the general national strategy, the norms of regulation, and the distribution of significant funds requirements. At the same time, the directorates control the day-to-day coordination of the entities between the public and the private, the formulation of the local development plans, and the monitoring of the performance indicators of SDAT. The division of roles is aimed at promoting the orientation between national goals and territorial characteristics. Nonetheless, the academic evaluation is often directed at weaknesses, including sluggishness or slowness of the communication between the Ministry and the directorates, which, in turn, can hamper the timeliness and overall effectiveness of policy execution.[1]

Additional literature is focusing on informal or weak interaction, of the Wilaya directorates and the municipal authorities, which is widespread in nature. With the local government system being a legal structure that requires the directorates to distribute the activities with the local government, tourism directorates usually act without coordinating them with the municipal services. The mechanisms that are designed to provide the process of cooperation are not always formalized and institutionalized, like joint committees or periodic consultation. This not being structured cooperation may lead to duplication of efforts, duplication of work, and failure to tie the development initiatives in the tourism sector to larger urban and territorial planning plans. In several scholarly examinations, this disjunction is observed as a major issue of governance, which is disrupting the ability to develop in a coherent and comprehensive fashion in terms of territorial development within the Algerian tourist industry.[2]

II.2. Typical Organigram and Services of Tourism Directorates

The effective ability of the Algerian territorial tourism strategy is based on the fact that it is anchored on a standardized and operational organization structure in each provincial Directorate of Tourism and Handicrafts (Direction du Tourisme et de l'Artisanat -DTA). The internal organigram of these directorates across the 58 wilayas of the country adheres to the same three-departments model construction, which guarantees the same procedure of the

[1]Khedim, F. (2024). ''Promoting the Algerian tourism sector'' (p. 112-130).
[2]Mansouri, K. (2024). ''Tourism in Algeria: current state and future development prospects'' (p. 45-62).

national tourism policy, investment control, regulatory control, and handicraft promotion. This standardization enables the coordinated territorial tourism offers and also provides local adaptation within a standard institutional framework. A typical DTA is led by a Director, with a Secretariat and a Chief of Staff reporting to him, and three central functional departments: the Administration and General Means Department, the Handicrafts Department, and the Tourism Service Department. The departments in turn, are again broken down into specialized bureaus whose missions are very specific, as shown in the official organizational charts released by various wilaya directorates.[1]

The administration and general means department is the first structural component. This department offers the much-needed internal logistical, financial, and human resource assistance that helps the rest of the directorate to operate. It normally consists of three separate bureaus. The Personnel and Training Office handle all the human resource activities such as recruitment, career development, professional training, performance assessment and disciplinary issues of the directorate employees. This office is in place to make sure that the workforce has the skills required to undertake tourism development missions. The Budget and Accounting Office handle the budget and expenditure planning and execution of the directorate annual budget, procurement requests, compliance with the public financial regulations, and financial reporting of the wilaya and central authorities. The General Resources Office deals with material resources, such as office equipment, fleet of vehicles, building maintenance, information technology infrastructure, and supplies. The directorate would not be able to provide administrative strength to offer services to investors, tourists, and artisans without this base department. Formal mission statements affirm the fact that effective internal governance is a prerequisite to effective external service provision in the tourism industry.[2]

The second large structural pillar is the Handicrafts Department. This department is an indicator of integration of traditional crafts into the tourism portfolio both within the law and in practice on the grounds that the artisanal products and cultural heritage are part and parcel of Algerian tourist attraction. The department has the mandate of preserving, promoting, regulating and developing artisanal activities. It has three specialized offices as its internal structure. The Handicrafts and Crafts Development Office collaborate directly

[1] Directorate of Tourism and Handicrafts Djelfa (n.d.). ‘’Directorate missions’’.
[2] Directorate of Tourism & Handicrafts Ouled Djellal (n.d.). ‘’Organizational chart’’.

with artisans, craft cooperatives, and training centers to enhance the quality of products, design, market access, and chains of supply raw materials. It also runs professional development and certification schemes. The Studies and Statistics Office gather and examines the information about the volume of handicraft production, employment rates, sales points, exportation opportunities, and their contribution to the economy. The policy decisions and resource allocation are informed by this evidence base. Follow-up Office of the Activities of Traditional Industry and Professions check the adherence to the quality standards, regulations, health and safety, the registration requirements, and fair-trade practices with artisanal businesses. It also carries out checks and punishments to non-compliance. This department is significant in the connection between rural and cultural tourism and the local economic development since artisanal products are the main souvenirs and the experience that both domestic and international tourists can have.[1]

The third most important department in terms of being strategic in the implementation of the tourism policy is the Tourism Service Department. This department functions as the working division of all the activities that are related to tourism such as investment facilitation, statistical analysis, regulatory control and quality assurance. It has a regular form of three central bureaus, which have always been recorded in formal organigrams. The former is the Tourist Investment and Development Monitoring Office. This bureau is the first contact between the private investors and the general government. Its duties also involve receiving and processing investment declarations, directing investors through authorization and permitting processes, coordination with the National Agency for Investment Development (ANDI) and other pertinent agencies as well as supervising the physical and financial progress of the approved tourism projects like hotels, resorts, tourist complexes and recreational facilities. The bureau is trying to streamline these processes to cut bureaucratic delays, enhance transparency, and make the environment more stimulating to domestic and foreign capital. According to official sources, the key to the growth of the accommodation capacity and tourism infrastructure of Algeria is the successful monitoring of investments.[2]

[1] Directorate of Tourism and Handicrafts Djelfa (n.d.). ‘’Directorate missions’’.
[2] Directorate of Tourism and Handicrafts Ouled Djellal (n.d.). ‘’Organigramme’’.

III. Comparative Analysis of Tourism Directorates in the MENA Region

The Algerian tourism directorates' organizational hierarchy is better explained when compared to Tunisia and Jordan, a Middle Eastern state whose tourism administration has a more institutionalized structure with a diversity of decentralization and integration between the state and the private sector. Analytical comparisons always show that the model of Algeria is still largely centralized and state-led. Conversely, Tunisia has a more hybrid approach, which involves several stakeholders, and Jordan has strong sector specific agencies and local tourism offices which operate with a good degree of autonomy.

In Algeria, tourism directorates operate within a hierarchical framework that links the Ministry of Tourism and Local Crafts at the national level to the provincial Wilaya tourism directorates, and further down to municipalities and local service units. This structure is characterized as "centralized-deconcentrated," where the Ministry formulates broad national strategies and priorities in line with the Service of Development and Tourism Action (SDAT), along with sector-specific regulations. Meanwhile, the directorates at the Wilaya level are responsible for tailoring these directives to fit local contexts and ensuring their implementation. At the local level, municipalities and economic departments play a role in executing projects, although their formal involvement in the coordination framework is often limited or informal. This situation hinders the integration of tourism planning with wider urban and regional development efforts.

Studies on the governance of tourism in Algeria reveal that decision-making power and financial resources are largely centralized at the ministerial level. Consequently, Wilaya directorates have limited independence in setting strategic priorities or generating internal revenue. This significant centralization affects the efficiency and promptness of coordination between the Ministry, provincial directorates, and local stakeholders, leading to a gap between national policy goals and local operational conditions.[1]

In Tunisia, the institutional framework presents a more hybrid and layered model. The Ministry of Tourism collaborates with regional tourism commissions, which include representatives from public authorities, private enterprises, and professional associations, to share coordination duties. These commissions are formally integrated into sectoral legislation and aim to align national strategic goals with the unique aspects of regional

[1]Benali, A. (2025). ‘’Tourism investment in Algeria according to SDAT’’ (p. 45-67).

contexts. This setup grants private sector participants a clearer role in the decision-making process.

Comparative studies focusing on both Algeria and Tunisia highlight that Tunisian tourism governance benefits from increased stakeholder involvement and relatively stable regional coordination mechanisms. Despite facing challenges like limited resources and administrative fragmentation, Tunisia's experience indicates that well-established regional commissions can greatly enhance the alignment between national priorities and regional tourism offerings. Such structures promote governance that is more deliberative and negotiated, rather than strictly hierarchical and top-down[1].

Jordan's Ministry of Tourism and Antiquities directs the tourism industry, while Jordan Tourism Development Co. builds a foundation of support with an extensive network of regional tourism offices that provide various degrees of semi-decentralized oversight (levelling authority for tourism promotion to local authority levels), aiding the promotion of tourism with local authorities as well as by supporting private sector initiatives. Unlike Societal (Wilaya) directorates in Algeria, most Regional Development Offices in Jordan operate under designated budgetary mechanisms (i.e., fund sources), have the benefit of supporting performance-based programming, and have greater coordination on tourism-related initiatives at territorial levels.

Comparative analyses involving Jordan indicate that this organizational model fosters a clearer division between strategic-level functions—maintained by the Ministry and national agencies—and operational territorial functions, which are primarily executed by regional tourism offices. This separation has the potential to Comparative analyses involving Jordan show that this organizational model promotes a clearer separation between strategic-level functions—handled by the Ministry and national agencies—and operational territorial functions, which are mainly carried out by regional tourism offices. This division has the potential to improve both the quality and continuity of coordination. However, academic evaluations also warn that the model’s success heavily relies on the financial and technical capacity of these regional offices. Regions with limited resources still face coordination challenges similar to those observed in Algeria enhance both the quality and continuity of coordination. However, academic assessments also caution that the model’s effectiveness

[1]Houda, H. (2025). ‘’A comparative study of tourism and development between Algeria and Tunisia’’ (p. 173-195).

depends heavily on the financial and technical capacities of these regional offices. Regions with limited resources continue to encounter coordination challenges akin to those observed in Algeria.[1]

When synthesizing the findings of Algeria, Tunisia, and Jordan, all three countries demonstrate clearly defined institutional logics that govern the hierarchical structure of tourism directorates. In the case of Algeria, it follows a very centralized-deconcentrated hierarchy driven primarily by the direction of the state, and only includes limited opportunities for participation by private sector entities. The governance structure in Tunisia is considered to be a hybrid approach, consisting of regional commissions that are formed as a blend between public and private stakeholders as part of their respective governance processes. In contrast to the hybrid structure of Tunisia, Jordan's model employs a structure that combines a centralized national ministry with semi-decentralized regional tourism offices, which receive targeted funding and are supported by specialized sectoral agencies.

The models show that the level of centralization and decentralization and the level of participation of the stakeholders in the governance system have an impact on the level of competency of the tourism directorates as drivers of integrated territorial tourism offers. For Algeria, the experiences of the Tunisian and Jordanian models are important. One focus could be on strengthening private sector and local government participation within existing centralized structures, as this could improve coherence and responsiveness of tourism governance without the need to restructure the system from the ground up [2].

[1]Mansouri, K. (2024). ‘’Tourism in Algeria: current state’’ (p. 45-62).
[2] International Tax Journal (2019). ‘’Analysis of the competitiveness of the tourism sector in the Maghreb countries’’ (p. 583-679).

Section 2: Core Missions and Operational Competencies of Tourism Directorates

I. Policy Implementation and Regional Adaptation by Tourism Directorates

In Algeria, tourism directorates serve as the primary operational link between the national tourism strategy developed at the central level and its implementation at the local level. Their main task is to execute policies and adapt them regionally by translating strategic frameworks, such as the Tourism Development Master Plan (SDAT 2030) and the National Tourism Development Plan 2030, into actionable programs that respond to the specific socio-economic, cultural, and environmental conditions of each Wilaya. Official planning documents describe SDAT 2030 as a guiding framework designed to promote the coherent and sustainable development of tourism through 2030. This plan is organized into short-, medium-, and long-term phases with the objective of establishing tourism as a key contributor to economic growth, diversifying Algeria's economy away from hydrocarbons, and integrating tourism development with the preservation of natural environments and cultural heritage. Additionally, the framework aims to improve Algeria's position in the global tourism market. Scholarly analyses identify the National Tourism Development Plan 2030 as a key framework influencing both ongoing and future tourism policies. The plan aims to capitalize on the country's varied natural, cultural, and historical assets to boost foreign exchange revenues.

Reviewed in light of the plan's implementation, it emerges that it is a multi-stage, multi-level tool which directs national and regional initiatives. At national level in particular, the Ministry of Tourism and Local Crafts takes a broader policy stance, and then develops specific policies within the Wilaya directorates based on local capacities, challenges and priorities. As such, regional adaptation is not considered as one-way adaptation but rather as an interactive process, which includes an assessment of the region, inventories of resources, and taking into account local constraints and interests. Moreover, research on the development outcomes of tourism under the plan indicates that it aims to boost the economic contribution of tourism by promoting employment and diversification of income sources in the region, and supporting the development of specialized clusters that can serve as a draw for investment and as a basis for targeted marketing within specific tourism sectors.[1]

[1] Direction of Tourism and Handicrafts, Wilaya of Boumerdes. (2022). ''*Tourist development plan"*.

Chapter I: Tourism Directorates - Institutional Framework for Coordinating Territorial Tourism Offer

Further investigations into the promotion of Algeria's tourism sector under the National Tourism Development Plan 2030 indicate that effective regional adaptation depends on several strategic factors. These encompass the creation of tourism excellence clusters, improvements in service quality, and the deployment of awareness programs supported by continuous training for tourism professionals. These studies highlight that the Wilaya directorates are tasked with translating national quality objectives into localized actions, such as capacity-building, monitoring service standards, and facilitating cooperation between private entities and public institutions. Moreover, analyses of tourism investments associated with SDAT 2030 reveal that large-scale programs seek to increase hotel capacity and enhance tourist infrastructure in response to projected visitor growth by 2030, with directorates serving a coordinating and supportive function at the Wilaya level.

Further assessments of climate-resilient and sustainable tourism practices in Algeria identify gaps between policy goals and on-the-ground implementation, which are often linked to constrained financial resources, insufficient data systems, and institutional fragmentation. These evaluations suggest that tourism directorates face challenges in effectively translating national policies into coherent, sustainable, and contextually relevant programs. This situation points to a need for clearer mandates, improved coordination mechanisms, and a stronger incorporation of SDAT objectives into territorial planning and environmental management. Within this framework, the process of policy implementation and regional adaptation emerges as a key challenge for Algerian tourism directorates, requiring an alignment of national priorities with local conditions through systematic assessment, active stakeholder involvement, and a gradual harmonization of local initiatives with the phased progression of SDAT 2030.[1]

I.1. Investment Promotion through Tourism Directorates

Investment promotion is recognized as one of the fundamental objectives designated to the Directorates of Tourism and Handicrafts in accordance with Algerian statutory provisions. The national tourism framework, referred to as SDAT 2030, distinctly articulates the significance of private investment as an essential mechanism for enhancing and diversifying the tourism portfolio, thereby mitigating the nation's substantial reliance on hydrocarbon income and fostering sustainable employment opportunities across the wilayas.

[1]Khadidja, H. (2024). ''Tourism expansion strategy in Algeria between the strategic plan and local realities'' (p. 285-546).

Consequently, tourism directorates are anticipated to function as pivotal intermediaries between central investment promotion entities and local entrepreneurs, facilitating the development of projects, offering guidance concerning regulatory stipulations, and ensuring that investment propositions conform to sectoral standards and territorial planning documentation. The legislative framework, particularly encapsulated in Law 17-11 of 2017, endows these directorates with a comprehensive array of responsibilities within this sphere, encompassing the assessment of investment submissions, the verification of compliance with classification criteria, and the coordination with other public entities engaged in land allocation and the provision of infrastructure[1].

The legal framework governing tourism investment in Algeria has experienced considerable transformation in recent years, particularly with the enactment of new investment legislation aimed at enhancing the business environment. Law No. 18-22, which instituted the National Investment Council and the Algerian Investment Promotion Agency, signifies a significant endeavor to eradicate administrative impediments and promote transparency. In conjunction with this legal reform, the digital portal "Algeria Paths of Tourism" (https://algeriatours.dz) was initiated as a digital interface designed to facilitate investment processes, disseminate information regarding available tourism destinations, and streamline the interaction between prospective investors and local authorities. This digital initiative aspires to mitigate the bureaucratic delays that have traditionally deterred both domestic and international investors. Nevertheless, the efficacy of such instruments is critically contingent upon the ability of wilaya-level tourism directorates to assimilate them into their routine operations and to furnish the requisite technical assistance to investors navigating these novel systems[2].

Despite the advancements in legal frameworks and technological innovations, the operational efficacy of tourism directorates in executing their investment promotion responsibilities remains significantly hindered. Empirical research conducted across various Algerian wilayas indicates that these directorates are perpetually understaffed, with personnel predominantly possessing training in legal and administrative disciplines rather than in tourism economics, market analysis, or investment facilitation. The lack of specialized roles—such as investment analysts, project managers, or marketing experts—

[1] Arar, Z. (2022). ''Tourism potential and sector promotion: factors and challenges'' (p. 48-52).
[2] Benmir, M. T. (2023). ''The role of the newly electronic gate "Algeria's Paths of Tourism" and new investment law No. 18-22''.

results in the incapacity of directorates to perform feasibility studies, evaluate the market viability of proposed initiatives, or provide guidance to prospective investors regarding product positioning and demand patterns. As a result, investment promotion is frequently relegated to the passive reception of applications, rather than engaging in proactive outreach, site scouting, or targeted investor engagement. This passive stance considerably constrains the directorate's capability to attract the necessary volume and caliber of investment to fulfill the ambitious objectives outlined in the SDAT 2030.[1]

Financial limitations further intensify the constraints imposed on human resources. The financial allocations designated for wilaya-level tourism directorates are predominantly consumed by obligatory expenditures—such as salaries, utility costs, and office supplies—resulting in minimal resources available for investment promotion endeavors, including the organization of familiarization tours aimed at potential investors, the preparation of investment prospectuses, the participation in international tourism exhibitions, or the execution of market intelligence assessments. The lack of targeted funding for promotional initiatives inhibits the directorates from effectively presenting their territorial assets to the global investment community. Numerous significant comparative advantages of Algeria—including its Saharan oases, Mediterranean coastline, thermal springs, and rich cultural heritage—remain insufficiently promoted and undervalued within international markets. This predicament is exacerbated by the absence of predictable multi-year budgets, which hinders directorates from engaging in long-term strategic planning or committing to multi-year projects that necessitate sustained investment, such as initiatives for digital transformation or campaigns for destination branding.

The focus of all types of investments (hotel, thermal and cultural) promoted by Directorates of Tourism is directly linked with the priorities defined by the National Strategy for Development of Tourism (SDAT 2030): Hotel Infrastructure; Thermal Resorts; Eco-Tourism infrastructures; Cultural Heritage Valorization. While it has been possible to observe an important flow of investments since 2015 towards hotels located in the large cities, the other tourist segments (rural tourism; Saharan Destinations; thermal resorts...) remain underdeveloped. Several studies carried out about the tourism potential of provinces like Biskra in south-eastern part of Algeria have demonstrated that there exist numerous

[1] Belkhiri, A. (2018). '' Study of the role of local actors'' (p. 511-513).

unexploited resources among which we can quote thermal waters, palm trees forests and saharian architectures but these ones cannot be translated in concrete investments because of their bad promotion and coordination. These inequalities lead us to conclude that the action plans of investment promotion are not enough adapted to the diversification stakes of the national strategy and that the directorates do not dispose of sufficient analytical instruments and marketing information to guide concretely the investments towards the priority areas and products.[1]

A persistent challenge in the realm of tourism investment promotion is the existence of the informal sector. Numerous small-scale tourism enterprises—such as guesthouses, rural gîtes, and excursion services—function without formal registration, thereby evading regulatory oversight and tax responsibilities. Although these informal operators play a significant role in the local tourism economy, their lack of visibility in official statistics hampers the directorate's capacity to devise strategic plans, enforce quality standards, and gather reliable data regarding the true magnitude of tourism activity. Promoting the formalization of such enterprises necessitates not only stringent regulatory enforcement but also the implementation of streamlined procedures and targeted support measures that render formalization appealing to small-scale entrepreneurs. Tourism directorates, in conjunction with the Algerian Investment Promotion Agency and local chambers of commerce, could establish outreach initiatives specifically aimed at facilitating the transition of informal operators into the formal economy, thereby expanding the investment base and enhancing data reliability.

International experience provides invaluable insights for enhancing the investment promotion capacities of tourism directorates. Destination management organizations across Europe have formulated proactive strategies for attracting investments, which encompass the development of territorial investment prospectuses, the organization of familiarization tours for prospective investors, and the establishment of centralized one-stop shops for administrative procedures. Certain regions have instituted dedicated tourism investment funds, co-financed by both public and private entities, aimed at supporting projects that align with strategic objectives. These funds are frequently administered through participatory governance frameworks that incorporate private sector representatives, thereby ensuring that investment decisions are reflective of market realities. The assessment of current tourism

[1] Meftah, S. (2022). *The possibility of exploiting tourism potentials in Biskra* (p. 530-539).

policies in Algeria has underscored the necessity for augmented climate resilience and sustainability criteria within investment promotion efforts, especially as climate change increasingly impacts coastal and Saharan destinations. The incorporation of these considerations into investment promotion strategies would align Algeria with international best practices and bolster the long-term viability of tourism investments.[1]

For the tourism directorates in Algeria, the enhancement of investment promotion necessitates a comprehensive and multifaceted strategic approach. Initially, it is imperative to augment the human capital within these directorates by incorporating specialized expertise in investment analysis, project management, and marketing disciplines. This necessitates a thorough reassessment of recruitment standards alongside the establishment of systematic training initiatives in collaboration with academic institutions and professional organizations. Subsequently, it is essential to formalize coordination protocols with the Algerian Investment Promotion Agency, thereby delineating explicit timelines, minimizing bureaucratic impediments, and facilitating the creation of digital platforms for effective information dissemination. Furthermore, the directorates must devise territorial investment prospectuses that delineate available land, prioritize products, and specify incentive frameworks, thereby furnishing investors with unequivocal entry points. Additionally, a nuanced approach should be implemented for substantial strategic projects—potentially requiring dedicated negotiation and facilitation efforts—while small and medium-sized enterprises should benefit from streamlined procedures and targeted assistance. Ultimately, the primary aim of investment promotion transcends the mere attraction of capital; it is to ensure that such investments foster sustainable territorial development, generate employment opportunities, bolster local supply chains, and safeguard environmental and cultural resources for posterity.[2]

I.2. Quality Control and Classification Coordinated by Tourism Directorates

In Algeria, tourism directorates are tasked with overseeing the quality control and classification of tourism establishments within the framework of the Algerian Tourism Quality Plan (Plan Qualité Tourisme Algérie – PQTA) and the national hotel and tourism facility classification system. The PQTA, established by the Ministry of Tourism and Handicrafts, seeks to bring together tourism professionals under a voluntary quality

[1] Meftah, S. (2024). ‘’Evaluating existing tourism policies in Algeria for climate resilience’’.
[2] Voigt, A. (2021). ‘’Destination management organizations in Europe: trends, challenges and governance reforms’’ (p. 2812-2822).

approach grounded in international standards, aiming to incrementally improve service quality and award the "Quality Tourism Algeria" label to compliant establishments[1]. The Plan explicitly designates the Ministry with responsibility for monitoring implementation, while the directorates at the Wilaya level conduct on-site inspections, controls, and track commitments made by hoteliers and other tourism operators.[2]

Hotel classification in Algeria follows a formalized system based on technical and service-related criteria specified in the regulation dated 23 November 1966. This system categorizes hotels into five groups aligned with a star rating from one to five. National data indicate that the Ministry, in collaboration with Wilaya directorates, administers this classification system, with the latter compiling statistics concerning classified hotels, available rooms, and offered services, subsequently reporting these figures to the national authorities[3]. However, research on the hotel sector reveals that numerous Algerian establishments remain unclassified or undervalued and that many do not conform to international benchmarks, particularly regarding service quality, infrastructure, and safety.[4]

Within each Wilaya directorate, the inspection and quality unit serves as the primary technical entity responsible for this mandate. This unit verifies adherence to technical regulations, hygiene protocols, and safety standards in hotels, tourist complexes, apart-hotels, and tourism-related services such as travel agencies and guiding organizations. It also organizes the periodic diagnostic evaluations stipulated by the PQTA, where in establishments are assessed against established criteria and provided with a Quality Improvement Plan (Plan d'Amélioration de la Qualité – PAQ) outlining necessary improvements and timelines. These diagnostics are conducted either directly by the directorate or jointly with specialized audit bodies, followed by re-inspections to confirm resolution of issues.

Academic investigations into quality management within Algerian tourism facilities suggest that structured and enforceable standards can substantially enhance customer satisfaction, as tourists commonly rely on classification and quality labels to assess the reliability of accommodations and services. These studies underscore that the success of quality control relies on the frequency and thoroughness of inspections, the transparency and

[1]Ayadi, A. (2018). ''In Algerian tourism quality plan'' (p. 50-61).
[2] ''Quality management in tourist facilities'' (2021) (p. 143-030).
[3]''Statistical overview of classified tourism establishments in Algeria'' (2022) (p. 33-48).
[4]''Tourism in the North Central region of Algeria: case of the Wilaya of Bouira'' (2021) (p. 21).

clarity of evaluation criteria, and openness in the classification process. Nonetheless, empirical analyses of the PQTA highlight in consistent implementation of quality controls across Wilayas, primarily due to limited inspection capabilities, insufficient personnel, and the geographical dispersion of facilities, notably in rural or remote locations.

Further research of the tourism sector that has been conducted in North-Central Algeria has discerned a distinct trend: the number and quality of classified establishments are markedly limited. This deficiency hinders numerous regions from positioning themselves as viable tourist destinations. In reality, a minuscule percentage of hotels attain any formal classification, while the overwhelming majority of accommodation providers furnish merely fundamental amenities. This predicament places local tourism authorities in a challenging situation. They are mandated to implement consistent quality standards throughout their jurisdictions, yet how can they fulfill this role when the majority of establishments operate entirely beyond the formal regulatory framework? Consequently, the entire classification system's integrity is compromised. Tourists begin to lose faith in the designations, and hotel proprietors perceive minimal incentive to enhance their offerings. Ultimately, if the "Quality Tourism Algeria" brand is scarcely promoted and few individuals comprehend its significance, wondering what motivation exists for anyone to invest in enhancements.

The literature recognizes that the role of tourism directorates in quality control and classification must extend beyond mere regulatory enforcement to encompass support and capacity-building functions. The PQTA assigns the Ministry and directorates responsibilities related to training, rehabilitation, and awareness initiatives, aiming to foster an understanding of quality standards among hotel managers and service providers and to frame compliance as an opportunity rather than a constraint. Moreover, the findings stress that directorates should collaborate with professional associations, civil society organizations, and local development agencies to promote voluntary adoption of quality standards and to align classification monitoring with broader territorial development policies.[1]

In summary, the quality control and classification duties of Algerian tourism directorates may be conceptualized as a dual process: the enforcement of a formal, standardized classification framework coupled with the gradual enhancement of service quality through diagnostic assessment, implementation of quality improvement plans, and

[1] ‘’The implementation challenges of the Algerian Tourism Quality Plan’’ (2024) (p. 205-222).

engagement with stakeholders, all situated within the structure provided by the Algerian Tourism Quality Plan.[1]

It is very noteworthy to mention that the Algerian tourism directorates are structured around a limited set of core technical departments, as outlined in the official organigrammes and mandates of the Wilaya tourism and handicrafts directorates. The typical organizational framework comprises a tourism service department (alternatively termed "tourism activities" or "tourism inspectorate"), an investment and development department, an administration and general means department, and a handicrafts and traditional industry department. Each of these units is assigned distinct technical responsibilities. This departmental division reflects a functional-professional model in which tasks related to inspection, planning, statistics, and promotion are allocated to specialized units rather than consolidated within a single administrative entity.

For the tourism service department, it manages the routine oversight of tourism activities, including the regulation of hotels, tourist complexes, apart-hotels, and associated services, in accordance with relevant technical and sectoral standards. It coordinates periodic inspections, classifies establishments, and assesses compliance with infrastructure, hygiene, and safety norms, identifying non-conformities and ensuring follow-up on corrective measures. Analyses of Algerian tourism governance indicate that the effectiveness of this department is contingent upon its technical capacity and the consistency of inspection protocols, as irregular monitoring can undermine the credibility of classification systems and erode the confidence of tourists and investors.

The investment and development department, sometimes referred to as the investment and project follow-up office, supports and supervises tourism projects throughout their lifecycle, from preliminary feasibility assessments to implementation. This includes preparing application dossiers for new hotels and complexes, coordinating administrative procedures, and facilitating public–private partnerships, in alignment with the Algerian Tourism Quality Plan and the Tourism Development Master Plan (SDAT 2030). Regional tourism development studies emphasize this department's strategic role in harmonizing local initiatives with national priorities, particularly regarding the formation of

[1] ''The role of classification and labeling in the positioning of Algerian tourism destinations''(2025) (p. 78-94).

tourism excellence clusters and the diversification of accommodation and service options. Furthermore, the department collaborates with investment-support entities and local development agencies to ensure tourism projects align with regional development goals and environmental considerations.

II. Analysis of Technical Departments in Tourism Directorates

II.1. Promotion and Marketing Functions of Tourism Directorates

Tourism promotion and destination marketing represent some of the most prominent and strategically essential functions assigned to tourism directorates at the regional echelon. These duties encompass the cultivation of a territory's image, the articulation of its distinctive attributes to prospective visitors, and ultimately the modulation of travel decisions within a progressively competitive global marketplace. In numerous national contexts, tourism directorates are anticipated to transmute overarching national branding strategies into locally nuanced promotional initiatives that resonate with both domestic and international constituents. Nevertheless, the disparity between strategic aspirations and operational capabilities remains considerable, as directorates frequently encounter challenges such as restricted financial resources, insufficient digital infrastructure, and disjointed coordination with private sector stakeholders.[1]

The fundamental promotional endeavors typically executed by tourism directorates encompass engagement in both national and international travel exhibitions, the creation of printed brochures and visitor guides, the upkeep of institutional websites, and, more recently, interaction with social media platforms. Nevertheless, these conventional instruments are increasingly inadequate in a digital age wherein travelers depend on user-generated content, online evaluations, and immediate information sourced from various channels. The transition towards digital marketing has revolutionized the dynamics between destination marketers and tourists, evolving from a unidirectional broadcast paradigm to a reciprocal, participatory framework. Contemporary visitors anticipate encountering immersive visual media, genuine testimonials, and unobstructed access to reservation platforms. Tourism directorates that do not sufficiently adapt to these changing expectations risk becoming imperceptible to the very demographics they endeavor to engage.[2]

[1]Arar, Z. (2022). ‘’ Tourism potential’’ (p. 48-56).
[2] El Omrani, A. (2024). ‘’The impact of the digital transition on the tourism sector’’ (p. 540-544).

Chapter I: Tourism Directorates - Institutional Framework for Coordinating Territorial Tourism Offer

A continuing difficulty in the domain of tourism promotion is the absence of dependable, detailed data regarding visitor demographics, inclinations, and levels of satisfaction. In the absence of such information, promotional initiatives cannot be effectively directed, resulting in the potential misallocation of limited marketing resources towards audiences who are unlikely to translate their engagement into actual visits. The lack of systematic visitor surveys, digital analytic instruments, and customer relationship management frameworks compels numerous organizations to depend on intuition rather than empirical evidence in the formulation of their marketing strategies. This data shortfall is further exacerbated by the fragmentation of information across various public agencies and private entities. No singular organization possesses a comprehensive understanding of who visits, the reasons for their visits, their expenditure patterns, or their assessments of the experience. As a result, promotional communications frequently remain overly generalized, failing to cater to the distinct motivations and apprehensions of various market segments.[1]

The digital transformation of tourism marketing necessitates more than mere adoption of contemporary tools; it requires a profound reorientation of organizational culture and competencies. Effective destination marketing in the present context is contingent upon a multifaceted ecosystem that includes search engine optimization, paid social media advertising, influencer collaborations, content marketing, email campaigns, and reputation management. The establishment and sustenance of this ecosystem necessitate specialized expertise in data analysis, content generation, community management, and performance evaluation. Numerous tourism directorates, especially within developing economies, are deficient in these essential competencies. Personnel are frequently trained in conventional administrative roles rather than in the nuances of digital marketing, and recruitment practices have not evolved to attract the requisite new profiles. Training initiatives, when available, tend to be irregular and seldom integrated into a cohesive professional development trajectory.[2]

International empirical evidence indicates that the effective marketing of tourist destinations is seldom accomplished by public authorities operating in isolation. In numerous sophisticated tourism economies, destination management organizations function within frameworks of public-private governance, wherein the financial contributions from

[1] Belkhiri, A. (2018). ‘’Study of the role of local actors’’ (pp. 512-515).
[2] Arar, Z. (2022). ‘’Tourism potential’’ (pp. 48-56).

the private sector towards marketing initiatives are supplemented by public funding, and strategic decisions are collaboratively made by representatives from the hotel industry, tour operators, transportation services, and local government entities. This cooperative methodology guarantees that marketing campaigns are congruent with market dynamics and that private stakeholders possess a vested interest in their triumph. Furthermore, it facilitates the aggregation of resources, thereby enabling extensive campaigns that would be financially unfeasible for any singular entity to undertake independently. For tourism management entities, transitioning to such collaborative frameworks necessitates not only legal and regulatory adjustments but also a cultural transformation from administrative oversight to the facilitation of partnerships.[1]

The significance of digital platforms in the realm of destination marketing is paramount. National tourism websites, regional online portals, and social media networks function as the principal interfaces between tourist destinations and prospective travelers. It is imperative that these platforms are consistently refreshed with superior visual materials, pertinent information, and captivating narratives that motivate travel. Nevertheless, the upkeep of such platforms necessitates ongoing investment in content generation, technical support, and community interaction. Numerous tourism offices lack the necessary financial and human resources to maintain a dynamic digital presence, resulting in obsolete information, malfunctioning links, and dormant social media profiles that convey an unprofessional image. This scenario not only fails to entice potential visitors but may also actively dissuade them, as tourists tend to associate a neglected online presence with inadequate destination management.[2]

The COVID-19 pandemic accentuated the critical role of nimble, data-informed marketing in adapting to swiftly evolving travel restrictions and consumer behaviors. Destinations that successfully modified their marketing communications to prioritize safety measures, outdoor experiences, local tourism, and flexible reservation policies demonstrated quicker recovery than those that depended on pre-pandemic strategies. Tourism agencies equipped with robust digital capabilities were able to track real-time data on search patterns and adjust their messaging as needed. Conversely, those lacking such capabilities faced challenges in responding effectively, resulting in a loss of market share to more agile rivals.

[1] El Omrani, A. (2024). ‘’The impact of the digital transition’’ (p. 540-544).
[2] Belkhiri, A. (2018). ‘’Study of the role of local actors ‘’ (p. 512-515).

This situation has emphasized that investing in digital marketing competencies is not merely an indulgence but an essential requirement for resilience[1].

An additional facet of tourism promotion that remains inadequately developed is the synchronization among various territorial strata. National branding initiatives, regional marketing efforts, and local destination promotions frequently function independently, exhibiting minimal coherence in messaging, visual identity, or target demographics. A traveler lured by a national initiative may discover scant correlation with the regional or local data accessible online, engendering confusion and diminishing the probability of conversion. Tourism directorates could assume a pivotal role in connecting these tiers, ensuring that local promotional endeavors not only reinforce but are also reinforced by overarching national strategies. This necessitates the establishment of mechanisms for consistent information exchange, communal content repositories, and collaborative campaign strategizing.[2]

The incorporation of sustainability considerations into the realm of tourism promotion presents an emerging challenge. An increasing cohort of travelers is actively seeking destinations that exemplify environmental stewardship, cultural respect, and beneficial social impacts. Tourism directorates possess the potential to utilize their promotional platforms to accentuate sustainable practices, eco-certified accommodations, and community-oriented tourism initiatives. Nevertheless, this necessitates the existence and verifiability of such practices. Promotion lacking substantive backing invites allegations of greenwashing, which may adversely affect the reputation of the destination. Consequently, marketing endeavors must be underpinned by authentic investment in the development of sustainable tourism.[3]

Ultimately, tourism directorates' marketing and promotion duties are inextricably linked to more general concerns about infrastructure development, destination governance, and service quality. Poor visitor experiences, safety issues, or subpar facilities cannot be made up for by marketing alone. On the other hand, without adequate marketing, even the most alluring locations will continue to receive few visitors. Moving from irregular, aimless promotional activities to a strategic, data-driven, cooperative marketing approach is a challenge for tourism directorates. Investments in digital tools, partnership mechanisms,

[1] Villette, O. (2019).''The challenges of digital technology for territorial attractiveness''(p. 82-100).
[2] Voigt, A. (2021). ''Destination management organizations in Europe''(p. 2812-2820).
[3]Benmir, M. T. (2023). ''The role of the newly electronic gate''.

performance measurement systems, and human capital are needed for this. Additionally, it calls for a readiness to absorb best practices from around the world and modify them to fit local territorial realities. When these requirements are satisfied, tourism promotion transforms from a communication tool into a potent force for territorial development that can produce sustainable economic growth.[1]

II.2. Inspection Services Managed by Tourism Directorates

The inspection services operated by tourism directorates constitute one of the most fundamental regulatory functions within the Algerian tourism governance system. These services are primarily responsible for monitoring compliance with national standards, ensuring the safety and quality of tourism establishments, and maintaining the credibility of the classification system upon which destination marketing strategies depend. The legal framework assigns to wilaya-level tourism directorates the authority to conduct regular and surprise inspections of hotels, tourist complexes, travel agencies, restaurants, and other tourism-related facilities. These inspections verify adherence to technical regulations, hygiene protocols, safety standards, and the specific criteria attached to each establishment's official classification. Without effective inspection, the entire edifice of quality assurance collapses, leaving tourists vulnerable to substandard services and undermining the reputation of the destination as a whole[2].

The scope of inspection services is very broad, and inspectors are required to assess not only physical infrastructure (room sizes, sanitary facilities, fire safety equipment, accessibility features), but also service quality, staff qualifications, and the truthfulness of promotional claims; they must check that classified establishments are keeping up with the standards for which they were rated, and they must pinpoint informal or unlicensed operators who are operating outside of the regulatory framework. This breadth of responsibility requires a workforce with a wide range of technical skills, from hotel engineering to food safety, consumer protection law, and customer service standards, but in practice, inspection units within tourism directorates are understaffed and under-resourced, and often lack the capacity to do so.

One of the persistent challenges facing inspection services is the sheer geographic dispersion of tourism establishments across wilaya territories. Many hotels, guesthouses, and

[1] Villette, O. (2019). ‘’The challenges of digital technology’’(p. 82-100).
[2]Arar, Z. (2022).’’Tourism potential’’ (p. 48-52).

tourist sites are located in remote mountainous areas, Saharan oases, or coastal zones far from the administrative centers where inspection units are based. The lack of adequate transportation resources—insufficient vehicles, limited fuel allocations, poor road conditions in rural areas—severely constrains the frequency and coverage of inspection visits. As a result, many establishments receive only the mandatory pre-classification inspection, with little or no follow-up in subsequent years. This situation creates a perverse incentive for operators to let their facilities deteriorate after obtaining a star rating, knowing that the probability of a surprise inspection is low. The credibility of the entire classification system is thus eroded from within[1].

The protocol for the inspection process itself is designed to be educational as well as punitive, and it includes an initial diagnosis, identification of non-conformities, issuance of a quality improvement plan, and a date for re-inspection, but without clear communication, practical advice, and follow-up, the effectiveness of this approach will depend on the ability of the inspector to communicate the protocol, to offer practical advice, and to follow up, and when inspection units are overburdened, the quality improvement phase is often abbreviated and operators receive little guidance on how to address identified deficiencies, which can lead to the same problems recurring year after year and the quality of the tourism offer stagnating.[2]

A third function of the inspection function that is frequently overlooked is the data and information that is collected during the inspection process: occupancy rates, maintenance conditions, investment levels, staffing patterns, and so forth. When compiled and analyzed systematically, this information can contribute to evidence-based policy: investment promotion strategies, training needs, and infrastructure development priorities. However, in most tourism directorates, inspection data is unconnected, stored in paper files or spreadsheets, and rarely considered by the analytical units of the planning units, and the opportunity to use inspection as a source of evidence-based policy is missed[3].

There is often informal and inconsistent coordination between inspection services and other control bodies (e.g., civil protection, health authorities, municipal technical services), with overlaps and gaps in enforcement, and an establishment may be given a health

[1] Reggad, S. (2025). ‘’Improving hotel services in Algeria through the tourism quality plan’’.
[2] Arar, Z. (2022). ‘’Tourism potential’’ (p. 48-52).
[3] Belkhiri, A. (2018). ‘’ Study of the role of local actors’’(p. 511-514).

clearance but fail safety standards, or it may be inspected by several agencies on the same issue without a clear picture of the situation. Without shared databases, joint inspection protocols, and regular coordination meetings, these inefficiencies continue, and efforts to strengthen inter-service coordination would require not only administrative reforms but a cultural shift toward collaborative governance, where inspection is viewed as a shared responsibility rather than as a competition for jurisdictional authority.[1]

Another critical issue is the training and professional development of inspection staff. Inspectors must keep up with evolving international standards, new technologies, and emerging forms of tourism accommodation, such as eco-lodges or digital platforms, but continuing education opportunities are scarce, and initial training programs often lag behind industry practice. Specialized knowledge in areas like fire safety engineering, food hygiene management, or accessibility standards for persons with disabilities is often learned on the job rather than in the classroom, and the quality of inspections varies widely from wilaya to wilaya based on the experience and initiative of individual inspectors rather than on systematic capacity building[2].

Inspection services and the operators they oversee have a tense relationship by nature. Operators may view inspections as onerous, expensive, or capricious, especially if they are not supported by concise justifications or realistic deadlines for compliance. On the other hand, local political players may put pressure on inspectors to ignore flaws in businesses run by powerful people. Transparency in inspection processes, uniformity in the application of standards, and chances for operators to appeal rulings are all necessary to establish a relationship based on mutual respect and trust. Pre-inspection information sessions, written guidelines, and help desks have been tried by some tourism directorates to demystify the procedure and promote voluntary compliance. When properly planned, these programs can lessen adversarial dynamics and enhance results for all parties[3].

Inspection services had faced new difficulties and obligations as a result of the COVID-19 pandemic. Additional criteria to be monitored included health protocols, social distancing requirements, and improved sanitation measures. Inspectors had to quickly pick up new regulations and modify their daily routines. In some nations, the pandemic also

[1]Reggad, S. (2025). ‘’Improving hotel services’’
[2] Chachoua, A. (2021). ‘’Tourism planning in Algeria and its role in stimulating economic development’’ (p. 152-170).
[3] Benabdelaziz, S. (2019). ‘’Adopting the Algerian tourism quality plan (PQTA)’’ (p. 171-188).

hastened the digitization of some inspection procedures, increasing the prevalence of online reporting, digital documentation, and remote audits. The lack of prior investment in digital infrastructure made the transition particularly challenging, even though Algerian tourism directorates were not exempt from these pressures. Despite this, the experience made clear how urgent it is to update inspection systems and give employees the resources they need to function well in a post-pandemic setting.[1]

The efficacy of inspection services could be greatly improved in the future by a number of changes. First, the impact of having few employees would be maximized by implementing risk-based inspection planning, which concentrates resources on establishments with a history of non-compliance or those with high public exposure. Second, the use of digital tools for data collection, reporting, and analysis would lessen administrative work and enhance the caliber of data that decision-makers could access. Third, the creation of specialized training programs offered in collaboration with technical institutes and professional associations would improve the proficiencies of inspection personnel. Fourth, formalizing inter-service coordination procedures would cut down on duplication and guarantee that all legal obligations are applied consistently. Lastly, the creation of clear channels for operator feedback and appeals would promote voluntary compliance and foster trust.[2]

Overall, inspection services are the often invisible but essential quality assurance of tourism quality and the unsung backbone of tourism quality assurance. They may not be seen by tourists, but without effective inspection, classification systems lose credibility, operators have little incentive to invest in quality, and the long-term competitiveness of the tourism sector is undermined. The challenges for inspection services are formidable: understaffing, limited resources, geographic dispersion, coordination failures, and skill gaps, but they are not insurmountable. With continued investment, strategic reforms, and a commitment to professionalization, inspection services can deliver on their mandate and support the sustainable development of Algerian tourism[3].

II.3. Statistics and Planning Units in Tourism Directorates

The statistics and planning units of tourism directorates are the analytical and strategic heart of tourism governance at the wilaya level, as they gather, process, and share

[1] Erabti, H. (2021).''Developing Algeria's tourism sector: the search for a wealth-generator''(p. 375-387).
[2] Chachoua, A. (2021). ''Tourism planning in Algeria'' (p. 152-170).
[3] Benabdelaziz, S. (2019). ''Adopting the Algerian tourism quality plan''(p. 171-188).

accurate data on tourism supply, demand, and economic performance to inform decision-making, strategic planning, investment promotion, and evaluation of public policies. Accurate and timely statistics are needed to assess the impact of actions, identify trends, and determine the allocation of resources. The planning unit translates national strategic orientations (as laid out in the national tourism development framework) into territorial action plans, tailored to local specificities, which diagnose existing tourism assets, identify priority areas for investment, define product development strategies, and coordinate with other public services to ensure that tourism projects are aligned with other public services.[1]

The compilation of tourism statistics is a complicated and resource-intensive process, and official statistics may be incomplete, inconsistent, or unreliable due to the absence of systematic data collection protocols and standardized reporting formats, as well as the lack of human resources to conduct comprehensive field surveys of many small-scale tourism operators, such as unclassified guesthouses, seasonal rentals, and informal excursion services. As a result, official statistics systematically underestimate the scale of the local tourism economy, leading to suboptimal allocation of resources and investment, and preventing the integration of local tourism statistics into national economic accounts.[2]

Even the planning unit has its challenges: while effective territorial planning relies on descriptive data, it also needs analytical capacity (feasibility studies, market segmentation analyses, impact assessments, and scenario modeling), yet in many tourism directorates, the planning unit has very little in terms of human resources and technical tools (staff members are trained in general administration rather than in tourism economics, spatial analysis, or project management, and plans are often broad and aspirational rather than operational and are rarely monitored or evaluated). Without a structured monitoring and evaluation framework, even if plans are adopted, there is no systematic mechanism to track progress, identify bottlenecks, or adjust strategies in response to changing conditions.[3]

The relationship between the statistics unit and the planning unit should be strong but is often weak: Data collected by the statistics unit should directly inform the planning unit\'s diagnostic work and strategic decisions, but in practice, information flows are often blocked by departmental silos, incompatible data formats, and lack of shared digital platforms; the

[1] Arar, Z. (2022). ‘’Tourism Potential’’ (p. 48-52).
[2] Belkhiri, A. (2018). ‘’Study of the role of local actors’’ (p. 512-515).
[3] El Omrani, A. (2024). ‘’The Impact of the Digital Transition’’(p. 542-544).

planning unit may analyze out-of-date or incomplete data, and the statistics unit may collect information that is never used for planning. Regular coordination meetings, shared databases, and joint training programs would significantly enhance the directorate\'s overall effectiveness.[1]

The international experience shows that with sufficient investment in human capital, digital infrastructure, and institutional coordination, well-resourced tourism observatories can turn raw data into actionable intelligence, producing annual reports on visitor numbers, occupancy rates, economic impacts, and visitor satisfaction, based on a combination of administrative sources, business surveys, and innovative instruments such as mobile phone geolocation data, working in close collaboration with local tourism authorities to ensure that the data they collect is in line with decision-making needs and to act as a platform for sharing information with private operators.[2]

Geographic information systems (GIS) can play a key role in tourism planning at the local level, mapping assets such as hotels, restaurants, heritage sites, and natural attractions, as well as infrastructure (roads, airports) and visitor flows, identifying gaps, avoiding conflicts with protected areas, and designing coherent tourism circuits. GIS also allows the modeling of carrying capacity, which is useful to prevent overcrowding and environmental degradation, a problem that is especially relevant for fragile ecosystems such as Saharan oases, coastal zones, and mountain areas. However, in Algerian tourism directorates, the use of GIS is extremely limited due to the lack of software, trained personnel, and baseline spatial data to develop even basic maps, thus constraining the production of evidence-based territorial diagnoses and effective communication of planning decisions.[3]

This lack of a functioning tourism observatory at the wilaya level is a major impediment to planning; an observatory would offer a permanent institutional framework for ongoing data collection, analysis, and dissemination as well as a forum for dialogue between public authorities, private operators, and civil society to ensure that planning decisions are made with consideration for the needs and aspirations of all territorial actors. Regional tourism observatories have been set up in many countries with the help of international organizations based on standardized methods that enable comparison between

[1] Arar, Z. (2022).‘’Tourism Potential’’ (p. 48-52).
[2] Belkhiri, A. (2018). ‘’ Study of the Role of Local Stakeholders’’ (p. 512-515).
[3] Villette, O. (2019). ‘’The Challenges of Digital Technology’’ (p. 49-50, 122-150).

territories. For Algeria, establishing observatories, possibly starting with regional observatories to share costs, would be an investment in evidence-based governance.[1]

The planning unit is also responsible for aligning tourism development with other sectoral policies, since tourism does not occur in a vacuum and depends on transport infrastructure, environmental protection, urban planning, and cultural heritage management. Formal coordination protocols and regular inter-service meetings with shared data platforms are needed; in practice, such coordination is often informal and intermittent, leading to fragmented initiatives that do not achieve critical mass.[2]

Looking ahead to future developments, various reforms demonstrate the potential to considerably bolster the statistical and planning abilities of tourism directorates. Initially, the implementation of a uniform reporting framework for tourism operators, accompanied by streamlined procedures for smaller enterprises, would significantly augment the quality and scope of data collection. Furthermore, the incorporation of digital instruments for the gathering, storage, and analysis of data would alleviate administrative burdens and promote the sharing of information. Additionally, the establishment of a regional tourism observatory would furnish specialized analytical resources and function as a central hub for stakeholder engagement. Moreover, the introduction of training initiatives focused on tourism statistics, geographic information systems (GIS), and strategic planning would elevate the skill sets of the directorate personnel. Lastly, the institutionalization of inter-agency coordination protocols would guarantee that tourism planning is seamlessly integrated with broader initiatives pertaining to territorial development.[3]

In conclusion, the statistics and planning units are vital for tourism governance, yet are inadequately resourced in Algerian wilayas. Reliable data and effective planning are crucial for tourism directorates to fulfill their roles in sustainable development. Investment in these areas—human capital, digital tools, institutional coordination, and observatories—would greatly enhance destination competitiveness and local community well-being.

[1] Nasser, W. N. (2011). ‘’Local development, Territorial Construction and Tourism: The Case of Lebanon’’(p. 176-198).
[2] Meftah, S. (2022). ‘’ The Possibility of Exploiting Tourism Potentials in Biskra ‘’(p. 534-536).
[3] Villette, O. (2019). ‘’The Challenges of Digital Technology’’ (p. 49-50, 137-150).

III. Digital Transformation Initiatives Led by Tourism Directorates

The digital transformation of the tourism sector has emerged as a global necessity, fundamentally altering the methodologies employed in the marketing of destinations, the manner in which travelers organize and engage with their journeys, as well as the strategies utilized by public authorities in the governance of the industry. Tourism Development Agencies (DTAs) are anticipated to serve as pivotal contributors to this transformation; however, their capacity to spearhead digital initiatives remains significantly constrained within various Algerian contexts. The national framework for tourism development acknowledges digitalization as a crucial strategic instrument for enhancing competitiveness; nevertheless, the realization of this ambition into practical implementation encounters formidable obstacles. Digital technologies influence every phase of the tourist experience: from inspiration and planning facilitated by websites and social media, to booking through online platforms, the on-site experience enhanced by mobile applications and geolocation services, and post-visit engagement fostered through email marketing and user-generated content. For tourism directorates, digital instruments present unprecedented avenues to engage target audiences, tailor communication, gather real-time data, and collaborate effectively with local operators. Nonetheless, in the absence of sufficient infrastructure, requisite skills, and a coherent strategic vision, these prospects largely remain unactualized.[1]

In Algeria, the electronic portal "Algeria Paths of Tourism" (algeriatours.dz) was inaugurated as a digital framework designed to facilitate investment processes, disseminate information regarding existing tourism locales, and optimize the interaction between prospective investors and local authorities. This initiative, augmented by recent investment legislation, signifies a considerable endeavor to digitize administrative workflows and improve transparency. Nevertheless, the efficacy of such instruments is fundamentally contingent upon the capacity of wilaya-level tourism directorates to assimilate them into their routine operations and to furnish the requisite technical assistance to users. Numerous directorates are deficient in digital infrastructure, skilled personnel, and an institutional culture conducive to fully leveraging these platforms, thereby constraining their effectiveness in investment promotion and destination marketing.[2]

[1] El Omrani, A. (2024). ‘’The Impact of the Digital Transition’’ (p. 537-558).
[2]Benmir, M. T. (2023). ‘’The Role of The Newly Electronic Gate’’

The digital footprint of tourism directorates generally encompasses institutional websites and social media profiles; however, these platforms are frequently characterized by inadequate development and inconsistent management. Websites often feature obsolete information, non-functional links, and subpar visual content, thereby conveying an unprofessional image to prospective visitors. Social media profiles are commonly updated in an irregular manner, lacking a coherent engagement strategy or targeted audience approach. The lack of a unified digital communication strategy results in promotional initiatives that are erratic rather than methodical, leading to missed opportunities for fostering an online community. Empirical studies on digital transformation within the tourism sector have indicated that proficient destination marketing necessitates a strategic framework that amalgamates content development, audience segmentation, performance assessment, and ongoing modification—skills that are presently lacking in the majority of tourism directorates.[1]

The online presence of tourism directorates generally consists of official websites and social media profiles; however, these are often inadequately developed and inconsistently maintained. Websites may feature outdated information, malfunctioning links, and subpar visual content, conveying an unprofessional image to prospective visitors. Social media profiles are often updated sporadically, lacking a solid engagement strategy or targeted audience approach. The lack of a unified digital communication strategy results in promotional initiatives being erratic rather than well-planned, causing missed opportunities to foster an online community. Studies on digital transformation in tourism reveal that successful destination marketing necessitates a strategic framework that combines content development, audience targeting, performance evaluation, and ongoing adaptation—skills that are presently lacking in the majority of tourism directorates.[2]

The advancement of integrated information systems constitutes a pivotal aspect of digital transformation. Tourism directorates amass extensive volumes of data—including inspection reports, investment applications, visitor surveys, and operator registrations—yet this information is frequently retained in disjointed, incompatible formats that hinder effective analysis and dissemination. The lack of a centralized tourism information system at the wilaya level obstructs directorates from producing reliable statistics, tracking

[1] Villette, O. (2019). ‘’The Challenges of The Digital Technology’’ (p. 20-93).
[2] El Omrani, A. (2024). ‘’The Impact of The Digital Transition’’ (p. 537-558)

performance trends, or collaborating with other public services. Digital platforms facilitating real-time data interchange among tourism directorates, investment promotion agencies, and statistical offices would markedly improve planning capabilities and policy alignment. Nonetheless, the establishment of such systems necessitates considerable investment in software, hardware, and personnel training, alongside the creation of legal frameworks governing data sharing and privacy protection.[1]

The digital transformation of tourism directorates necessitates the integration of online reservation and booking platforms. Numerous small-scale tourism enterprises exhibit a deficiency in the technical proficiency required to autonomously manage online reservations; consequently, directorates can assume a facilitative role by offering shared platforms or comprehensive training. Certain destinations have pioneered open-source reservation systems that empower local operators to market their services online, thereby enhancing their visibility and revenue while simultaneously generating invaluable data for the destination management organization. The implementation of analogous strategies in Algeria would necessitate collaboration among tourism directorates, professional associations, and technology providers, along with a sustained commitment to the maintenance of platforms and user support.[2]

The COVID-19 pandemic catalyzed the acceleration of digital adoption within the global tourism sector, including in Algeria. The necessity of adhering to health protocols, implementing travel restrictions, and addressing the evolving behaviors of consumers compelled tourism directorates to adapt expeditiously, with a significant number resorting to digital tools for purposes of communication, data collection, and coordination among stakeholders. The prevalence of remote inspections, virtual meetings, and online training sessions became increasingly apparent, underscoring both the capabilities and the constraints of the extant digital infrastructure. This experience elucidated that even rudimentary digital tools can markedly enhance operational resilience; however, prior investment in digital capacity is imperative for a proficient crisis response. In future endeavors, tourism directorates ought to prioritize the digitalization of fundamental administrative processes—

[1]Boumadi, I. (2025). ‘’Monitoring North African Regional Tourism by Web Data’’.
[2] Villette, O. (2019). ‘’The Challenges of Digital Technology’’ (p. 88-100).

such as inspection reporting, tracking of investment applications, and collection of statistical data—as a pivotal foundation for more ambitious digital initiatives.[1]

Anticipating future developments, numerous initiatives could expedite the digital transformation of tourism directorates. Initially, the formulation of a comprehensive national digital roadmap for tourism governance, encompassing explicit milestones and performance metrics, would furnish a strategic framework. Subsequently, the establishment of dedicated digital units within each directorate, staffed by qualified professionals, would guarantee that digital initiatives receive appropriate focus and resources. Furthermore, the creation of regional digital observatories would consolidate data and analytical capabilities across adjacent wilayas, thereby minimizing expenses and enhancing comparability. Additionally, collaborations with academic institutions and technology enterprises could facilitate access to specialized knowledge and innovation. Lastly, a sustained commitment to staff training—encompassing digital competencies, data management, and online marketing—would cultivate the human capital indispensable for effective digital transformation.[2]

[1] El Omrani, A. (2024). ‘’The Impact of the Digital Transition’’ (pp. 537-558).
[2]Boumadi, I. (2025). ‘’Monitoring North African Regional Tourism by Web Data’’.

Section 3: Resources and Performance Challenges Facing Tourism Directorates

I. Human Resources and Training Needs of Tourism Directorates

The effectiveness of tourism directorates is fundamentally reliant on the quality, motivation, and skill sets of their personnel. In numerous developing economies, public tourism institutions face persistent obstacles concerning the attraction, cultivation, and retention of competent human resources. Recruitment strategies often prioritize generalist administrative profiles over specialized expertise in areas such as destination management, tourism economics, marketing analytics, and digital communication. As a result, despite the clarity of legal mandates and the aspirations of strategic plans, the lack of appropriate human capital severely undermines the ability to translate policy directives into efficient territorial coordination. The divergence between the responsibilities assigned to tourism directorates and the actual competencies available within their workforce represents one of the most significant barriers to improving tourism governance at the local level.[1]

The swift advancement of the global tourism industry has amplified the necessity for novel skill sets within public tourism organizations. The process of digitalization has revolutionized the manner in which destinations are promoted and administered, necessitating proficiencies in web analytics, social media oversight, content development, and online reputation management. Concurrently, the increasing focus on sustainability has engendered a demand for specialized knowledge in environmental impact evaluation, carrying capacity assessment, and the execution of sustainable tourism certification initiatives. The COVID-19 pandemic has further highlighted the critical importance of crisis management competencies and the capacity to formulate resilient tourism strategies that can adjust to unforeseen disruptions. Tourism directorates devoid of personnel possessing these essential skills are ill-equipped to respond adequately to fluctuating market dynamics or to capitalize on emerging prospects.[2]

In numerous tourism directorates, the workforce is predominantly composed of individuals educated in law, administration, or general public management, yet they possess limited familiarity with the particular exigencies of tourism governance. This incongruity in professional profiles yields immediate repercussions for the directorate's capacity to execute

[1] Belkhiri, A. (2018). ''Study of The Role of Local Actors'' (p. 511-513).
[2] El Omrani, A. (2024).''The Impact of The Digital Transition'' (p. 540-558).

its fundamental responsibilities. The promotion of investment is hindered when personnel are unable to assess project viability or offer guidance to investors regarding market positioning. The efficacy of inspection services is compromised when staff members lack specialized knowledge in hotel engineering or food safety regulations. The domains of planning and statistics are adversely affected when employees are not proficient in data analysis or geographic information systems. The aggregate impact of these deficiencies is that tourism directorates function significantly below their optimal capacity, and the regions they serve do not realize the economic advantages that tourism can offer.[1]

Training opportunities disseminated by central authorities are inconsistent, frequently centralized in the capital, and seldom customized to address the unique challenges pertinent to individual regions. Furthermore, there exists a lack of a systematic framework for ongoing professional development that would facilitate personnel in acquiring novel competencies throughout the progression of their careers. In the absence of such frameworks, the disparity between institutional obligations and the available human resources tends to expand over time. Personnel who do undergo training may opt to pursue alternative positions if pathways for career advancement remain ambiguous or if the working conditions are deemed unattractive. The ensuing turnover compromises institutional memory and complicates the maintenance of long-term strategic initiatives.[2]

International scholarly discourse has persistently underscored that the advancement of human capital ought to serve as a fundamental component of the reform of tourism institutions. Investigations pertaining to the development of the tourism workforce accentuate the critical significance of competency mapping, collaborative partnerships with educational establishments, and the establishment of career progression frameworks that facilitate the retention of skilled personnel within the public sector. In various nations, specialized tourism training academies have been instituted to furnish both initial and ongoing training for public tourism officials, frequently in conjunction with industry associations and academic institutions. These academies provide focused programs in areas such as destination management, tourism marketing, quality assurance, and digital innovation, specifically designed to meet the distinct requirements of public sector employees. In the context of Algeria, the establishment of analogous institutions—or the

[1] Arar, Z. (2022). ‘’Tourism Potential’’ (p. 48-52).
[2] Belkhiri, A. (2018). ‘’Study of the Role of Local Actors’’ (p. 511-513).

enhancement of existing training initiatives within the Ministry and regional universities—would constitute a substantial advancement towards cultivating the human capital imperative for effective governance in tourism.[1]

The recruitment framework necessitates significant reform. Existing civil service protocols frequently emphasize seniority and generalized qualifications over specialized expertise. Consequently, even when tourism directorates recognize a necessity for a data analyst or a marketing specialist, they may find themselves hindered in attracting such individuals due to inflexible job classifications and salary structures. The establishment of novel job profiles tailored specifically for tourism-related roles—such as tourism development officer, investment promotion specialist, or digital marketing coordinator—would enable directorates to draw candidates possessing the requisite skills. Such reforms mandate collaboration among tourism authorities, civil service administrations, and finance ministries; however, they are imperative for the modernization of the public tourism workforce.[2]

Another critical challenge is the retention of proficient personnel. The most capable individuals within tourism directorates often transition to higher-paying positions in the private sector, international entities, or alternative governmental organizations that offer more attractive career trajectories. To ensure the retention of talent, directorates must not only present competitive remuneration but also facilitate opportunities for professional advancement, acknowledgment, and fulfilling work. Employee engagement in their careers within the public sector can be stimulated through performance-based rewards, scholarship programs, exchange initiatives with leading destination management agencies, and well-defined promotional pathways. In the absence of such mechanisms, investments in training may be rendered ineffective if skilled employees pursue other prospects.[3]

The significance of universities and professional associations in the education and training of tourism personnel should not be undervalued. Collaborative endeavors between tourism directorates and academic institutions have the potential to produce customized training programs that effectively address recognized skill deficiencies. Professional associations are capable of offering access to industry knowledge, certification initiatives,

[1]Kelfaoui, A. (2021). ‘’Revitalization of Mountain Rural Tourism in Kabylie‘’(p. 118-121)
[2] Villette, O. (2019). ‘’The Challenges of Digital Technology’’ (p. 74-79).
[3] Nasser, W. N. (2011). ‘’Local Development ‘’ (p. 176-198).

and networking avenues. Certain nations have instituted formalized frameworks for the temporary assignment of private sector professionals to public tourism agencies, thereby infusing new viewpoints and specialized competencies. For the tourism directorates in Algeria, the establishment of such partnerships would necessitate a proactive outreach approach and an openness to acquiring insights from both national and international practices.[1]

In anticipation of future developments, a number of essential initiatives are identified for the enhancement of human resources within tourism directorates. Firstly, a thorough assessment of training needs must be undertaken to pinpoint critical skill deficiencies across all directorates. Secondly, a systematic training program ought to be formulated, encompassing both foundational competencies (such as tourism economics, destination management, and quality control) and advanced skills (including digital marketing, data analytics, Geographic Information Systems, and sustainable tourism practices). Thirdly, recruitment protocols should be re-evaluated to expressly prioritize specialized skill sets, necessitating the establishment of new job descriptions. Fourthly, career advancement trajectories must be distinctly articulated, incorporating performance-based incentives along with avenues for lifelong learning. Lastly, collaborations with academic institutions and professional bodies should be institutionalized to guarantee that training initiatives remain pertinent, current, and readily available.[2]

In closing, human resources are recognized as the most significant asset within any tourism directorate. In the absence of adept, driven, and thoroughly trained personnel, even the most advanced legal frameworks and strategic initiatives will remain unexecuted. Consequently, investing in human capital—via recruitment reform, systematic training, career advancement, and retention strategies—should be regarded not as an ancillary consideration but as an essential prerequisite for effective tourism governance. The returns on such investments, manifested in enhanced destination competitiveness, augmented investment, and improved visitor satisfaction, significantly surpass the associated costs.[3]

[1] Kelfaoui, A. (2021). ‘’Revitalization of Mountain Rural Tourism’’ (p. 118-121).
[2] Villette, O. (2019). ‘’The Challenges of Digital Technology’’ (p. 74-79).
[3] Nasser, W. N. (2011).‘’Local Development’’(p. 176-198).

II. Financial Constraints Analysis for Tourism Directorates

The operational efficacy of tourism directorates is markedly impeded by inadequate and irregular fiscal resources. In numerous developing nations, public entities tasked with the oversight of tourism typically receive an unduly modest share of governmental budgets in relation to the sector's economic implications and strategic importance. This inequity becomes even more pronounced at the sub-national level, where directorates often lack financial autonomy and are dependent on budgetary allocations from central ministries that may preferentially allocate funds to other sectors [1].

In the context of Algeria, the tourism sector has traditionally been assigned lower investment priority relative to extractive industries, notably hydrocarbons. This trend is observable in the relatively small budgetary provisions allocated to tourism directorates operating at the wilaya level. The funds that are available tend to be predominantly absorbed by fixed operational costs, such as personnel salaries, utilities, and office supplies, which leaves minimal financial flexibility for activities like promotional campaigns, development of digital infrastructure, training initiatives, or maintenance of essential tourism facilities including signage and visitor centers. Empirical field research supports these observations by indicating that many directorates lack critical equipment, such as dependable vehicles required for inspection tasks, and face constraints on fuel deliveries that limit their capacity to access remote tourism locations.

The implications of persistent underfunding extend beyond immediate operational constraints. In the absence of stable, multi-year budget commitments, tourism directorates are unable to engage effectively in long-term strategic planning or to undertake multi-year initiatives that demand sustained investment, including digital transformation programs or destination branding efforts. Moreover, the lack of dedicated financial resources earmarked for stakeholder coordination activities—such as meetings, workshops, and study tours—impedes the directorates' ability to cultivate trust and cooperative relationships, which are fundamental for effective territorial coordination within the tourism sector[2].

Contemporary academic studies have underscored promising financial instruments that have been implemented in other settings to augment the resources and autonomy of

[1]Volgger, M. (2021). ''Destination Management and Governance'' (p. 239-251).
[2]Bramwell, B. (2020). ''Tourism Collaboration and Partnerships'' (p. 15-35).

destination management organizations. Research into tourism-specific taxation and destination funds reveals that levies—such as hotel occupancy taxes or visitor fees—can generate considerable revenues when efficiently collected and allocated exclusively for destination management functions. Some countries have instituted destination marketing funds, which aggregate contributions from both public entities and private sector operators calculated as a proportion of tourism-generated revenues. These mechanisms not only bolster financial resources but also promote shared ownership among private stakeholders, thereby reinforcing the public-private partnerships that are critical for a coordinated approach to territorial tourism development.

Performance-based budgeting is another strategic approach that holds potential to improve the efficacy of public spending within the tourism sector. By linking financial allocations to the attainment of clearly defined outcomes—such as growth in visitor expenditure, enhanced satisfaction levels, or increased tourism-related employment—this method fosters incentives for more efficient and strategically aligned resource utilization. Additionally, existing literature documents successful instances of leveraging international development finance, including programs supported by the World Bank and the European Union, to underwrite investments targeting institutional capacity building, digital infrastructure, and sustainable tourism initiatives[1].

For Algerian DTAs, addressing financial constraints would necessitate a multifaceted strategy. Initially, a comprehensive review of current budget allocations alongside expenditure patterns could reveal areas where resources might be reallocated toward priority activities. Subsequently, the introduction of a legal framework to enable tourism-specific levies at the wilaya level—potentially encompassing hotel occupancy taxes or fees for tourism services—could yield supplementary revenues under local control. Further, the creation of destination management funds governed jointly by public and private sector stakeholders could facilitate the mobilization of private contributions while ensuring transparency and alignment with strategic tourism objectives. Lastly, targeted efforts to secure international development funding, aligned with national tourism strategy priorities, could support capacity-building and infrastructure projects without detracting from other public spending commitments. This integrated approach would provide a more sustainable financial foundation for the operational and strategic needs of Algerian tourism directorates.

[1]Mbaiwa, J. E. (2020).''The Role of International Development Finance in Sustainable Tourism'' (p. 85-98).

III. Performance Evaluation Systems for Tourism Directorates

The establishment of performance evaluation frameworks for tourism directorates represents a crucial component of institutional capacity development, as these frameworks determine the methodologies utilized by public tourism agencies to monitor, evaluate, and enhance their policies and interventions. In numerous contexts, tourism directorates are entrusted with the responsibility of promoting destinations, coordinating various stakeholders, and mobilizing local resources; however, they frequently function without comprehensive indicator-based assessment frameworks. An effective evaluation system enables these institutions to advance from irregular reporting practices to a systematic evaluation of inputs, processes, outputs, and outcomes, thus facilitating the alignment of their activities with overarching territorial development and sustainability goals.

A key requirement for an effective performance evaluation system is the clear definition of institutional goals and responsibilities. Tourism directorates are required to formulate quantifiable objectives that are directly associated with visitor influx, economic yield, employment generation, and the enhancement of territorial identity, as opposed to depending on ambiguous or exclusively quantitative benchmarks. Once these objectives have been established, the evaluation framework can incorporate a comprehensive array of financial, operational, and territorial indicators, which may encompass revenues from taxes and fees, leveraged investments, service quality ratings, and the extent of engagement by local stakeholders in planning and promotional activities. This multi-dimensional methodology guarantees that performance assessment transcends mere attendance statistics, instead evaluating its implications on broader local development and territorial cohesion.

Another pivotal aspect pertains to the incorporation of information and communication technologies (ICTs) into performance assessment frameworks. Digital instruments empower tourism directorates to systematically gather, archive, and analyze data pertaining to reservations, arrivals, satisfaction surveys, and the efficacy of marketing campaigns in real-time. When effectively institutionalized, these ICT-oriented monitoring systems facilitate evidence-based modifications, such as the strategic reallocation of promotional budgets across various channels or the reassessment of infrastructure investment priorities. Nevertheless, the mere availability of digital platforms does not inherently ensure effective evaluation; it necessitates the implementation of standardized

protocols, comprehensive staff training, and regular audits to maintain data integrity and uniformity across diverse territorial units.[1]

Human-resource management within tourism directorates significantly influences the efficacy of performance evaluation systems. Responsibilities such as data collection, performance documentation, and the monitoring of corrective actions must be explicitly allocated to designated positions, complete with clearly defined competencies and responsibilities. In contexts where roles are ambiguous or resources are insufficiently allocated, evaluation activities often tend to be perfunctory and disconnected from substantive decision-making processes. Regular internal assessments of staff competencies, in conjunction with ongoing training in monitoring and evaluation methodologies, contribute to transforming evaluation from a mere compliance task into a strategic management instrument. Concurrently, straightforward feedback mechanisms between headquarters and field units augment the applicability of performance data for local-level planning and resource optimization.

Ultimately, the legitimacy of performance evaluation is contingent upon its association with accountability and participatory governance. Tourism directorates are increasingly engaging with a diverse array of stakeholders—including local authorities, private-sector entities, agricultural and environmental agencies, and civil society organizations—whose expectations must be integrated into the evaluation criteria. The inclusion of stakeholder satisfaction metrics and participatory review frameworks enhances the transparency of decision-making processes and bolsters the perceived equity of performance evaluations. From this vantage point, performance evaluation transcends a mere managerial function and emerges as a governance instrument that reinforces the alignment between territorial development strategies and the operational practices of tourism directorates.[2]

In parallel, the overarching developmental trajectory of the national tourism sector significantly influences the manner in which directorates formulate their performance-evaluation systems. In nations where tourism continues to be primarily conceptualized as a potential generator of wealth rather than as an integral lever for development, evaluations frequently remain predominantly focused on macroeconomic aggregates—such as visitor

[1]Spyriadis, T. (2014). ‘’Performance Evaluation Framework for Destination Management Organisations’’.
[2]Spyriadis, T. (2014). ‘’Performance Evaluation Framework’’.

statistics and revenue—rather than on indicators related to territorial, social, or environmental impacts. This emphasis tends to diminish the ability of directorates to substantiate tourism as a legitimate and critical development sector and to secure sustainable, long-term funding.

Furthermore, the pursuit of a wealth-generating function for tourism often prioritizes short-term economic gains, which may lead directorates to favor easily quantifiable indicators over more intricate yet policy-relevant dimensions such as the quality of local employment, community engagement, or the preservation of cultural heritage. When performance-evaluation systems neglect to incorporate these crucial dimensions, directorates risk perpetuating a narrow, commercially-centric perception of tourism, which is disassociated from broader territorial-development objectives. A more equitable approach would necessitate the alignment of performance-evaluation frameworks with wider national-development goals, explicitly integrating social and environmental indicators, and ensuring that evaluation outcomes are systematically utilized to refine strategies and resource allocations rather than merely to generate annual reports.[1]

Resource limitations and challenges pertaining to institutional performance significantly impede the capacity of tourism directorates to implement and maintain robust evaluation systems. In numerous territorial contexts, directorates encounter constraints related to financial autonomy, fragmented information systems, and heterogeneous human-resource competencies, which hinder their ability to conceptualize, execute, and consistently update performance measurement frameworks. Under these circumstances, evaluations tend to be conducted in an ad-hoc manner or are confined to particular projects, while the overarching institutional performance of the directorate remains inadequately documented and challenging to assess longitudinally. Such deficiencies undermine the directorate's ability to advocate for supplementary resources, substantiate policy decisions, or illustrate the added value of tourism as a catalyst for development.

Moreover, the inadequate integration between territorial development strategies and tourism-specific evaluation frameworks further exacerbates the complexities associated with institutional performance assessment. In practical terms, tourism directorates may resort to the utilization of generic performance indicators that lack alignment with broader regional priorities such as climate resilience, cultural heritage conservation, or rural area

[1]Erabti, H. (2021). ''Developing Algeria's Tourism Sector'' (p. 375-387).

revitalization. When evaluation systems neglect to incorporate cross-sectoral indicators—such as the synergy between tourism, agriculture, environmental stewardship, or local employment—the resultant assessments provide an incomplete representation of tourism's contribution to territorial advancement. Consequently, aligning the performance criteria of the directorate with territorial development and sustainability objectives would ensure that tourism activities are evaluated not solely by their economic yields but also by their social and environmental ramifications.

A recurring challenge resides in the coordination of various stakeholders whose activities have direct or indirect repercussions on tourism outcomes. In numerous territories, the tourism directorate must engage with local authorities, private sector entities, community-based organizations, and environmental agencies, each of which may pursue divergent priorities and reporting methodologies. This fragmentation frequently results in data silos and inconsistent metrics, complicating the aggregation of information into a coherent performance profile. Tackling these coordination challenges necessitates the establishment of shared evaluation frameworks and unified definitions of indicators, bolstered by agreements on data-sharing protocols and periodic collaborative review sessions, which facilitate the alignment of stakeholders' expectations and enhance the credibility of performance evaluations.

Digitalization brings new opportunities as well as threats to performance evaluation. When Web-based platforms and digital dashboards allow for easier compilation and visualization of territorial-attractiveness indicators, ranging from overnight stays and visitor flows to online-reputation scores. However, unequal access to technology, insufficient digital skills among staff members, and outsourcing to external private platforms risk increasing information asymmetries and undermining the authority of the directorate in charge of tourism policy and performance evaluation. In the absence of institutional arrangements and secure data-governance protocols, digital-based solutions might end up reproducing (rather than solving) information asymmetries, especially between metropolitan areas and lagging territories. Investments in digital technology should therefore be matched with efforts to reinforce the in-house analytical capacity of the directorate.

Relying on partial sets of indicators also represents another frequent pitfall associated with the design of performance-evaluation systems. Too often, territorial-attraction performance is assessed using simple indicators focusing on quantitative visitor statistics

while socio-cultural and institutional aspects of territorial attractiveness, such as cultural-identity valorization, inter-sectoral collaboration or good governance are left aside.3 Evaluations resting on such partial statistics risk sending wrong signals to policy-makers and eventually foster short-sighted, quantitative decision-making. Directorates could resort to mixed-methods evaluation systems which combine quantitative statistics with qualitative observation exercises (such as territorial workshops, expert panels or territorial-intelligence exercises) in order to assess performance while taking into account socio-spatial contexts and interconnections that shape territorial tourism development. By doing so, performance evaluation would become a key element of an overall territorial-governance strategy.

At the same time, national tourism monitoring influences the behavior of tourism directorates. When national performance is primarily assessed through broad indicators, local directorates may prioritize superficial metrics over comprehensive territorial assessments. To enhance effectiveness, evaluation systems must distinguish between national monitoring and local performance needs, providing directorates with the necessary tools for detailed, context-specific evaluations that inform both local planning and national policy.[1]

Performance evaluation systems are enhanced when integrated into comprehensive destination-management and institutional-evaluation frameworks. Destination-management organizations typically utilize structured indicator sets that encompass both quantitative and qualitative criteria, addressing economic, social, and environmental tourism impacts, while contextualizing these frameworks allows for a more nuanced assessment of their influence on territorial development and institutional effectiveness. Evaluation systems can incorporate indicators of service quality, stakeholder satisfaction, and governance processes, with stakeholder engagement practices serving as proxies for institutional legitimacy and coordination capacity, thereby facilitating improvements in institutional procedures and inter-actor cooperation rather than merely providing statistical summaries. Additionally, the design of indicators must reflect the unique territorial attributes of the area, with performance-evaluation systems in culturally distinct or ecologically sensitive regions explicitly addressing heritage preservation, community involvement, and environmental management, ensuring that aligned indicators yield assessments that are both temporally comparable and relevant for local planning, thus integrating the evaluation of tourism

[1]Boumadi, I. (2025). ‘’Monitoring North African regional tourism’’.

directorates into a broader framework of territorial intelligence that enhances development trajectories through data and feedback loops.[1]

IV. Reform Recommendations to Strengthen Tourism Directorates' Coordination Role

This research highlights the stagnation of Algeria's Tourism and Handicrafts Directorates. They face significant structural issues, including insufficient specialized staff, chronic underfunding, lack of performance evaluation, and poor public-private collaboration. These challenges hinder their ability to effectively develop and promote local tourism. Addressing this requires a comprehensive strategy. It should align with Algeria's national tourism plans (SDAT 2030) while being tailored to regional contexts. This section presents practical reform suggestions, drawing from both Algeria's experiences and international best practices, centered on four main areas: enhancing human capital, ensuring financial viability, managing performance, and improving institutional collaboration. All recommendations are supported by academic research and practical evidence.[2].

IV.1. First, the Strategic Framework for Institutional Reform

Any substantive reform initiative must commence with a coherent understanding of the overarching responsibilities assigned to Tourism Directorates. Currently, there exists a disjunction: statutory mandates stipulate that these directorates are to act as territorial coordinators; however, they predominantly operate in the capacity of administrative regulators. A contributing factor to this dilemma is the lack of consensus among both central and local officials regarding the intended role of the directorate.[3]

The initial step necessitates convening all relevant stakeholders: representatives from the Ministry of Tourism, officials from the wilaya, members of the private sector, and conducting a comprehensive evaluation of the directorate's mission. The objective is to elucidate that the true value of the directorate lies not in the oversight of documentation, but in facilitating connections among investors, operators, communities, and other public services. Following this evaluation, it is imperative to revise performance objectives and ensure their incorporation into annual strategic plans, budgetary allocations, and human resource distributions.[4]

[1] Meftah, S. (2022). ''The Possibility of Exploiting Tourism Potentials in Biskra'' (p. 530-539).
[2] Arar, Z. (2022).''Tourism Potential''.
[3] Belkhiri, A. (2018).''Study of the Role of Local Actors''.
[4] Voigt, A. (2021). ''Destination Management Organizations in Europe''.

IV.2. Second, the Human Capital Development

When it comes to staff, Algerian tourism directorates largely rely on people trained in law and administration—not tourism economics, marketing, digital tools, or stakeholder engagement. This mismatched expertise holds the directorates back; the staff aren't equipped for tasks like market analysis, investment outreach, or partnership building.

Therefore, recruitment has to change. Instead of defaulting to generalists, directorates should seek candidates skilled in tourism management, destination marketing, digital communication, and project evaluation. This means working with the civil service to create new job profiles—tourism development officer, data analyst, investment promotion specialist—and consulting universities and professional bodies to ensure these profiles match industry needs.

In this context, training can't just be the occasional seminar. Directorates need ongoing professional development, preferably through partnerships with regional universities and specialized tourism institutes. The training curriculum should include digital skills, sustainable tourism, stakeholder negotiation, and economic impact analysis. Regional training helps directorates share resources and learn from each other. A national tourism academy, like those seen in Europe, would provide structure and ensure skills keep pace with sector demands.

Moreover, to keep talented staff, directorates must offer clear pathways for advancement. Tie promotions to performance, and offer incentives—recognition, study grants, exchange programs with leading tourism agencies. International evidence shows these approaches strengthen retention and build a team of experienced professionals capable of driving long-term projects[1].

IV.3. Third, the Financial Sustainability and Resource Mobilization

Algeria's tourism directorates are chronically underfunded, but this problem isn't unique. It's common across developing economies, where tourism agencies often get less money than their contributions warrant. Solutions exist that don't require ballooning central budgets[2].

Thus, it is very required to establish dedicated tourism funds at the wilaya level, funded through local levies like hotel taxes or tourism fees. These funds offer predictable

[1] Belkhiri, A. (2018). ''Study of the Role of Local Actors''.
[2] Arar, Z. (2022). ''Tourism Potential''.

resources for destination management. Research shows these mechanisms work best when managed transparently—private operators are more willing to pay when they see tangible benefits in infrastructure and promotion. Algeria already has the legal basis for such levies; it just needs implementation and administrative will.

In addition, focusing in Public-Private Co-financing by setting up co-financing schemes where private operators chip in for marketing or infrastructure, and in return gain a voice in decision-making. This approach strengthens stakeholder engagement and increases resources. It also shifts directorates from passive regulators to active facilitators. European tourism agencies use this model extensively, matching private contributions with public funds for bigger impact[1].

Furthermore, leveraging International Development Finance by tapping into international development funds for targeted projects—capacity-building, digital upgrades—but first directorates need to prepare solid project proposals aligned with national goals. Technical support can help draft projects and manage funds, following models from countries that have successfully modernized tourism governance with international finance.

IV.4. Fourth, the Performance Management and Accountability

There's almost no systematic performance evaluation in Algeria's tourism directorates. Most reporting focuses on activity volume—inspections, paperwork—not tangible outcomes. To change this, directorates need both institutional reform and practical measurement tools. Which can be accomplished by developing a compact set of indicators aligned with SDAT 2030 and local realities. These should mix hard numbers—visitor spending, investment, tourism jobs, occupancy rates—with softer metrics like visitor satisfaction, perceptions of destination quality, and sustainability. Engage local stakeholders in designing these indicators to ensure buy-in, as seen in Europe where indicator frameworks are co-created with the private sector and civil society.

[1] Voigt, A. (2021). ''Destination Management Organizations in Europe''.

In context of data Collection and Reporting, reliable measurement hinges on solid data systems. Build on existing administrative sources and add systematic visitor and business surveys, plus infrastructure monitoring. Besides, annual reports that can be published openly, promoting transparency and encouraging dialogue with both officials and private partners, utilizing digital dashboards, as used by advanced agencies, enabling real-time tracking and quick adjustments.

Likewise, tying performance results to budget decisions, and moving toward performance-based budgeting that directs funds to programs showing real value. Without neglecting trying it first in select directorates as pilot projects, then expand, as European studies suggest this approach to reward efficiency and spurs innovation.

IV.5. Fifth, Institutional Coordination and Stakeholder Engagement

The Algerian tourism governance suffers from overlapping mandates, weak connections with private operators, and minimal local community involvement. Without better coordination, directorates can't fulfill their role as territorial coordinators[1].

In order of finding real solutions, it’s important to review laws to clarify tourism directorate roles relative to other services (urban planning, environment, transport, investment), by setting up formal coordination: meetings, shared databases, joint procedures. This reduces duplication and keeps tourism integrated with broader development plans, matching the governance practices seen in Europe for a successful example [2].

Moreover, creating advisory committees bringing together private operators, associations, local authorities, civil society. These forums allow for real discussion about priorities, investments, and challenges. Modeled after European destination management organizations, these committees boost the directorate’s legitimacy and ensure broad perspectives inform decisions.

Furthermore, digital transformation isn’t just for internal speed—it’s for better cooperation. As information systems, shared calendars and online platforms help stakeholders connect, share data, and collaborate in real time, also pilot projects like an online event calendar or investment tracker can start small but set the stage for bigger shifts.

[1] Arar, Z. (2022). ‘’Tourism Potential’’.
[2] Belkhiri, A. (2018). ‘’Study of the Role of Local Actors’’.

IV.6. Sixth, Implementation Roadmap.

Reforming needs to roll out step by step, building momentum and allowing adjustment as needed. So, the following process draws on change management literature and tourism governance experiences elsewhere[1].

- **Phase 1: Short-term (0–12 months)**

- Bring stakeholders together to review the directorate's mission and performance objectives.

- Update recruitment for key jobs and start pilot training with universities and professional groups.

- Build a basic performance dashboard using current data sources.

- Formalize coordination protocols with urban planning and investment services.

- **Phase 2: Medium-term (1–3 years)**

- Launch wilaya-level tourism funds, funded by local fees and managed transparently.

- Roll out continuous training for all staff, including digital and stakeholder management skills.

- Introduce pilot performance-based budgeting in select directorates.

- Set up advisory committees and regular tourism forums.

- **Phase 3: Long-term (3–5 years)**

- Make performance evaluation an annual routine, using data for strategic decisions.

- Expand digital transformation, integrating new platforms and systems for coordination.

- Assess reform outcomes independently and adjust strategies as needed.

- Advocate for legal changes to cement new coordination mechanisms in national strategy.

[1] Voigt, A. (2021). ''Destination Management Organizations in Europe''.

To conclude, these reforms are ambitious, no question, but they're what Algeria needs if it wants its Tourism Directorates to become true territorial coordinators—mobilizing local resources and partners for sustainable growth. Ultimately, success comes down to consistent political will, active stakeholder engagement, and sustained investment in people and institutions. That’s not easy; as research on tourism governance in developing economies shows, institutional change is messy and rarely quick. Still, step-by-step progress is possible when strategies reflect local realities and rest on a clear vision. SDAT 2030 lays out that vision; the real challenge now is making it happen on the ground.

Conclusion

Overall, Algerian legislation on tourism directorates creates an appearance of their having a key role in monitoring and coordinating the development of tourism in the region. However, a large disconnect exists between their formally allocated tasks and their actual capacity, mainly due to lack of human and financial resources, inadequate technical expertise and organizational fragmentation. This recurring deficit means that the directorates are less effective in uniting the country's tourism policy, while it also creates a vicious circle of underperformance and pushes away prospective investors and leaves local stakeholders out of the picture.

Therefore, closing this imbalance requires far-reaching reform strategies which cannot be based on isolated or sector-specific scenarios; overall it needs a coordinated and sustained strategy reorienting directorates as strategic coordinators, not administrative units. Furthermore, it is important that private sector entities, civil society groups and local communities are actively engaged in designing and implementing coordination mechanisms to ensure that they are mutually owned and mutually accountable. These four interrelated pillars should be the focus of the proposed reformative strategy: human capital development through targeted recruitment and continuous training; regularization of funding sources with the establishment of levies specific to tourism and public-private co-financing; implementation of performance-based management practices based on measurable territorial results, and strengthening of inter-institutional and inter-sectoral coordination through the establishment of formalized protocols and digital platforms.

Additionally, the structural weaknesses would have to be corrected to enhance the efficiency of the directorates' operations as well as their legitimacy as legitimate partners in the process of territorial development. Finally, the following chapters will build on this analysis by first analyzing how the structure of local tourism services is defined, and then, in the comparative case studies of Saïda and Tiaret, concretely explain how the issues of governance and coordination arise in specific local settings: the local resource constraints and the local dynamics of stakeholders and local opportunities.

Chapter II: Territorial Tourism Offer - Strategic Analysis

Chapter II: Territorial Tourism Offer - Strategic Analysis

Introduction

The analysis of territorial tourism offers is essential for understanding how destinations can transform their natural, cultural, and infrastructural assets into integrated and competitive products. In an increasingly globalized market, destinations must move beyond fragmented service provision toward coherent offerings that deliver distinctive visitor experiences and sustainable local benefits.[1]

This chapter is organized into three sections:

- The first develops a theoretical typology of tourism development, covering classification systems (monodestination versus networked offers), value chain and competitiveness frameworks, and sustainability principles.
- The second applies these tools to the Algerian national context, analyzing the SDAT 2025 plan, priority tourist hubs, product diversification strategies, regional profiles (northern thermal/cultural assets; southern Saharan/coastal potential), and infrastructure assessment.
- The third evaluates coordination mechanisms, including stakeholder mapping, territorial marketing, investment and partnerships, performance indicators (SWOT, PESTEL), and international benchmarking.

The chapter pursues three objectives: constructing a theoretical typology of tourism offers, analyzing Algeria's national context under SDAT 2025, and evaluating coordination mechanisms available to Tourism Directorates.[2]

The core argument is that Algeria's territorial tourism offer suffers from an implementation gap between SDAT 2025 aspirations and operational realities. Despite considerable resources, integration into a coherent, competitive, and sustainable offer remains limited, manifesting in underperforming tourist hubs, partial product diversification, and infrastructural shortcomings.[3]

The chapter concludes that enhancing Tourism Directorates' coordination capacity requires both institutional reforms (Chapter One) and strategic tools for analysis, mapping, and integration, laying the foundation for the General Conclusion.

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[1] Morrison, A. M. (2013). *Marketing and Managing Tourism Destinations*. Routledge, pp. 55-67.
[2] Pechlaner, H., & Volgger, M. (2013). *Tourism Review*, 68(4), pp. 45-57.
[3] Boughrane, A. (2021). *Journal of Algerian Tourism Studies*, 14(2), pp. 45-62.

Section 1: Theoretical Typology and Development Models

I. Classification Systems

The classification of tourism offers represents a critical initial step in the strategic analysis of territorial tourism management.[1] A precise understanding of what constitutes a tourism offer and the relationships among various offer types is necessary for Tourism Directorates to coordinate resources, align stakeholders, and direct marketing efforts effectively. Classification systems establish a common language and an analytical framework that facilitate comparisons across territories, the identification of best practices, and the strategic positioning within competitive markets.[2]

For Tourism Directorates, the selection of a classification system directly affects the dependent variable. Different systems highlight distinct aspects of the tourism offer, such as geographic scale, product type, visitor segment, or integration level, each of which demands specific coordination mechanisms. Consequently, the classification system chosen shapes the Directorate's perception of the territorial offer, determines which stakeholders are deemed relevant, and influences the coordination tools employed.

Tourism offers can be categorized according to several dimensions, including geographic scale (local, regional, national, international), actor integration (fragmented versus coordinated), product specialization (for instance, cultural, coastal, Saharan, thermal, or eco-tourism), visitor segment (mass versus niche tourism), and degree of formality (structured packages versus independent travel arrangements). [1] Each dimension relates to distinct intermediate variables; for example, geographic scale engages governance structures requiring multi-level coordination, actor integration involves partnerships between public and private entities, product specialization entails strategic planning for prioritization and resource allocation, and visitor segment demands specific management approaches focused on marketing and service quality.

In relation to territorial coordination, two ideal-typical models are particularly pertinent to the Algerian context: the monodestination model and the networked offer model. [2] These models reflect fundamentally different ways of structuring the dependent variable,

[1] Buhalis, D. (2000). Marketing the Competitive Destination of the Future. *Tourism Management*, 21(1), 97-116.
[2] United Nations World Tourism Organization (UNWTO). (2018). *Tourism and the Sustainable Development Goals – Journey to 2030*. Madrid: World Tourism Organization.

and they carry divergent consequences for Tourism Directorates as well as for the four intermediate variables discussed above.

I.1. Monodestination versus Networked Offers

I.1.1. The Monodestination Model:

The monodestination model denotes a tourism offering that is concentrated within a single, geographically defined area, typically centered around a primary attraction or a small group of closely situated attractions. Illustrative cases encompass coastal resorts such as Sharm el-Sheikh in Egypt and Marbella in Spain, thermal spas exemplified by Vichy in France and Hammam Meskoutine in Algeria, as well as cultural heritage sites like the Casbah of Algiers or the Roman ruins of Timgad.[1]

For Tourism Directorates, this model presents certain advantages regarding intermediate variables. Governance tends to be simpler because coordination involves a limited number of stakeholders confined within one jurisdiction, and vertical linkages between national and local levels are more straightforward than in scenarios spanning multiple jurisdictions. Management efforts can be more concentrated; resources focus on a single destination, performance assessment aligns with well-defined benchmarks, and marketing communications remain targeted and coherent. Additionally, partnerships may be easier to establish since private sector actors operate within a single location, and repeated interactions foster trust and collaboration. Strategic planning benefits from a predictable framework due to the restricted geographic scope, a relatively stable set of stakeholders, and a planning horizon that can be shorter than those required for larger networks.[2]

Nonetheless, the monodestination model also imposes constraints on the dependent variable. The central coordination challenge lies in integrating local services—such as accommodation, dining, transportation, guides, and activities—around the core attraction.[2] Although this integration is indispensable, it alone does not guarantee the development of a distinctive and resilient territorial offer. Monodestinations tend to be highly susceptible to seasonality, with occupancy rates sometimes dropping below 20% for extended periods, and to reputational shocks, where a single security incident can have severe repercussions for the local economy. They also face risks of competitive displacement when emerging destinations with superior marketing efforts attract market share. [1]

[1] UNWTO. (2018). *Tourism and the Sustainable Development Goals – Journey to 2030*.
[2] Buhalis, D. (2000). Marketing the Competitive Destination of the Future. *Tourism Management*, 21(1), 97-116.

From the standpoint of intermediate variables, the monodestination model requires strong management to ensure service quality, visitor satisfaction, and operational efficiency. However, it places relatively less strain on governance structures, owing to minimal multi-jurisdictional coordination needs, and on partnerships, given that the private sector is geographically concentrated, though potentially fragmented across different sectors. For Tourism Directorates operating with limited capacity, adopting the monodestination model might offer a practical point of departure. Still, excessive reliance on this model could constrain the territory's development trajectory, resulting in low resilience and limited value creation.[1]

I.1.2. The Networked Offer Model:

In contrast, the networked offer model entails the integration of multiple complementary destinations within a region, linked through thematic routes, transportation corridors, or unified branding strategies. Illustrations of this approach include cultural circuits—such as the Roman heritage route connecting Timgad, Djémila, and Tipaza in Algeria—wine tourism trails, eco-tourism networks spanning several municipalities, and itineraries that cross national borders.[2]

For Tourism Directorates, adopting the networked offer model significantly increases demands on the four intermediary factors. Governance must operate across multiple levels and jurisdictions, requiring coordination among municipal, wilaya, and national authorities, as well as collaboration across different sectors including tourism, transport, culture, and the environment. [1] Management calls for advanced coordination mechanisms, such as shared information systems, harmonized quality standards, and joint marketing efforts managed across diverse nodes. [2] Partnerships need to be extensive and formalized, encompassing not only public-private interactions but also inter-municipal public-public and inter-firm private-private collaborations. [1] Strategic planning has to be long-term, adaptable, and participatory, with built-in processes for updating plans in response to network development and shifting external contexts. [2]

The expected benefits for the outcome variable tend to be more substantial. Networked offers help distribute tourist flows more evenly throughout a broader geographic area, thereby alleviating visitor pressure on individual sites and potentially extending

[1] UNWTO. (2018). *Tourism and the Sustainable Development Goals – Journey to 2030*.
[2] Buhalis, D. (2000). Marketing the Competitive Destination of the Future. *Tourism Management*, 21(1), 97-116.

average stays to between four and ten nights or longer. They contribute to regional economic integration by encouraging expenditures across multiple municipalities and support the creation of supplementary services such as inter-city transport, luggage forwarding, and coordinated ticketing systems.[1] Additionally, this model enhances resilience: disruptions affecting one component of the network—whether due to security issues, natural disasters, or health emergencies—do not necessarily undermine the entire offering since tourists can be redirected to alternative nodes.[2]

Table 2.1: Comparison of Monodestination and Networked Tourism Offer Models

Dimension	Monodestination Model	Networked Offer Model	Implications for IV-DV Relationship
Geographic scope	Single locality or contiguous cluster	Multiple localities, often non-contiguous	Networked model demands stronger governance (multi-jurisdictional coordination)
Number of attractions	One primary or few proximate sites	Multiple complementary sites across territory	Networked model requires more sophisticated management (information systems, quality consistency)
Coordination complexity	Low to moderate (local actors only)	High (multi-municipal, multi-sectoral)	Networked model depends on robust partnerships (public-public, public-private, private-private)
Typical visitor stays	1-3 nights	4-10 nights or more	Networked model requires longer-term strategic planning (network evolution, adaptive management)
Risk exposure	High (single point of failure)	Diversified (shock absorbed across network)	Networked model offers more resilient DV but requires stronger IMVs

[1] Buhalis, D. (2000). Marketing the Competitive Destination of the Future. *Tourism Management*, 21(1), 97-116.
[2] UNWTO. (2018). *Tourism and the Sustainable Development Goals – Journey to 2030*.

Governance requirements	Local DMO or municipal tourism office	Regional DMO with multi-stakeholder board	Networked model demands governance reform
Branding approach	Single destination brand	Umbrella brand with sub-brands or route brand	Networked model requires coordinated strategic planning across nodes

Source: Prepared by the authors based on Buhalis, D. (2000). Marketing the Competitive Destination of the Future. *Tourism Management*, 21(1), 97-116.

For Tourism Directorates operating at the regional level in Algeria, the strategic decision centers on balancing strong individual hubs with interconnected offers that integrate them into a unified territorial system. The SDAT 2025 addresses this by identifying priority hubs while also promoting thematic routes to link them.[1] However, as Section 2 will illustrate, progress in establishing networked offers has been considerably slower than the development of standalone hubs. This disparity reflects deficiencies in governance (no regional DMOs), management (no shared information systems or uniform quality standards), partnerships (limited inter-municipal and public private collaboration), and strategic planning (the SDAT's networked vision has not been translated into action plans).[2]

II. Value Chain and Competitiveness Analysis

Beyond classification systems, Tourism Directorates require analytical instruments to elucidate the mechanisms through which value is generated within the territorial tourism system, as well as to assess how competitive advantage might be attained and sustained.[3] Two conceptual frameworks hold particular relevance in this regard: Porter's value chain model, suitably modified for application at the destination scale, and the competitiveness frameworks originally proposed by Crouch and Ritchie (1999), subsequently operationalized by the World Economic Forum’s Travel & Tourism

[1] Ministry of Tourism and Handicrafts (Algeria). (2008). *Master Plan for Tourism Development (SDAT) 2025*. Algiers: People's Democratic Republic of Algeria.
[2] Boughrane, A. (2021). Coordination Mechanisms Among Stakeholders in the Algerian Tourism Sector. PhD Thesis, University of Algiers 3.
[3] Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press.

Development Index.[1] Both frameworks are analyzed with reference to four intermediate variables.

II.1. Value Chain Analysis Adapted to Tourism Destinations:

Porter's (1985) value chain framework, initially designed for manufacturing enterprises, delineates a sequence of interconnected activities that collectively contribute to customer value creation. When this framework is adapted to tourism destinations, the value chain encompasses the entire spectrum of products, services, and experiences consumed by visitors, spanning from the initial contemplation of a trip through to their return and the sharing of memories. [2]

For Tourism Directorates, value chain analysis functions as a managerial tool facilitating a structured diagnosis of the dependent variable. By constructing a detailed value chain specific to a destination or itinerary—tracing the visitor's trajectory from pre-trip planning through post-trip sharing—Directorates can identify critical points at which the visitor experience deteriorates, value diminishes, or coordination issues arise. Such diagnostic capability is pivotal for enhancing the orchestration of the territorial tourism offering.

The adapted value chain for tourism destinations comprises primary activities, which are directly engaged in generating and delivering the visitor experience, and support activities, which enable the primary activities to operate effectively.[2] Each activity corresponds to particular intermediate variables.

II.1.1. Primary activities include:

Attraction development pertains to the processes of identifying, preserving, enhancing, and presenting natural, cultural, and man-made features that serve to attract visitors to a location. In the context of Algeria, this involves efforts to conserve sites such as the Roman ruins at Timgad and Djémila, administer national parks like Tassili N'Ajjer, and undertake the creation of new attractions including museums or theme parks.[3] Effective development in this area necessitates careful strategic planning to determine which attractions warrant prioritization, governance decisions regarding the authorities responsible for heritage sites and park management, as well as the establishment of partnerships. Since

[1] Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, Competitiveness, and Societal Prosperity. *Journal of Business Research*, 44(3), 137-152.
[2] Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*.
[3] Ministry of Tourism and Handicrafts (Algeria). (2008). *Master Plan for Tourism Development (SDAT) 2025*.

public agencies often lack commercial expertise, collaboration with private entities can contribute marketing and service capabilities.

Accessibility provision encompasses the transportation infrastructure and services essential for enabling visitor arrival to and movement within the destination. Relevant components include international air links to major cities including Algiers, Oran, and Constantine; domestic flights connecting to Saharan locales such as Djanet and Tamanrasset; road networks linking coastal and inland areas; and urban public transit systems.[1] Responsibility for accessibility largely falls under governance structures involving multiple ministries—Transport, Tourism, Interior—and requires strategic planning focused on long-term infrastructure investments. Although Tourism Directorates typically have limited direct control over transport modes, they may influence priorities by advocating for tourism needs during transport planning processes.

Accommodation services refer to the spectrum of lodging options accessible to travelers, ranging from upscale hotels to more affordable guesthouses.[2] In Algeria, accommodations are predominantly concentrated in Algiers and coastal regions, while shortages persist in Saharan and interior zones.[3] Addressing these disparities involves fostering partnerships that encourage private investment through public incentives, ensuring quality through management mechanisms such as standard classifications, and conducting strategic planning to determine optimal locations for new developments in support of territorial tourism offerings.

Ancillary services consist of various establishments and providers—such as restaurants, cafes, retail outlets, tour guides, and car rental agencies—that complement and sustain the visitor experience.[4] These are chiefly composed of small and micro-enterprises, which raises issues related to partnerships aimed at organizing a fragmented private sector, management challenges involving training and quality assurance, and governance concerns around regulating unlicensed operators to maintain service standards.

Destination marketing comprises the activities by which a location articulates its value proposition to prospective visitors, fosters brand recognition, and stimulates demand.[2] This domain involves strategic planning decisions addressing brand structure, target

[1] Boughrane, A. (2021). Coordination Mechanisms Among Stakeholders in the Algerian Tourism Sector.
[2] Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, Competitiveness, and Societal Prosperity.
[3] National Statistics Office (ONS). (2023). *Tourism Statistics 2023*. Algiers: Office National des Statistiques.
[4] Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*.

markets, and messaging; management tasks related to campaign implementation, digital outreach, and performance evaluation; and partnerships that may include shared funding responsibilities with private sector stakeholders or collaborative branding efforts involving hotels and tour operators.

II.1.2. Support activities include:

Infrastructure constitutes the physical and digital foundation of a destination, encompassing elements such as roads, airports, water supply, electricity, telecommunications, and waste management.[1] This aspect inherently involves governance challenges, including the engagement of multiple ministries and often weak inter-agency coordination, as well as considerations related to strategic planning, particularly in setting long-term investment priorities.

Human resource development refers to the education, training, and professional growth of the tourism workforce, which includes hotel staff, tour guides, and personnel within Destination Management Organizations (DMOs).[2] Effective human resource strategies require attention to management through training programs and certification processes, alongside fostering partnerships between public training institutions and private employers.

Technology systems comprise the information and communication technologies that facilitate reservation platforms, visitor information services, destination management, and performance monitoring.[1] The deployment and integration of these technologies implicate managerial functions such as Destination Management Systems (DMS), Customer Relationship Management (CRM), and data analytics, as well as strategic planning centered on digital transformation initiatives.

Governance structures encompass the institutional arrangements—laws, regulations, policies, and organizations—that align stakeholder activities and allocate resources.[2] Serving as a meta-intermediate variable, governance operates both as an intermediary element itself and as the overarching framework within which the other intermediate variables—management, partnerships, and strategic planning—function.

The competitiveness of a destination relies not only on the efficiency of discrete activities within this value chain but also on the quality of their interconnections. For

[1] Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*.
[2] Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, Competitiveness, and Societal Prosperity.

instance, insufficient coordination between transport providers and accommodation services can lead to a fragmented visitor experience: a tourist booking a hotel in Timgad might encounter unreliable transport from Constantine airport or poorly maintained roads with inadequate signage. Such gaps undermine perceived value, diminish visitor satisfaction, and ultimately harm the destination's reputation through adverse word-of-mouth and online reviews.[1]

For Tourism Directorates, analyzing the value chain offers a diagnostic approach to identifying bottlenecks, deficiencies, and misalignments within the local tourism offer. By mapping the value chain of a particular destination or itinerary, Directorates can detect points where the visitor experience deteriorates and accordingly prioritizes remedial actions. Crucially, this analysis indicates that many bottlenecks stem less from technical shortcomings (e.g., a lack of hotels) and more from coordination failures (e.g., poor communication between hotels and transport operators, absence of a shared booking system, or inconsistent quality standards across sectors).[2] These coordination issues are directly linked to the four intermediate variables outlined above.

II.2. Competitiveness Frameworks:

Value chain analysis primarily addresses the internal arrangement of activities within a destination, whereas competitiveness frameworks assess how destinations compare in their ability to attract visitors, generate revenue, and sustain economic benefits.[3] For Tourism Directorates, competitiveness frameworks serve as strategic instruments for benchmarking performance, recognizing competitive strengths and limitations, and guiding investment decisions.

Among these frameworks, the Crouch and Ritchie (1999) model has exerted notable influence within tourism literature by distinguishing between comparative and competitive advantages.[3]

Comparative advantage pertains to the inherent resources a destination possesses due to its geography, history, and natural environment, such as climate, landscapes, beaches, mountains, and cultural heritage sites.[3] Algeria exemplifies such comparative advantages with its extensive 1,622 km Mediterranean coastline, the Sahara Desert, Hoggar mountains,

[1] UNESCO. (2024). World Heritage Sites in Algeria. UNESCO World Heritage List.
[2] Boughrane, A. (2021). Coordination Mechanisms Among Stakeholders in the Algerian Tourism Sector.
[3] Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, Competitiveness, and Societal Prosperity.

Tassili N'Ajjer rock art, Roman ruins at Timgad, Djémila, and Tipaza, as well as the unique Casbah of Algiers.[1] These attributes represent the foundational inputs; however, they do not inherently result in a cohesive or competitive tourism product.

In contrast, competitive advantage involves the capabilities a destination cultivates to effectively leverage its innate resources. This includes facets such as strategic planning, marketing, service quality management, human resource development, and stakeholder coordination.[2] Unlike comparative advantage, competitive advantage emerges through intentional policy and management efforts. Crucially, the model's four intermediate variables—governance, management, partnerships, and strategic planning—are designed to foster competitive advantage. Effective governance supports coordinated decision-making across sectors and jurisdictions. Competent management promotes operational efficiency, quality services, and decisions informed by empirical data. Robust partnerships mobilize private sector resources and expertise. Strategic planning aligns short-term initiatives with long-term visions. Collectively, these dimensions transform natural and cultural assets into a structured, high-performance tourism offering.

The Crouch and Ritchie framework categorizes the determinants of destination competitiveness into five domains; each linked to specific intermediate variables:[2]

- Core resources and attractors refer to the primary motives driving visitors to a destination, encompassing natural, cultural, and constructed resources. These largely correspond to comparative advantages. Although Tourism Directorates have limited capacity to alter these core assets, they influence their presentation and integration within the tourism offer through management mechanisms such as interpretive services, signage, and visitor centers, as well as through strategic decisions regarding prioritization.
- Supporting resources and factors consist of infrastructure and services essential for tourism functionality, including transportation, accommodation, hospitality culture, and financial access. These involve governance aspects, given that transport infrastructure spans multiple government agencies; partnerships, since

[1] Ministry of Tourism and Handicrafts (Algeria). (2008). *Master Plan for Tourism Development (SDAT) 2025*.
[2] Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, Competitiveness, and Societal Prosperity.

accommodation and financing predominantly involve private entities; and strategic planning concerning long-term investment directions.

- Destination management encompasses activities that coordinate and enhance the tourism system, such as marketing, quality control, visitor information provision, and workforce development. This domain aligns directly with management and partnerships.
- Destination policy, planning, and development constitute the overarching strategic framework guiding tourism growth, encapsulating vision, objectives, land use policies, environmental regulations, and investment incentives. This area is closely associated with governance and strategic planning.
- Qualifying and amplifying determinants represent external conditions influencing competitiveness, including geographic location, safety, cost structures, and destination image. Although Tourism Directorates exert limited direct control over these elements, they can impact them indirectly through advocacy efforts (for example, visa liberalization or enhanced security coordination) and collaboration with security agencies or tourism organizations in source markets.

The World Economic Forum's Travel & Tourism Development Index operationalizes these concepts into a composite metric that ranks countries across various dimensions. For Tourism Directorates, this index functions as a practical tool to benchmark performance relative to regional peers and to identify priority areas for policy intervention. The latest report reveals Algeria's position among 119 countries, highlighting strengths in natural and cultural resources (comparative advantages) alongside deficiencies in the enabling environment—specifically visa policies, safety perception, and health infrastructure—and in physical infrastructure, such as air connectivity, road quality, and tourist services. These observations imply that Algeria's relatively modest performance regarding the dependent variable arises not from a paucity of attractive assets but from gaps in the intermediate variables: governance structures, management capacity, partnership effectiveness, and strategic planning—all of which are critical for converting endowed resources into a coherent, competitive tourism offer. [1]

[1] World Economic Forum (WEF). (2024). *Travel & Tourism Development Index 2024: Algeria Country Profile*. Geneva: World Economic Forum.

III. Sustainability Integration Frameworks

This chapter's third theoretical pillar addresses sustainability, which over the past thirty years has shifted from a marginal topic to a fundamental component of territorial tourism management. For Tourism Directorates, sustainability extends beyond an ethical obligation and functions as a strategic planning and management framework aimed at securing the long-term viability of the tourism sector. Tourism offerings that degrade the environment, marginalize local communities, or fail economically risk losing competitiveness regardless of the quality of their coordination.[1]

The UNWTO (2018) outlines three interrelated dimensions of sustainable tourism that necessitate careful balance:[1]

- Environmental sustainability involves conserving natural resources, reducing carbon emissions, managing waste and water use, and addressing climate change impacts. This dimension engages governance structures through environmental regulations and protected area oversight, management efforts via environmental monitoring and enforcement, and strategic planning that incorporates climate adaptation measures into tourism policies.
- Social sustainability focuses on safeguarding local culture and traditions, ensuring that tourism benefits local residents, avoiding overtourism and displacement, upholding human rights and labor standards, and promoting inclusive participation in decision-making processes. Governance is implicated through mechanisms for community involvement and labor regulation, partnerships emerge in collaboration with local organizations, and management requires monitoring social outcomes and cultural sensitivity training.
- Economic sustainability emphasizes generating local income and employment, diversifying the economic base, creating quality jobs, and reinvesting tourism revenues into destination upkeep. Strategic planning addresses economic diversification and investment priorities; partnerships forge private sector engagement and support for local enterprises; management involves assessing economic multipliers and leakage.

[1] UNWTO. (2018). *Tourism and the Sustainable Development Goals – Journey to 2030*.

Integration frameworks assist Tourism Directorates in translating these sustainability goals into operational terms.[1] The Balanced Scorecard for Destinations adapts Kaplan and Norton's corporate performance system to the tourism context, organizing indicators into financial (revenues, profitability), customer (visitor satisfaction, loyalty), internal processes (service quality, coordination), and learning and growth (innovation, staff development) categories.[1] For Tourism Directorates, this tool functions as a management mechanism linking sustainability objectives with performance measurement.

Complementing this, the 4E method—comprising Economy, Efficiency, Effectiveness, and Environment—provides a more straightforward framework.[2] Economy examines whether resources are procured cost-effectively; efficiency considers the conversion of inputs into outputs with minimal waste; effectiveness evaluates achievement of desired results such as visitor satisfaction or local employment; and environment assesses the environmental costs associated with these outcomes. [1] This framework offers Tourism Directorates a basis for strategic evaluation of trade-offs when balancing competing sustainability criteria. [1] Within the Algerian context, the SDAT 2025 integrates sustainability principles explicitly, notably through the establishment of protected tourism zones limiting development to preserve natural and cultural heritage and an emphasis on low-impact Saharan tourism characterized by small scale, high value, and environmental sensitivity.[3] Nonetheless, implementation gaps remain.

According to Boughrane (2021), the sustainability measures within the SDAT have been only partially enacted, with few indicators systematically monitored and limited enforcement of environmental standards.[4] This shortfall reflects deficiencies across governance—such as the absence of effective mechanisms to enforce environmental regulations—management—due to a lack of systematic sustainability monitoring—partnerships—given limited engagement with environmental NGOs and local communities—and strategic planning, where sustainability objectives have not been converted into concrete, funded action plans.[5]

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[1] Luo, W. (2018). Evaluating Tourist Destination Performance: Expanding the Sustainability Concept. *Sustainability*, 10(2), 516.
[2] Zhang, Z., Qin, J., Luo, L., & Feng, Y. (2022). Research on the Evaluation of Coordinated Development of Tourism-Economy-Ecological Environment along the Silk Road Economic Belt. *Sustainability*, 14.
[3] Ministry of Tourism and Handicrafts (Algeria). (2008).
[4] Boughrane, A. (2021).
[5] Zarouqi, L. (2022). Tourism in Algeria, Tunisia, and Morocco: A Comparative Study of Competitiveness Indicators. *Journal of Economic Studies*, University of Annaba, 10(1), 88-105.

Table 2.2: Theoretical Frameworks and Integration with Research Variables

Theoretical Framework	Primary IMV	Role of Tourism Directorates	Contribution to DV (Coordination)
Classification (monodestination vs. networked)	Governance, Strategic Planning	Choose appropriate model for territory; design governance structures for networks; plan phased transition	Networked offers distribute visitors, extend stays, build resilience
Value chain analysis	Management	Map visitor journey; identify bottlenecks; coordinate linkages between activities	Seamless visitor experience; reduced friction; higher satisfaction
Competitiveness frameworks (Crouch & Ritchie, TTDI)	Strategic Planning, Management	Benchmark performance; identify competitive strengths/weaknesses; prioritize investments	Data-driven strategic decisions; efficient resource allocation
Sustainability (UNWTO dimensions, Balanced Scorecard, 4E)	Management, Strategic Planning	Operationalize sustainability goals; track indicators; balance trade-offs	Long-term viability; community support; environmental protection

Source: Prepared by the authors based on the study framework

Section 2: Algerian National Context

I. SDAT 2025 Strategic Analysis

The Schéma Directeur d'Aménagement Touristique (SDAT) 2025 constitutes Algeria's principal strategic framework for tourism development. Adopted in 2008, it sets forth a twenty-year vision aimed at repositioning Algeria from a relatively underperforming destination to a competitive hub within the Mediterranean and Saharan regions. [1]

Analyzed through the lens of the variable framework, the SDAT reflects an effort to enhance strategic planning for coordinating tourism across territories. Nevertheless, its implementation has fallen short of the envisioned objectives, revealing shortcomings in governance—such as the absence of an effective coordination mechanism—management, characterized by a lack of systematic performance monitoring, and partnerships, marked by limited engagement from the private sector.[2]

The SDAT is organized into three successive action plans covering the periods 2008–2014, 2015–2019, and 2020–2025. [1] Critical evaluations of Algerian tourism policy highlight uneven implementation, frequent delays, insufficient funding, and deficient coordination among responsible agencies.[3] Within this context, Tourism Directorates face a challenging situation: they are tasked with coordinating territorial tourism offerings but often lack the necessary authority, resources, and capacity to fulfill this role.

Boughrane (2021) indicates that sustainability-related measures embedded in the SDAT have been only partially realized. Few environmental indicators are monitored consistently, and enforcement of environmental standards remains limited. [2]

I.1. Priority Tourist Hubs:

The SDAT identifies five key tourist hubs intended to concentrate investment. For Tourism Directorates, this hub-based approach streamlines governance, management, and partnership efforts within each hub; however, it also entails risks associated with the monodestination model, such as seasonal fluctuations, susceptibility to external shocks, and challenges in sustaining visitor engagement. [1]

[1] Ministry of Tourism and Handicrafts (Algeria). (2008). *Master Plan for Tourism Development (SDAT) 2025*.
[2] Boughrane, A. (2021). Coordination Mechanisms Among Stakeholders in the Algerian Tourism Sector.
[3] Mameri, R. (2019). The External Environment for Tourism in Algeria: A PESTEL Analysis. *Researcher Journal*, University of Algiers, 22, 55-73.

I.1.1. Hub 1: Algiers Hub – Serving as Algeria's main international entry point, Algiers plays a pivotal role in the broader tourism strategy. The aggregation of assets within a single wilaya facilitates governance but necessitates advanced management and collaborative capacities.[1] According to the Ministry of Tourism (2015), substantial public investment was directed toward this hub, resulting in numerous completed projects. Nonetheless, coordination across ministries remains inadequate, indicating shortcomings in governance structures and strategic planning.[2]

I.1.2. Hub 2: East Hub (Constantine – Timgad – Djémila) – Spanning several wilayas, this hub encounters significant governance difficulties due to the absence of mechanisms for cross-wilaya coordination. Data from ONS (2023) indicate that international visitation is relatively limited, and the average duration of stay does not fully leverage the potential benefits of a connected destination network.[3]

I.1.3. Hub 3: West Hub (Tlemcen – Oran) – This hub faces comparable governance obstacles. The designation of Tlemcen as the Capital of Islamic Culture in 2011 temporarily established a strategic planning framework, which was subsequently discontinued.[4] The Ministry of Tourism (2015) reports that major investments were allocated here, accompanied by multiple project completions.[2]

I.1.4. Hub 4: High Plateaus Hub (Tassili – Djanet) – This area confronts distinct challenges in partnership formation and operational management, requiring robust public-private collaboration to support a model centered on high-value, low-volume tourism. Benali (2020) highlights that fragile public-private relationships, inconsistent flight schedules, and complex permit procedures contribute to visitation rates that fall significantly short of the region's capacity. [5]

I.1.5. Hub 5: Coastal Hub (Bejaia – Jijel – Skikda) – Management issues here revolve around quality assurance and seasonal visitation patterns. According to ONS (2023), the hub predominantly attracts domestic tourists during the summer peak, with occupancy

[1] Boughrane, A. (2021). Coordination Mechanisms Among Stakeholders in the Algerian Tourism Sector.
[2] Ministry of Tourism and Handicrafts (Algeria). (2015). *Report on Major Tourist Hubs in Algeria*. Algiers: National Agency for Tourism Development.
[3] National Statistics Office (ONS). (2023).
[4] Zarouqi, L. (2022). Tourism in Algeria, Tunisia, and Morocco
[5] Benali, M. (2020). Assessment of Saharan tourism potential in Algeria

rates dropping sharply in off-peak periods, which underscores deficiencies in strategic planning.[1]

Table 2.3: SDAT 2025 Priority Tourist Hubs - Analysis Based on Research Variables

Hub	Primary Challenge	Impact on Coordination	Tourism Directorate Response
Algiers	Governance: weak inter-ministerial coordination	Fragmented project implementation	Advocate for inter-ministerial mechanism
East	Governance: no cross-wilaya coordination	UNESCO sites marketed independently	Propose regional DMO
West	Governance & Strategic Planning: temporary mechanism dismantled	Post-2011 coordination collapse	Advocate for permanent mechanism
High Plateaus	Partnerships: weak public-private linkages; Management: no DMS	Low visitation; unpredictable access	Establish tourism council; develop booking platform
Coastal	Strategic Planning: no off-season strategy; Management: weak quality control	Extreme seasonality	Develop off-season strategy; enforce classification

Sources: Prepared by the authors based on the study framework

I.2. Product Diversification Strategy:

The SDAT recommends expanding beyond the conventional sun, sea, and sand tourism model to encompass six distinct product categories.[2] For Tourism Directorates, diversifying these products serves as a strategic planning approach aimed at enhancing coordination across territorial tourism. This diversification seeks to mitigate seasonality,

[1] Ministry of Tourism, SDAT 2025.
[2] Ministry of Tourism and Handicrafts (Algeria). (2008).

appeal to varied market segments, and improve resilience. However, it requires enhanced management capabilities and stronger collaborative partnerships.[1]

I.2.1. Product 1: Thermal and Wellness Tourism – Algeria features numerous thermal springs, predominantly located in the eastern region. Developing this product necessitates effective partnerships and management structures. Currently, utilization rates are low, with most facilities outdated, indicating limited private sector investment.[2]

I.2.2. Product 2: Cultural and Heritage Tourism – The country holds several UNESCO World Heritage sites alongside various cultural assets. Effective governance, particularly coordination between the Ministry of Culture and the Ministry of Tourism, is critical. At present, the coordination remains weak, with site management focused primarily on conservation rather than facilitating visitation.[3]

I.2.3. Product 3: Saharan Adventure and Eco-Tourism – The Saharan region boasts unique landscapes and one of the largest collections of prehistoric rock art globally. This product requires collaborative partnerships and sound management. Visitor numbers fall well below the region's carrying capacity, reflecting insufficient public-private collaboration and inadequate management frameworks.[4]

I.2.4. Product 4: Eco-Tourism in Protected Areas – Algeria's national parks offer substantial eco-tourism potential. This product calls for coordinated governance between tourism and environmental authorities, as well as partnership arrangements such as concessions. However, current infrastructure for eco-tourism is limited, and there is no established concession system for private operators within the parks.[5]

I.2.5. Product 5: MICE (Meetings, Incentives, Conferences, and Exhibitions) Tourism – Business tourism is highlighted as a priority for the cities of Algiers, Oran, and Constantine. This sector depends on strategic planning and partnerships. Compared to regional competitors, Algeria hosts markedly fewer international conferences, a situation

[1] UNWTO. (2018). Tourism and the sustainable development goals
[2] Ministry of Tourism and Handicrafts (Algeria). (2008).
[3] Boughrane, A. (2021). *Coordination mechanisms among stakeholders in the Algerian tourism sector*
[4] Benali, M. (2020). Assessment of Saharan tourism potential in Algeria
[5] Mameri, R. (2019). The External Environment for Tourism in Algeria

linked to underinvestment in convention facilities and weak ties with international event organizers.[1]

I.2.6. Product 6: Cruise Tourism – Algeria's Mediterranean coast presents opportunities for cruise tourism development. This product involves governance coordination between port authorities and tourism sectors, alongside partnership agreements with cruise lines. Currently, the country attracts substantially fewer cruise visits than its regional peers, which corresponds to limited governance coordination and the absence of formalized partnerships with cruise operators.[2]

Table 2.4: Product Diversification Strategy - Analysis Based on Research Variables

Product Category	Primary Challenge	Impact on Coordination	Tourism Directorate Response
Thermal/wellness	Partnerships: weak private investment	Outdated facilities; low utilization	Develop PPP framework
Cultural/heritage	Governance: weak Culture-Tourism coordination	Sites managed for conservation, not visitation	Establish joint planning committee
Saharan adventure	Partnerships: weak linkages; Management: no carrying capacity	Low visitation; unpredictable access	Create tourism council; develop permit system
Eco-tourism	Governance: weak Tourism-Environment; Partnerships: no concessions	Minimal infrastructure	Establish concession framework

[1] World Bank. (2021). *Algeria Economic Monitor: Navigating through the Crisis*. Washington, D.C.: World Bank Group.
[2] Ministry of Transport (Algeria). (2023). *Air and Maritime Transport Statistics 2023*. Algiers: People's Democratic Republic of Algeria.

MICE (business)	Strategic Planning: underinvestment	Low conference share	Develop national MICE strategy
Cruise tourism	Governance: weak port-tourism; Partnerships: no cruise agreements	Minimal calls	Establish cruise committee; negotiate

Sources: Prepared by the authors based on the study framework

Although the strategic framework is clearly defined, its execution exhibits significant variability.[1] The prevalence of coastal mass tourism in Algeria's tourism sector persists, highlighting ongoing deficiencies in governance, management practices, stakeholder collaboration, and the formulation of effective strategic plans.[2]

II. Regional Tourism Offer Profiles

Beyond the hub-based and product-based frameworks of the SDAT, a regional analysis of Algeria's tourism offer reveals distinct geographic patterns of asset concentration, infrastructure availability, and development challenges.[3] This subsection examines two macro-regions: the thermal and cultural north and the Saharan and coastal south. For each region, the analysis identifies the primary intermediate variable constraints that limit the ability of Tourism Directorates to coordinate the territorial offer.

II.1. Thermal and Cultural Northern Region:

Northern Algeria hosts the majority of the country's tourism assets and infrastructure. Most of the UNESCO World Heritage sites in Algeria are situated in this region. The principal challenge lies in governance, which is complicated by administrative complexities.[4]

- In the thermal north, the eastern area holds the densest concentration of thermal springs in Algeria. Despite this richness, utilization levels remain low, with many facilities outdated. This situation is partly attributed to limited private investment

[1] Benali, M. (2020). Tourism investment in Algeria according to SDAT
[2] Boughrane, A. (2021). Coordination mechanisms among stakeholders in the Algerian tourism sector.
[3] National Statistics Office (ONS). (2023).
[4] UNESCO World Heritage List. (2024). *World heritage sites in Algeria*.

and insufficient management practices, such as the absence of quality standards and a shortage of trained personnel.[1]

- Regarding the cultural north, while the region possesses world-class heritage assets, their development is inconsistent. Roman sites, for example, attract only a small portion of visitors compared to similar locations in neighboring countries. This limited draw reflects governance issues, including a lack of coordination between the Culture and Tourism ministries, as well as management weaknesses like poor interpretive services, inadequate signage, and the absence of visitor centers.[2]

II.2. Saharan and Coastal Southern Region:

- In the Saharan south, natural assets such as the Tassili N'Ajjer National Park and the Hoggar mountains are globally distinctive. Nonetheless, visitor numbers are considerably below the sites' carrying capacity. This underperformance results from fragile partnerships, marked by limited collaboration between public and private entities on access, permits, and site management, alongside management shortcomings like insufficient guide training and a lack of visitor management systems. [3]
- Concerning the coastal region, Algeria's Mediterranean coastline remains notably underdeveloped for tourism compared to neighboring areas.[4] The coastal hub experiences pronounced seasonality, with domestic visitors concentrated in summer and minimal international arrivals. These patterns indicate weaknesses in strategic planning, particularly the absence of strategies to address off-season periods, as well as deficiencies in quality control measures.

Table 2.5: Regional Tourism Offer Profiles - Analysis Based on Research Variables

Region	Primary Challenge	Impact on Coordination	Tourism Directorate Response

[1] Ministry of Tourism and Handicrafts (Algeria). (2008).
[2] Boughrane, A. (2021). Coordination mechanisms among stakeholders in the Algerian tourism sector.
[3] Benali, M. (2020). Tourism investment in Algeria according to SDAT
[4] National Statistics Office (ONS). (2023).

Thermal north	Partnerships: weak investment; Management: no standards	Outdated facilities; low utilization	Develop PPP framework; training
Cultural north	Governance: weak Culture-Tourism; Management: poor interpretation	Under-visited sites; poor experience	Joint site management committees
Saharan south	Partnerships: weak linkages; Management: no capacity system	Low visitation; environmental risk	Create tourism council; visitor plan
Coastal potential	Strategic Planning: no off-season; Management: weak quality	Extreme seasonality	Off-season strategy; enforce standards

Sources: Prepared by the authors based on the study framework

III. Tourism Infrastructure Assessment

Infrastructure plays a fundamental role in coordinating the territorial tourism offer. For Tourism Directorates, the issue primarily concerns governance and strategic planning, as most infrastructure is developed and maintained by authorities beyond their direct control.[1]

III.1. Accommodation Infrastructure:

Data from ONS (2023) indicate a marked imbalance in the distribution of hotel beds, with the capital city representing the largest share of total capacity, while rural and Saharan regions remain significantly underserved.[2] This situation implicates both partnerships with private investors in the hotel sector and management practices, including classification systems and standards enforcement. Boughrane (2021) highlights

[1] Boughrane, A. (2021). Coordination mechanisms among stakeholders in the Algerian tourism sector.
[2] National Statistics Office (ONS). (2023).

inconsistencies in the enforcement of hotel classifications, with some establishments operating without valid certification, reflecting shortcomings in oversight. Tourism Directorates often lack the necessary personnel, training, and financial resources to perform systematic inspections.

III.2. Air and Ground Transport:

According to the Ministry of Transport, international passenger traffic is predominantly funneled through the capital, with international flight connectivity outside Algiers being minimal.[1] Notably, there are no direct flights connecting Algeria with North America or East Asia. This situation raises governance concerns regarding coordination between Tourism Directorates and the Ministry of Transport, as well as the establishment of partnerships through agreements with international airlines. Zarouqi (2022) notes that Tourism Directorates engage only marginally with the Ministry of Transport on issues related to air connectivity and that a comprehensive national air access strategy for tourism is currently absent.[2]

Regarding ground transport, Algeria's road network includes the East-West Highway, which has notably shortened travel times between northern urban centers.[3] However, secondary roads, which link important heritage sites, national parks, and destinations in the Sahara, frequently suffer from poor maintenance. Tourist signage along these routes is often inadequate or missing. This points to challenges in governance, particularly in coordinating responsibilities between Tourism Directorates and wilaya authorities overseeing secondary roads, as well as management deficiencies related to the provision of effective tourist signage.[4]

III.3. ICT and Digital Infrastructure:

Digital infrastructure underpins Tourism Directorates' capacity to manage information, communicate with stakeholders, and engage potential visitors via online platforms.[5] Available data suggest that internet penetration and connection speeds in Algeria lag behind those of regional competitors, with a pronounced digital divide between urban centers and rural areas. This deficit implicates both management practices—namely, the absence of sophisticated destination management systems—and strategic planning, given

[1] Ministry of Transport (Algeria). (2023).
[2] Zarouqi, L. (2022). Tourism in Algeria, Tunisia, and Morocco
[3] National Statistics Office (ONS). (2023).
[4] Boughrane, A. (2021). Coordination mechanisms among stakeholders in the Algerian tourism sector.
[5] Buhalis, D. (2000). Marketing the competitive destination of the future.

the lack of a defined digital transformation strategy. Zarouqi (2022) reports that destination management systems are largely nonexistent at the national level and rare regionally, while Tourism Directorates generally do not possess the technical expertise, budgetary means, or institutional authority to develop or implement effective digital tools.[1]

III.4. Visitor Information Services:

Visitor information services—including tourist information offices, signage, websites, call centers, and mobile applications—constitute the principal interface through which Tourism Directorates interact with tourists, thereby playing a critical role in coordinating territorial tourism.[2] According to ONS (2023), tourist information offices are predominantly located in major cities, leaving many rural and Saharan tourist sites without in-person information services.[3] The quality of existing offices varies considerably; most lack multilingual staff and adequate digital resources. Signage at tourist locations represents another notable weakness: directional signs from main highways to sites often do not exist, and on-site interpretive signage is infrequent. These issues involve management elements such as staff training, multilingual capabilities, and digital resource provision, as well as governance concerns stemming from the fragmented responsibility for signage among the Ministry of Tourism, wilaya authorities, and the Ministry of Transport. [4]

Table 2.6: Tourism Infrastructure Assessment - Analysis Based on Research Variables

Category	Primary Challenge	Impact on Coordination	Tourism Directorate Response
Accommodation	Partnerships: weak investment; Management: weak enforcement	Concentration in capital; inconsistent quality	Investment incentives; strengthen inspection
Air transport	Governance: weak Tourism-Transport; Partnerships: no airline agreements	Limited connectivity	Establish air access group; target carriers

[1] Zarouqi, L. (2022). Tourism in Algeria, Tunisia, and Morocco
[2] UNWTO. (2018). Tourism and the sustainable development goals
[3] National Statistics Office (ONS). (2023).
[4] Boughrane, A. (2021). Coordination mechanisms among stakeholders in the Algerian tourism sector.

Ground transport	Governance: weak Tourism-Wilaya; Management: no signage	Poor access; visitor frustration	Advocate priorities; signage standards
ICT/Digital	Management: no DMS; Strategic Planning: no digital strategy	No visitor data; weak marketing	Develop DMS; create digital plan
Visitor information	Management: weak training; Governance: fragmented signage	Offices concentrated in cities; rural sites have none	Train staff; signage working group

Sources: Prepared by the authors based on the study framework

Section 3: Coordination Strategies for Territorial Tourism Development

I. Stakeholder Mapping and Dynamics in Territorial Tourism Governance

Stakeholder mapping within the context of territorial governance pertaining to tourism represents a methodical analytical framework that entails the systematic identification of diverse actors engaged in the tourism sector, elucidating their respective roles, interests, degrees of influence, and interrelationships, with the objective of steering governance mechanisms towards more sustainable and equitable trajectories of tourism development. This methodology facilitates the structuring of comprehension regarding the actor system, thereby illuminating power imbalances, alongside the convergences and divergences of objectives concerning the tourist development of a specific territory. Specifically, it endeavors to foster collaborative and inclusive governance modalities, which are adept at integrating the economic, social, cultural, and environmental dimensions of sustainability within tourist destinations, particularly those that are rural and undergoing transitional phases.

In this context, stakeholder mapping extends beyond a simplistic descriptive inventory of participants, serving instead as a sophisticated analytical tool for understanding governance dynamics. The research mobilized indicates that stakeholders can be systematically categorized based on their level of engagement, their capacity to influence decision-making processes, and their vulnerability to the ramifications of tourism. Public

entities, tourism operators, local communities, civil society organizations, and, in certain instances, academic or territorial planning institutions assume distinct roles within governance frameworks. The mapping exercise facilitates the identification of which actors occupy a pivotal role in the formulation and execution of tourism strategies, which actors exist on the periphery of decision-making processes, and how these positional dynamics affect the potential for genuinely sustainable tourism development.[1]

The scholarly work currently under examination elucidates that the actualization of sustainable tourism governance within various territories is significantly contingent upon the configurations of actors and their interrelations. The process of mapping elucidates the dynamics of cooperation, conflict, or competition among stakeholders, which is imperative for comprehending the barriers and facilitators of transformation. Specifically, the analysis delineates that destination governance is frequently characterized by tensions between objectives of economic growth and the imperatives of environmental conservation or social equity. Stakeholder mapping facilitates the identification of which categories of actors predominantly prioritize these divergent objectives and how these discrepancies are reconciled within territorial governance frameworks. At the operational level, stakeholder mapping fosters the identification of pivotal actors who can be engaged to bolster the sustainability of destinations. Empirical studies demonstrate that both formal and informal acknowledgment of the roles of diverse stakeholders is vital for cultivating more inclusive governance structures. Mapping serves to inform the development of mechanisms for participation, consultation, or co-decision, thereby ensuring that the demographics most impacted by tourism development are not marginalized within planning and management processes. Furthermore, it establishes a foundation for the refinement of coordination instruments, such as by elucidating responsibilities, enhancing information flow, and mitigating overlaps or institutional voids.

Substantially, stakeholder mapping is essential for analyzing shifts towards collaborative governance structures. It clarifies roles and dynamics, revealing opportunities for enhancing actor participation and integrating sustainability into decision-making. In tourist destinations facing sustainability issues, this tool is vital for expressing group expectations and developing contextually relevant strategies. [1]

[1] Roxas, F. (2020). *Mapping stakeholders' roles in governing sustainable tourism destinations*. Journal of Hospitality and Tourism Management, 45, 416-429.

Collaborative governance presents an alternative framework for the examination of coordination strategies within the context of territorial tourism development, especially in rural environments where community welfare and environmental sustainability are intricately linked. Collaborative governance denotes a system of arrangements wherein public institutions engage directly with non-state actors in decision-making processes that prioritize consensus and deliberation. Within the domain of rural tourism, collaborative governance has been investigated as a mediating element connecting tourism activities to the outcomes of sustainable territorial development. Empirical research utilizing stakeholders' perceptions has demonstrated that collaborative governance can fortify the relationship between rural tourism and broader territorial sustainability, contingent upon specific conditions such as inclusive participation, shared leadership, and effective communication among stakeholders.

In rural areas, tourism frequently relies on local natural and cultural resources that are concurrently utilized for other economic endeavors and the daily lives of residents. This intersection necessitates the involvement of farmers, small business owners, community organizations, and municipal authorities in the collaborative design of tourism initiatives and the management of potential trade-offs. Collaborative governance mechanisms—such as multi-stakeholder platforms or joint planning committees—can foster environments conducive to negotiating the distribution of tourism benefits and costs, establishing acceptable thresholds for environmental impact, and creating offerings that embody local identity. Evidence from rural regions suggests that when collaboration is underpinned by trust, transparent information flow, and acknowledgment of local expertise, it bolsters the capacity for collective action and enhances the resilience of territorial development trajectories. [1]

Territorial tourism development is significantly influenced by distinct local contexts. The revitalization of mountainous rural tourism in Kabylie, Algeria, exemplifies the interplay between territorial characteristics and community strategies. Within the Yakouren municipality, the mountainous landscapes and rural cultural heritage constitute the foundation for tourism potential; however, their effective manifestation into development necessitates a focus on local infrastructure, the quality of services, and community

[1] Valderrama, E. (2024). "Does collaborative governance mediate rural tourism to achieve sustainable territory development? Evidence of stakeholders' perceptions in Colombia". Sustainable Development.

engagement. This case illustrates tourism being perceived as a mechanism for sustainable local development, with particular emphasis on the preservation of environmental quality and the strengthening of local economic frameworks. An analysis of this territory reveals both advantages (natural landscapes, traditional customs, hospitality) and limitations (restricted investment, accessibility issues, seasonality), thereby highlighting the necessity of integrating tourism within a comprehensive strategy for rural revitalization rather than treating it as an independent sector.

This Algerian instance underscores the imperative to align tourism initiatives with local development goals, including the creation of employment opportunities for residents, the support of small family-owned enterprises, and the safeguarding of cultural heritage. Furthermore, it emphasizes that governance frameworks must be tailored to the specific social organization and capacities of the locality. In mountainous rural settings, small-scale, community-based tourism initiatives may align more effectively with territorial sustainability than large, externally-driven projects. The Yakouren experience indicates that coordinated efforts among municipal authorities, local associations, and tourism operators can facilitate the structuring of tourism offerings—such as accommodations, guided excursions, and cultural events—while ensuring that benefits remain within the territory.[1]

II. Territorial Marketing Approaches for Algerian Tourism Destinations

Territorial marketing within the domain of tourism is intricately associated with public entities responsible for the organization, regulation, and promotion of a territory's resources. Within this context, tourism directorates play a pivotal role in delineating the tourism potential of various spaces, guiding developmental decisions, and ensuring the coherence of planning, infrastructure, services, and promotional activities. By conceptualizing the territory as a comprehensive tourism product that amalgamates natural, cultural, and infrastructural elements, these institutions aid in the structuring of the territorial offering and its adaptation to specific target markets and developmental objectives.

The diagnostic phase constitutes a fundamental segment in the orchestration of the territorial offering. Employing methodologies such as the "putting territories into tourism" framework, public authorities and tourism directorates systematically identify tourism

[1] Kelfaoui, A. (2021). "Revitalization of Mountain Rural Tourism as a Tool for Sustainable Local Development in Kabylie (Algeria). The Case of Yakouren Municipality". GeoJournal of Tourism and Geosites, 34(1), 112-125.

resources, assess their level of valorization, and elucidate discrepancies between potential and actual tourism functionalities. This diagnostic process differentiates between the mere possession of appealing elements and their incorporation into a cohesive tourism system, thereby directing decisions regarding priorities for infrastructure, accessibility, services, and governance essential for operationalizing and enhancing competitiveness of the offering[1].

Research on city and destination branding elucidates that local governmental bodies and their tourism departments are instrumental in the construction and management of place-based imagery. By articulating brand attributes, values, and visual identities, municipal or regional authorities endeavor to enhance the recognizability and allure of their territories for visitors and investors alike. The coordination of various stakeholders, the management of experiences, and the alignment between the projected image and the on-ground reality constitute integral aspects of this institutional mandate, wherein tourism directorates function as technical and operational entities.[2]

Assessments of city branding methodologies within Algerian municipalities emphasize that the efficacy of the territorial offering is contingent upon the ability of local institutions to cultivate and promote a robust, coherent brand image. Municipal services, frequently in collaboration with tourism directorates and other sectors, engage in communication initiatives, events, and promotional campaigns that significantly shape the perception of the territory. Their function is to convert identified assets into a structured offering that is underpinned by a definitive positioning, while also considering constraints related to organization, coordination, and available resources.[3]

The incorporation of residents and local stakeholders into tourism and branding strategies represents an additional dimension in which public institutions, including tourism directorates, play a crucial role. The existing literature emphasizes that the identity and image of a destination are influenced not only by external communications but also by the practices and narratives of local inhabitants and actors. By involving these stakeholders in the diagnostic process and the establishment of tourism orientations, public authorities can enhance the legitimacy of the territorial offering, mitigate conflicts between tourism

[1] Alloui-Ami Moussa, L. (2021). "The 'Putting Territories into Tourism', a Tourism Diagnosis Tool: Case of The Wilaya of Algiers". GeoJournal of Tourism and Geosites, 35(2), 456-463
[2] Miftahuddin, A. (2021). "City Branding and its Variables: The Evidence from Indonesia". GeoJournal of Tourism and Geosites, 34(1), 240-244
[3] Chenki, K. (2020). "Evaluating ability of Municipalities to Promote Strong Brand Image in Algerian Cities". GeoJournal of Tourism and Geosites, 28(1), 21-34.

development and quality of life, and more effectively embed the brand within local particularities.

The multi-scalar analysis of tourism spaces, as proposed within diagnostic instruments, compels public authorities to acknowledge the distinct contributions of neighborhoods, municipalities, and metropolitan regions to the overarching global image. In this context, tourism directorates and municipal agencies are able to pinpoint emblematic areas that embody the tourism identity of the region, alongside secondary locales that fulfill complementary roles. Such a nuanced analysis facilitates enhanced coordination of investments, promotional initiatives, and activities, ultimately fostering a more coherent and diversified territorial offering that is tailored to the unique characteristics of each spatial unit.[1]

Research pertaining to city branding further underscores the necessity of integrating visitors' experiences and perceptions into the management of the territorial offering. The brand equity of a destination is contingent upon visitor satisfaction, the intent to return, and the likelihood of recommendation, all of which are shaped by the caliber of services, infrastructure, and on-site interactions. Consequently, public stakeholders, including tourism directorates, are tasked with the continual monitoring of feedback, the adjustment of policies, and the assurance that the projected image is substantiated by tangible experiences, thereby reinforcing the territory's positioning within the tourism marketplace.

In scenarios where tourism potential exists yet remains underutilized, analyses of Algerian urban centers reveal that the deployment of territorial marketing and branding strategies is often inconsistent and frequently impeded by institutional, financial, and organizational limitations. Nevertheless, when local authorities, in conjunction with tourism directorates, adopt structured methodologies that encompass diagnosis, objective setting, target market selection, and coordinated promotional efforts, they can enhance the visibility and appeal of their territories. The existing literature indicates that bolstering coordination among municipal services, tourism administrations, and various stakeholders serves as a pivotal lever in transforming latent potential into a robust territorial tourism offering. [2]

[1] Alloui-Ami Moussa, L. (2021). "The 'Putting Territories into Tourism'", p. 456-463.
[2] Chenki, K. (2020). "Evaluating Ability of Municipalities", p. 21-34.

III. Investment and Partnership Mechanisms for Territorial Tourism Development

Investment and partnership strategies are imperative for the spatial organization of tourism, particularly in an economy largely steered by public sector involvement. Algeria employs various institutional frameworks and public-private collaborations, enabling tourism directorates to mediate between governance levels and economic stakeholders. These mechanisms encompass fund allocation and the coordination of public authorities to ensure a coherent, diversified tourism offer aligned with local development.

III.1. The role of investment mechanisms in territorial tourism

The investment in the tourism sector is increasingly conceptualized as a multifaceted catalyst for regional development, extending beyond the mere establishment of lodging and infrastructural facilities. In the context of Algeria, governmental authorities have instituted particular instruments aimed at fostering private investment in tourism, particularly within underdeveloped regions, through the integration of fiscal incentives, land distribution, and targeted financial support. These initiatives are designed to mitigate the perceived risks associated with investment and to direct capital towards locales that possess significant untapped potential, including rural and peri-urban territories. Within this paradigm, tourism directorates play a crucial role by identifying priority areas, preparing investment proposals, and overseeing the execution of projects, thereby ensuring that new investments align with overarching territorial development objectives rather than existing as isolated efforts.[1]

A pivotal aspect of these investment mechanisms is their incorporation into comprehensive territorial planning documents that delineate the strategic direction of tourism for a specified temporal horizon. Such planning frameworks assist in the spatial organization of offerings (e.g., coastal, mountainous, cultural, and agritourism routes) and in preventing the unchecked proliferation of analogous products within the same locale. By synchronizing investment decisions with these spatial strategies, tourism authorities can avert fragmentation and foster a more equitable distribution among various tourism modalities, which consequently bolsters the sustainability and resilience of local economies. This synergy between investment policy and territorial planning additionally promotes the integration of environmental and social considerations, thereby ensuring that tourism

[1] Seffari, A. (2017). "Public Private Partnership Approach: An Alternative to Develop Algerian Tourism Investment". Journal of Behavioural Economics, Finance, Entrepreneurship, Accounting and Transport, 5(1), 1-9

development does not compromise heritage or adversely affect local living conditions.

III.2. Public–private partnership as a coordination tool

Public–private partnerships (PPPs) emerge as a significant mechanism for harnessing private sector expertise and financial resources while maintaining the public sector's essential functions as a regulator and strategic planner. In the context of Algeria, PPPs within the tourism sector are formulated to integrate public authorities with private entities in the advancement of tourism zones, marinas, mining locations, or thematic routes, frequently through long-term contractual agreements. In this context, tourism directorates serve at the nexus between the state and private operators, as they facilitate the establishment of partnership conditions, assess the alignment of project proposals with regional strategies, and oversee adherence to quality and sustainability benchmarks. This intermediary function is vital to ensure that the operational efficiency of the private sector is directed towards communal objectives rather than solely individual commercial gains.

Furthermore, Public-Private Partnerships (PPPs) may serve to facilitate the development of innovative tourism modalities that are more closely aligned with local resources, such as rural or agritourism, necessitating collaboration among agricultural, environmental, and tourism stakeholders. In these scenarios, the tourism authority may function as a facilitator by convening landowners, agricultural cooperatives, local governmental entities, and private sector players around a collective vision for development. By establishing this collaborative framework, it aids in delineating the mechanisms for revenue sharing, the allocation of risks, and the governance structures governing the resultant tourism offerings. This formalized synergy between public, private, and non-profit entities plays a vital role in imparting a more sustainable and legitimate character to territorial tourism initiatives, particularly in environments where historical trust among stakeholders is notably deficient. [1]

III.3. Governance and coordination of local tourism offer

The effective coordination of the territorial tourism supply necessitates a well-defined governance framework that delineates the specific responsibilities of national, regional, and local institutions. In the context of Algeria, tourism directorates occupy a central position within this coordination framework, as they are tasked with the operationalization of national

[1] Seffari, A. (2017). "Public Private Partnership Approach", p. 1-9.

strategies into actionable initiatives at the provincial and communal levels. These directorates play a pivotal role in the formulation of local tourism development plans, engage in the classification and enhancement of tourism sites, and assess the repercussions of tourism activities on local economies and communities. From this perspective, their function transcends the mere issuance of permits or the oversight of regulatory compliance; it encompasses the proactive formulation of the territorial tourism landscape.

In practical terms, this coordination necessitates ongoing dialogue with various territorial stakeholders (municipalities, chambers of commerce, professional associations, environmental agencies, etc.) to ensure that tourism initiatives are executed within a collaborative framework rather than in isolation. Consequently, tourism directorates can serve as mediators, facilitating the resolution of land use conflicts, assuring that infrastructural developments (such as roads, wastewater treatment, and water supply systems) align with tourism advancement, and ensuring that the endeavors of disparate sectors are synergistic rather than antagonistic. This “territorial brokerage” role is particularly critical in areas where tourism closely intersects with agriculture, heritage preservation, or environmental sustainability, as it aids in preventing sectoral fragmentation and in fostering a more cohesive development vision.[1]

III.4. Territorial tourism and local development dynamics

Territorial tourism development is intricately interconnected with local development, as it possesses the potential to create employment opportunities, diversify rural economies, and enhance the value of local expertise and products. In various regions of Algeria, the advancement of niche tourism sectors has been accompanied by initiatives focused on incorporating local communities into the value chain, whether through the establishment of small tourism enterprises, artisanal production, or agro-touristic endeavors. Tourism directorates can facilitate these dynamics by promoting the formation of local tourism cooperatives, enabling access to financial resources, and advancing the commercialization of locally produced goods and services through tourism circuits. In so doing, they contribute to ensuring that the advantages of tourism are disseminated more equitably, preventing local stakeholders from being relegated to mere passive providers of labor or land.

Nevertheless, the nexus between tourism and local development is inherently

[1] Ibrahim, A. (2021). "Mechanisms to Strengthen the Tourism Sector and Boost its Development Role in Algeria". Finance and Business Economies Review, 5(1), 1-14.

complex, as it has the potential to engender forms of dependency, social discord, or environmental degradation if not meticulously regulated. Within this framework, the coordinating function of tourism directorates is paramount to guarantee that development does not transpire at the expense of local resources or the quality of life of residents. They can intervene, for instance, by establishing capacity limits for specific sites, promoting the adoption of eco-tourism standards, and monitoring the evolution of land-use patterns to avert speculation and unrestrained urbanization. This regulatory and guiding role permits tourism to be seamlessly integrated into broader territorial development strategies, rather than being considered a discrete sector governed by its own regulations.

III.5. Integration of agrotourism and rural territorialization

One exemplification of the territorial dimension of tourism is the burgeoning interest in agrotourism, which aspires to amalgamate agricultural activities with tourism experiences that are rooted in the rural landscape. In select regions of Algeria, this variant of tourism is perceived as a means to rejuvenate rural economies, conserve agricultural knowledge, and diversify income streams for farming households. Concurrently, it raises critical inquiries regarding the compatibility of intensive agricultural practices, environmental conservation, and tourism utilization, as well as the capacity of local communities to adjust their methods to meet evolving market demands. Tourism directorates can play a significant role in this process by identifying territories with considerable agricultural potential, supporting the development of thematic routes (for example, those centered on olive production or other iconic products), and coordinating the efforts of agricultural extension services with those of tourism promotion agencies.

The interconnection between agriculture and tourism at the regional level necessitates a nuanced comprehension of local production systems, land-use limitations, and the socio-economic framework of rural communities. In practical terms, this entails that tourism authorities must collaborate closely with agricultural agencies, municipal councils, and producers' associations to delineate the methods for incorporating tourism activities into the pre-existing rural framework. This may encompass, for instance, the establishment of collaborative entities for the oversight of tourism-agricultural sites, the development of quality certifications for local products, or the implementation of educational programs for farmers seeking to welcome visitors to their farms. Such coordination mechanisms are instrumental in ensuring that agrotourism does not merely serve as a superficial enhancement

to rural landscapes but rather contributes substantively to their sustainable advancement.[1]

Investment and partnership frameworks are thus not merely technical instruments devoid of bias; rather, they are profoundly political mechanisms that influence the spatial organization of tourism and the allocation of its advantages. The Algerian tourism directorates assume a pivotal role in the orchestration of these frameworks, by synchronizing investment trajectories with spatial strategies, by establishing public–private collaborations, and by promoting the incorporation of tourism into local developmental processes. Their capacity to coordinate interactions among diverse stakeholders, sectors, and governance tiers will ultimately ascertain the degree to which tourism fosters equitable and sustainable territorial development, as opposed to engendering fragmentation and excessive exploitation.

IV. Performance Indicators: SWOT and PESTEL Analyses

Performance metrics derived from SWOT and PESTEL analyses are pivotal in assessing the efficacy of regional tourism development as well as the coordination efforts of tourism authorities. SWOT analysis evaluates the internal strengths and weaknesses of a tourism framework alongside the external opportunities and threats it encounters, whereas PESTEL analysis situates tourism within a wider political, economic, social, technological, environmental, and legal landscape. These analytical frameworks enable decision-makers to systematically discern factors that impact performance and to harmonize strategies with both internal capabilities and external circumstances. By embedding SWOT and PESTEL into their managerial practices, tourism authorities can transition from an ad hoc methodology to a more strategic, evidence-informed coordination of the regional tourism offering. [2]

IV.1. SWOT analysis as an evaluative instrument

SWOT analysis offers a systematic approach to delineate the internal and external elements that affect the performance of a regional tourism system. It differentiates between internal factors (strengths and weaknesses related to resources, infrastructure, human capital, and governance structures) and external influences (opportunities such as emerging markets, collaborations, or innovations, and threats like environmental challenges, regulatory shifts,

[1] Maamar, Z. (2025). "The Reality of Agrotourism and The Challenges of Local Development in Boumerdes Province: Foundations and Opportunities for Sustainable Agricultural Development". Geojournal of Tourism and Geosites.
[2] Alloui-Ami Moussa, L. (2021). "The ‘Putting Territories into Tourism’", p. 456-463

or economic volatility). By categorizing these elements, tourism authorities gain a comprehensive understanding of the principal limitations and advantages of a specific region, which can inform the formulation of targeted strategies.

In practical terms, SWOT can be represented as a straightforward matrix wherein each quadrant corresponds to one of the four dimensions:

Table 2.7: SWOT matrix structure for territorial tourism diagnosis

Internal factors	External factors
Strengths	**Opportunities**
– Territorial assets	– Emerging markets
– Existing facilities	– New partnerships
– Qualified workforce	– Technological innovations
Weaknesses	**Threats**
– Service gaps	– Environmental risks
– Fragmented offer	– Regulatory changes
– Low coordination	– Economic instability

Sources: Ibrahim (2021); Alloui-Ami Moussa (2021); author analysis.

Utilizing this instrument, tourism directorates can systematically arrange their diagnostic data in a condensed format. Through the periodic reassessment of this matrix, they are able to observe the development of both strengths and weaknesses, thereby enabling them to refine their strategies to capitalize on new opportunities or alleviate forthcoming threats.[1]

IV.2. PESTEL analysis as a contextual management instrument

In contrast to SWOT, which primarily concentrates on the internal dynamics of the

[1] Alloui-Ami Moussa, L. (2021). "The 'Putting Territories into Tourism'", p. 456-463.

tourism system, PESTEL analysis contextualizes territorial tourism within its broader macro-environmental framework. It scrutinizes six dimensions: political (governance structures, decentralization processes, and tourism-related policies), economic (investment climate assessment, financing mechanisms, and consumer purchasing power), social (demographic shifts, cultural practices, and local tourism acceptability), technological (digital innovations, smart infrastructure development, and data management practices), environmental (natural resource availability, climate-related constraints, and ecosystem considerations), and legal (regulatory frameworks, land-use regulations, and environmental standards).[1]

To elucidate the structure of PESTEL, it can be depicted as a six-dimensional framework, as illustrated below:

Table 2.8: PESTEL framework applied to territorial tourism

Dimension	Main components
Political	Governance stability, decentralization, public-private relations
Economic	Investment flows, financing tools, market dynamics, income distribution
Social	Demographic change, cultural attitudes, local participation
Technological	Digital tools, connectivity, smart services, data monitoring
Environmental	Natural assets, climate constraints, resource pressures, conservation requirements
Legal	Land-use regulations, environmental norms, tourism licensing

Sources: Seffari (2017); Fertas (2022); authors analysis.

This synthetic framework facilitates tourism directorates in a systematic examination of the potential influences exerted by each dimension on the territorial tourism supply. By

[1] Fertas, L. (2022). "Thermal Tourism as a Driver of Local Development, an Illustration of Opportunities and Constraints. Case study of Hammam-Guergour in the Province of Sétif, Algeria". GeoJournal of Tourism and Geosites.

establishing connections between PESTEL outputs and specific indicators (for instance, alterations in regulations, investment volumes, or environmental pressures), they enhance their capacity to synchronize local strategies with overarching national and sectoral dynamics.[1]

IV.3. Integrating SWOT and PESTEL into performance monitoring

The integration of SWOT and PESTEL methodologies enables the development of a multidimensional array of performance indicators that encapsulate both the internal dynamics of the tourism system and its external context. From a SWOT perspective, indicators can be extrapolated from the progression of strengths (for example, diversification of offerings, enhancements in service quality) and the mitigation of weaknesses (such as reductions in infrastructural deficiencies, improved stakeholder coordination). From a PESTEL standpoint, indicators may be associated with shifts in the macro-environment, including institutional stability, regulatory changes, or fluctuations in environmental conditions. [2]

A beneficial approach to visualize this integration is through a two-tiered diagram, where the initial tier encapsulates SWOT-based indicators and the subsequent tier delineates PESTEL-driven indicators. Although this representation is restricted to textual format, the underlying rationale may be articulated as follows:

- **SWOT-driven indicators (internal):**
  - Diversity and coherence of the tourism offerings
  - Standards of quality and levels of service satisfaction
  - Efficiency of coordination among local stakeholders
- **PESTEL-driven indicators (external):**
  - Trends in investment and funding mechanisms

Alterations in environmental regulations and resource accessibility

- Adoption of technological innovations and digital transformation of services

By continuously updating these indicators, tourism directorates can create a dynamic

[1] Fertas, L. (2022). "Thermal Tourism as a Driver", p. 812-823.
[2] Alloui-Ami Moussa, L. (2021). "The ‘Putting Territories into Tourism’", p. 456-463.

performance dashboard that accurately reflects both the internal progression of the territorial system and its adaptability to external influences.[1]

IV.4. Indicators for smart and competitive destinations

The formulation of performance indicators must also encapsulate the increasing focus on intelligent destination management, which is predicated upon systematic data gathering, ongoing assessment, and the application of digital tools. Indicators can be organized around three principal dimensions: visitor experience (including perceived quality, satisfaction, and perceived value), business performance (such as revenue, occupancy rates, and levels of investment), and territorial impacts (encompassing employment, income distribution, and environmental pressures).[2]

These indicators can be arranged into a straightforward monitoring grid, prioritizing quantifiable and comparable metrics:

Table 2.9: Indicators for smart destination performance

Dimension	Example indicators
Visitor experience	Tourist satisfaction index, perceived quality scores, length of stay
Business performance	Occupancy rates, revenue per available unit, number of new tourism enterprises
Territorial impacts	Jobs created, income distributed to local households, environmental footprint
Governance & processes	Number of coordinated partnerships, stakeholder participation in planning

Sources: Ivars-Baidal (2021); Mokhnane (2026); authors analysis**.**

This type of grid empowers tourism directorates to transcend anecdotal evaluations and to ground their decisions in comparable and verifiable data. By correlating these indicators with the outcomes of SWOT and PESTEL analyses, they can ensure that the territorial tourism offering is not only appealing and competitive but also sustainable and

[1] Alloui-Ami Moussa, L. (2021). "The 'Putting Territories into Tourism'", p. 456-463
[2] Ivars-Baidal, J. (2021). "Measuring the Progress of Smart Destinations: The Use of Indicators as a Management Tool". Journal of Destination Marketing & Management, 19, 100489

congruent with broader developmental goals.

IV.5. Linking indicators to the coordination role of tourism directorates

The application of performance indicators derived from SWOT and PESTEL analyses bolsters the institutional legitimacy of tourism directorates by furnishing an objective foundation for dialogue with other territorial stakeholders. Rather than depending on qualitative perceptions, directorates are equipped to present evidence-based evaluations of territorial performance, which facilitates consensus-building and collaborative decision-making. This is particularly pertinent in regions where tourism intersects with agriculture, environmental management, urban planning, and transportation, as shared indicators assist in aligning priorities and mitigating conflicts of interest.[1]

Simultaneously, the execution of these indicators necessitates methodological precision and institutional capability, encompassing data collection frameworks, analytical instruments, and personnel development. Through the allocation of resources towards these capabilities, tourism authorities establish themselves as territorial administrators proficient in evaluating advancement, pinpointing deficiencies, and advocating for specific remedial actions. In this context, SWOT and PESTEL evaluations, augmented by synthetic visual representations and organized tables, function not merely as diagnostic tools but also as strategic management instruments that enhance the capacity of tourism authorities to orchestrate the territorial tourism portfolio in a coherent, transparent, and accountable fashion. [2]

V. International Benchmarking of Territorial Tourism Models

International benchmarking of territorial tourism models entails the rigorous analysis and comparison of a region's tourism development trajectories, governance frameworks, and performance metrics against those of other regions that exhibit either analogous or divergent attributes. This methodology empowers tourism authorities to contextualize local practices within expansive global trends, to delineate reference paradigms, and to glean insights from experiences that have been validated in other contexts. Through the comparative examination of diverse territorial models—anchored in natural resources, cultural heritage, urban tourism, or the so-called “smart” destinations—policymakers can evaluate the advantages and limitations of their own systems and tailor established models to align with

[1] Alloui-Ami Moussa, L. (2021). "The 'Putting Territories into Tourism'", p. 456-463.
[2] Ivars-Baidal, J. (2021). "Measuring the Progress of Smart Destinations", p. 100489.

local circumstances. This benchmarking methodology holds particular significance in Algeria, where the diversification of tourism offerings and the incorporation of regions into broader developmental frameworks necessitate both technical expertise and organizational capacity building.

V.1. Benchmarking through territorial diagnosis matrices

A method to establish benchmarking is through tourism-diagnostic instruments that position territories as central to the analytical framework. These methodologies underscore the necessity of comprehending the integration of tourism within local environments, institutional frameworks, and economic systems, as opposed to perceiving destinations as discrete entities. Through the systematic delineation of territorial resources, institutional frameworks, and stakeholder interconnections, such instruments facilitate the identification of the most suitable territorial models for specific contexts (for instance, coastal, mountainous, peri-urban, or resource-dependent regions). This diagnostic lens can subsequently be employed to juxtapose Algerian territories with international examples, concentrating on the coherence of territorial strategies, the efficacy of coordination among stakeholders, and the incorporation of tourism into overarching developmental agendas.

Such diagnostic assessments can be structured into a straightforward matrix that juxtaposes various territorial configurations with principal developmental orientations:

Table 2.10: Territorial configurations and development orientations in tourism benchmarking

Territorial configuration	Main tourism orientation	Key benchmarking dimensions
Coastal and seaside areas	Mass tourism, nautical activities	Seasonality management, infrastructure development, environmental impact
Mountain and rural zones	Nature-based, adventure, agritourism	Accessibility, service diversification, community involvement
Urban and peri-urban areas	Cultural, business, short-stay tourism	Urban integration, heritage valorization, service quality

Resource-based territories (thermal, mineral waters, etc.)	Health-based, wellness, long-stay tourism	Health-service integration, infrastructure quality, regulatory framework

Sources: Alloui-Ami Moussa (2021); authors analysis.

This table elucidates the manner in which benchmarking may be systematically organized around territorial typologies. Through the alignment of Algerian territories with these classifications, tourism directorates are positioned to discern pertinent international reference models tailored to each specific configuration, thereby concentrating on the most salient dimensions for enhancement.

V.2. Benchmarking specialized tourism models

Specialized tourism paradigms—encompassing thermal, health-oriented, or wellness-centric destinations— constitute an exceptionally compelling domain for international benchmarking endeavors. In numerous nations, thermal or spa-centric tourism has emerged as a validated catalyst for local development, attributable to the stabilization of demand, the diversification of associated activities (including wellness, conferences, and cultural events), and the seamless integration of these activities into regional development frameworks. By scrutinizing how other territories have leveraged natural resources to establish cohesive tourism systems, Algerian directorates can pinpoint critical success factors, such as the engagement of both public and private stakeholders, the formulation of quality benchmarks, and the implementation of sustainable management methodologies.

Concurrently, the benchmarking of such models unveils persistent challenges, which encompass the complexities associated with infrastructure enhancement, the imperative for specialized human capital, and the vulnerability of offerings that are excessively reliant on a singular resource. International insights reveal that territories which adeptly amalgamate thermal or analogous assets with cultural, environmental, and social dimensions exhibit superior long-term performance, as they mitigate reliance on a solitary product and foster more resilient tourism frameworks. For Algeria, this underscores the notion that benchmarking should extend beyond mere considerations of physical infrastructure or marketing initiatives, to encompass governance mechanisms, regulatory frameworks, and

the incorporation of local communities in the advantages accrued from tourism.[1]

V.3. Benchmarking through smart-destination indicators

A secondary significant avenue of benchmarking is predicated upon the utilization of performance indicators, particularly within the purview of smart tourism destinations. Global research concerning smart destinations advocates for structured indicator systems that enable decision-makers to quantify advancements in domains such as technological integration, visitor experience, business efficacy, and sustainability. These indicators are typically structured across several dimensions—strategic-relational, instrumental, and applied—thereby encapsulating both the governance architecture and the tangible outcomes of tourism management. When transposed onto territorial models, such systems facilitate the comparative assessment of the performance of diverse destinations over time and the identification of areas necessitating targeted interventions.[2]

A pragmatic method to visualize these dimensions is through a synthetic indicator grid:

Table 2.11: Main dimensions and example indicators for smart-destination benchmarking

Dimension	Example indicators
Strategic-relational	Degree of stakeholder collaboration, clarity of vision and strategy
Instrumental	Availability of digital platforms, data-collection systems
Technological and applied	Level of connectivity, adoption of smart services by firms
Visitor experience	Tourist satisfaction, perceived quality, perceived value
Business performance	Occupancy rates, revenue per available unit, business survival

[1] Fertas, L., Alouat, M., & Benmahamed, H. (2022). "Thermal Tourism as a Driver of Local Development, an Illustration of Opportunities and Constraints. Case Study of Hammam-Guergour in the Province of Sétif, Algeria". GeoJournal of Tourism and Geosites, 35(1), 812-823.
[2] Ivars-Baidal, J. (2021). "Measuring the Progress of Smart Destinations", p. 100489.

Sustainability and inclusiveness	Environmental impact, social equity, accessibility for all groups

Sources : Ivars-Baidal et al. (2021); authors analysis.

This grid exemplifies how benchmarking predicated on indicators can transcend subjective impressions and furnish a systematic comparison between territorial models. By consistently evaluating these indicators, tourism directorates can gauge the progression of their territories towards attaining "smart" destination status and subsequently refine their strategies in response.

V.4. Benchmarking Patterns of Institutional Coordination

International benchmarking extends beyond the examination of products or technologies; it illuminates the institutional frameworks that support regional tourism initiatives. In numerous reference regions, the efficacy of tourism development is intricately tied to the presence of robust coordination mechanisms among varying governmental tiers, private stakeholders, and local communities. Comparative analyses reveal that destinations which approach tourism as a cross-sectoral concern—rather than as an isolated sector—tend to realize more coherent and sustainable developmental outcomes. This observation holds particular significance for tourism directorates, which frequently occupy a mediating position between national strategic directives and local execution and must therefore function as coordinators of territorial stakeholders.[1]

A way to encapsulate coordination patterns is through the classification by governance style, as illustrated in the following table:

Table 2.12: Governance patterns in territorial tourism benchmarking

Governance pattern	Main features	Benchmarking implications
Centralized, top-down	Strong state control, limited local participation	Risk of rigidity and weak local ownership
Decentralized, multi-stakeholder	Extensive involvement of local authorities, private sector, and civil society	Higher adaptability and resilience

[1] Ivars-Baidal, J. (2021). "Measuring the Progress of Smart Destinations", p. 100489.

Hybrid, public–private	Partnerships and contractual arrangements between public and private actors	Efficiency balanced with public oversight
Community-led	Local communities as main drivers of development initiatives	Strong social cohesion but potential resource constraints

Sources : Ivars-Baidal et al. (2021); authors analysis**.**

By situating Algerian territories within these established patterns, directorates can discern which international paradigms are most pertinent and tailor their coordination mechanisms to align with local governance traditions. Thus, benchmarking evolves into a mechanism for institutional learning, empowering directorates to enhance their role as intermediaries between diverse sectors and hierarchical levels of authority.

V.5. Benchmarking Frameworks of Territorial Governance

Territorial governance represents another domain where international benchmarking can yield significant insights. Comparative research indicates that prosperous tourism territories are distinguished by a well-defined allocation of roles among stakeholders, transparent decision-making processes, and inclusive mechanisms for stakeholder engagement. In certain instances, destinations have instituted participatory councils, consultative committees, or co-governance platforms that encompass representatives from local administrations, the private sector, civil society, and environmental organizations. These frameworks enable tourism directorates to ground their initiatives in a collective vision, to preemptively address conflicts, and to ensure that the interests of diverse sectors are duly considered.[1]

A synthesized approach to depict governance frameworks is through a matrix that correlates institutional structure with territorial outcomes:

Table 2.13: Territorial governance frameworks and tourism outcomes

Governance framework	Key mechanisms	Common tourism outcomes

[1] Ivars-Baidal, J. (2021). "Measuring the Progress of Smart Destinations", p. 100489.

Fragmented, sectoral silos	Weak coordination between sectors	Uneven development, resource conflicts
Integrated, cross-sectoral	Joint planning, shared strategies	Coherent offer, higher resilience
Collaborative, participatory	Consultative bodies, public participation	Greater social acceptance, reduced opposition
Regulated, standards-driven	Clear quality and environmental standards	Higher perceived quality, sustainable use of resources

Sources : Ivars-Baidal et al. (2021); authors analysis**.**

Within the Algerian context, benchmarking governance frameworks can assist directorates in identifying which institutional arrangements are most congruent with the nation's administrative and political landscape. For instance, certain territories may gain from decentralized management structures, while others might necessitate enhanced coordination from central authorities. By juxtaposing these alternatives with international experiences, directorates can formulate governance models that reconcile local autonomy with national coherence, thereby ensuring that territorial tourism development is both adaptable and aligned with overarching policy frameworks. Consequently, benchmarking not only fosters the technical enhancement of tourism offerings but also bolsters the institutional capacity of tourism directorates in their role of territorial coordination.[1]

[1] Ivars-Baidal, J. (2021). "Measuring the Progress of Smart Destinations", p. 100489.

Conclusion

This chapter has strategically analyzed Algeria's territorial tourism offer, examining theoretical typologies, the national context, and coordination mechanisms. Three predominant contributions arise.

Second, the difference in the type of models used in monodestination and networked offers points to a crucial strategic decision for Tourism Directorates. Monodestinations have a simpler governance structure, but also come with some risks: high seasonality, reputation issues and competitive displacement. Networked are tools for distributing tourist flows, enhancing tourists' stay and developing resilience, but have been found to need more sophisticated management, stronger governance, broader partnerships and longer-term planning. The networked approaches would be advisable for Algeria's various territorial assets, but the development of interconnected approaches has been far less advanced than that of individual hubs.

Secondly, analysis of value chain and competitiveness will help to identify Algeria's modest level of tourism performance as a lack of competitive advantage, rather than a lack of assets. The country boasts world-class destinations such as thermal, UNESCO heritage sites, and Saharan scenery and coastline. Challenges to making these endowed resources cohere and sustainable are weak governance, limited management capacity, fragile public-private partnerships, and inadequate strategic planning. Although conceptually correct, SDAT 2030 is confronted with a wide gap between strategic ambition and operational results, resulting in underperforming hubs, fragmented diversification, inadequate infrastructure balance, insufficient connectivity and a digital divide.

Third, the study of coordination mechanisms such as stakeholder mapping, territorial marketing, investment frameworks, performance indicators and international benchmarking shows that effective coordination has to be based on analytical tools and institutional reforms. Community-based projects usually fit better with sustainability than large externally-led projects, as shown by the stakeholder mapping. PPP's are key governance tools, but only effective governance and meaningful involvement of communities will ensure their success. Algeria's centralized-deconcentrated system is less autonomous than the autonomy of directorates in Wilaya, which is seen from international benchmarking with Tunisia and Jordan and Europe.

Key findings highlight the multi-faceted aspect of the coordination challenge. Infrastructure inequalities focus resources on coast and urban regions, and deplete inland areas. Poor air and ground connectivity, restricting access by visitors to secondary destinations. The digital divide detracts from the ability to have information systems that facilitate the integrated process of information for real-time coordination. These gaps are exacerbated by governance fragmentation, limited governance capacities, lack of partnership arrangements, and weak coordination. Coordination strategies are wide-ranging and under-developed: stakeholder mapping can reveal power dynamics; territorial marketing can unlock potential; investment processes can focus finance on key areas; and performance indicators can support evidence-based decision making.

In summary, the development of Tourism Directorates' coordination capacity must be accompanied by institutional changes (discussed in Chapter One) and the systematic use of strategic analysis tools as a diagnostic, mapping and integration method. The coordination challenge is really a challenge of institutions and relationships—one of trust building, information sharing systems, formalized partnerships and an evaluation culture. The empirical investigation in Chapter Three explores how these challenges are expressed in Saida and Tiaret, testing four hypotheses on the various dimensions of human and financial resources, digital tools, stakeholder engagement and strategic planning; it thus offers field-based evidence to complement and enrich the strategic analysis provided here.

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination – Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination-Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

Introduction

The preceding chapters have delineated the theoretical foundations pertinent to this research, scrutinizing constructs such as strategic coordination, stakeholder engagement, digital instruments, and territorial promotion. Nevertheless, theoretical frameworks by themselves are inadequate to encapsulate the intricacies inherent in the practical realm of territorial tourism coordination. Consequently, it is imperative to juxtapose these theoretical constructs with empirical data gleaned from the field.

The current chapter transitions from theoretical discourse to practical application by examining the methodologies employed by tourism directorates in Algeria for the management of territorial tourism offerings. This pivotal inquiry – which serves as the guiding principle for the entire empirical investigation – can be articulated as follows:

Central question: How do tourism directorates in Saïda and Tiaret manage the coordination of territorial tourism offerings?

In alignment with this central question, the following main hypothesis is posited:

- **H_0 (Null Hypothesis):** There is no statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.
- **H_1 (Alternative Hypothesis):** There is a statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

From this overarching hypothesis, four operational sub-hypotheses are derived. In order to tackle this comprehensive inquiry, four subordinate research questions have been formulated, each aligned with a distinct hypothesis that will be empirically examined through the utilization of both quantitative and qualitative data amassed from two selected case study wilayas (Saïda and Tiaret). The two wilayas were selected based on their distinct tourism assets (the thermal and natural resources of Saïda contrasted with Tiaret's archaeological and cultural heritage) and their varying administrative competencies – Tiaret benefits from the presence of a dedicated coordination unit, whereas Saïda experiences significant staff turnover – thus enabling the identification of factors that facilitate or hinder effective territorial coordination within each context.

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination-Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

Table 3.1: Subordinate Research Questions and Corresponding Hypotheses for the Case Studies of Saïda and Tiaret Wilayas

Sub-question	Corresponding Hypotheses
Q1: To what degree do human and financial assets (personnel, fiscal allocations) influence the capacity of the tourism directorates in Saïda and Tiaret to facilitate coordination among public and private entities?	**$H0_1$:** Human and financial resources have no statistically significant effect on coordination effectiveness. **$H1_1$:** Human and financial resources have a statistically significant positive effect on coordination effectiveness.
Q2: In what manner does the tourism directorates' in Saïda and Tiaret implementation of digital instruments affect the formulation of cohesive tourism offerings (integrated circuits, bundled packages, varied attractions)?	**$H0_2$:** The use of digital tools has no statistically significant effect on the development of integrated tourism offerings. **$H1_2$:** The use of digital tools has a statistically significant positive effect on the development of integrated tourism offerings.
Q3: How does the participation of local stakeholders in the tourism directorates of Saïda and Tiaret decision-making processes impact the excellence and uniformity of tourism services?	**$H0_3$:** Stakeholder engagement has no statistically significant effect on the quality of tourism services. **$H1_3$:** Stakeholder engagement has a statistically significant positive effect on the quality of tourism services.
Q4: What is the correlation between the strategic planning methodologies adopted by the tourism directorates of Saïda and Tiaret and efficacy in promoting the territory while ensuring sustainable tourism advancement?	**$H0_4$:** Strategic planning has no statistically significant effect on territorial promotion and sustainability. **$H1_4$:** Strategic planning has a statistically significant positive effect on territorial promotion and sustainability.

Source: Prepared by the authors based on the research framework developed for this study.

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination-Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

To empirically evaluate these theoretical propositions, a mixed-methods case study framework was employed. The process of data collection adhered to a triangulated methodology:

A meticulously structured questionnaire was disseminated to a cohort of 100 participants (comprising staff from the Tourism Directorate, travel agency representatives, hotel management personnel, and local governmental authorities) with the objective of quantifying perceptions regarding the four independent variables (resources, digital tools, stakeholder engagement, strategic planning) alongside the corresponding dependent variables (coordination effectiveness, integrated product offerings, quality of tourism services, territorial promotion and sustainability).

This quantitative instrument was complemented by semi-structured interviews conducted with key informants (tourism directors, department heads, and inspectors) and an observational internship that facilitated a direct comprehension of quotidian coordination practices.

Data analysis was executed utilizing SPSS version 26, incorporating descriptive statistics, Pearson correlation coefficients, and simple linear regression analyses to test the research hypotheses.

This chapter is systematically structured into five distinct sections:

Section One: Presents the two case studies (the Tourism and Handicrafts Directorates of Saïda and Tiaret), addressing their structural and administrative context, human and financial resources, coordination mechanisms, use of digital tools, as well as an analysis of the Tourism Development Master Plan (SDAT 2030) for each wilaya, alongside the structural challenges facing each directorate. Each directorate is examined independently.

Section Two: Outlines the research methodology and data collection procedures, detailing the mixed-methods design within the descriptive-analytical approach, defining the study population and sample (comprising 100 respondents), presenting the primary data collection tool (questionnaire) alongside semi-structured interviews and field observation, and reporting the results of the validity and reliability tests of the instrument.

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination-Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

Section Three: Provides the analysis of the study-related data, including a statistical description of the sample characteristics (by wilaya, institution, position, education level, and years of experience), followed by the analysis of respondents' answers regarding the independent variable (the role of the tourism directorate – coordination mechanisms) and the dependent variable (coordinating the territorial tourism offer).

Section Four: Focuses on hypothesis testing and discussion of findings, employing Pearson correlation and simple linear regression, coefficient of determination, and ANOVA to test the main hypothesis and the four sub-hypotheses, followed by an interpretation of the key results and a comparison with the theoretical framework reviewed in the previous chapters.

The chapter culminates with a synthesis of empirical findings, which will establish the direct basis for policy recommendations presented in the concluding chapter of this thesis.

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination-Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

Section 1: Presentation of Case Studies Directorates (Saïda and Tiaret)

This section delineates the two Tourism Directorates that constitute the empirical foundation of this comparative investigation. In alignment with the research methodology, the directorates are scrutinized as institutional entities, emphasizing their administrative frameworks, human and financial capital, coordination strategies, and the integration of digital technologies. The evaluation is informed by official documentation, administrative archives, and qualitative interviews conducted during the fieldwork phase in April 2026.

- **Organizational Structure of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)**

The subsequent organigram, derived from legal texts and internal documents, delineates the mandated hierarchical structure of the Tourism Department within the Saïda and Tiaret Tourism Directorates:

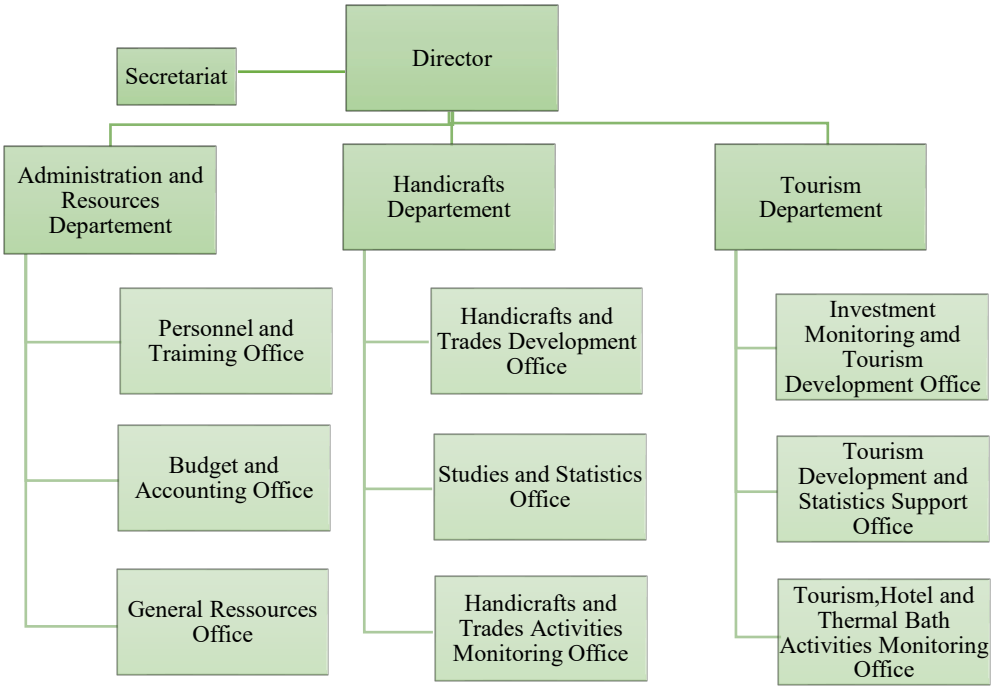


Figure 3.1: Organizational Structure of The Directorates of Tourism and Handicrafts (Saïda and Tiaret).

Source: Prepared by the authors based on documents from The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

In practice, frequent director turnover undermines this structure and creates strategic discontinuity. The gap between the formal organizational chart and the actual operational

capabilities of the Saïda and Tiaret Tourism Directorates represents a key challenge for territorial coordination, to be analyzed in the hypothesis testing sections.

I. The Directorate of Tourism and Handicrafts of Saïda Wilaya

I.1. Structural and Administrative Context

The Directorate of Tourism and Handicrafts of Saïda is a decentralized public administration service (external service) under the double supervision of the Ministry of Tourism and Traditional Industry and the governor (wali) of the wilaya. It is legally constituted by Executive Decree No. 10-257 of 20 October 2010 as amended and supplemented by the Executive Decree No. 20-198 of 25 July 2020, and further specified in the Joint Ministerial Decision of 20 May 2012 [1]. The directorate's seat is at the headquarters of the Saïda city, Wilaya of Saida, Algeria. It is a decentralized service that is meant to execute national tourism policies in the wilaya, while considering its socio-economic and geographical particularities.

The prescribed organizational structure, as defined in the legal documents, is comprised of two main departments: the Tourism Department and the Handicraft Department, each with their own director, an official appointed by the minister on the recommendation of the director. The legislative framework further breaks down the Tourism Department into five offices: the director's secretariat; the administration and general resources office; the tourism service (responsible for monitoring tourism investment and development); the tourism development support and statistics office; and the office in charge of regulating tourist activities in hotels and thermal stations. Yet, internal documents show this structure is not fully staffed in practice. Some posts have been left unoccupied for long periods, while other activities requiring special expertise (such as statistical analysis or investment monitoring) are often temporarily undertaken by staff whose main areas of competence are elsewhere[2]. This contrast between the departmental structure and the directorate's effective capacities is a crucial weakness.

[1] Executive Decree No. 10-257 of October 20, 2010 establishing the external services of the Ministry of Tourism and Traditional Industry. (2010). *Official Journal of the Algerian Republic*, No. 63, issued October 26, 2010.
[2] Saïda Directorate of Tourism and Handicrafts. Internal administrative records (unpublished), 2025.

I.2. Human and Financial Resources

The number of human resources available to the Saïda Tourism Directorate is limited by small numbers and high turnover. Corporate staffing documents indicate a low number of permanent staff: the directorate is based on a small central team and a small number of inspectors (less than five inspectors for tourism and the same for traditional industry) Some positions mandated by the executive decree have been vacant for several years, and when filled, appointees are often devoid of the specific skills necessary to fulfil their responsibilities - such as those related to statistical data processing, investment facilitation and territorial marketing.

Budgetary allocations for coordination and development purposes have remained at the same level for several years, with no appreciable increase to support the expansion of responsibilities. This lack of growth hampers the directorate in carrying out mandated field studies, convening multi-stakeholder workshops, investing in digital technology, and offering necessary staff training. This gap is especially pronounced for the Office for Tourism Development Support and Statistics, which does not have the required hardware and software to facilitate data processing. As a result, while basic occupancy statistics are still collected, this is done only thanks to the good will of a handful of employees, rather than through a routine, computerized process.[1]During fieldwork interviews, employees were found to be demoralized, due to excessive workloads, lack of career advancement opportunities, and the constant replacement of administrative staff, which hampers the development of long-term initiatives.[2]

Despite these recurrent challenges, basic quantitative indicators for the tourism sector in Saïda, based on official reports and the directorate's records, reveal a small-scale infrastructure:

[1] Saïda Directorate of Tourism and Handicrafts. Internal administrative records (unpublished), 2025.
[2] Joint Ministerial Decision of May 20, 2012 defining the organization of wilaya directorates of tourism and traditional industry. (2012). *Official Journal of the Algerian Republic*, No. 34.

Table 3.2: Hotel Accommodation in Saïda Wilaya (2024-2025)

Indicator	2024	2025
Number of hotel establishments	7	7
Total bed capacity	747	747
Algerian Visitor arrivals	21,810	23,360
Foreign Visitor arrivals	404	413

Source: Compiled from internal records of the Directorate of Tourism and Handicrafts of Saïda.[1]

Table 3.3: Thermal Bath Visitation (Saïda Wilaya, 2024-2025)

Thermal station	Number of bath rooms	Visitor arrivals 2024	Visitor arrivals 2025
Hammam Rabbi	52	47,395	4,383
Hammam Sidi Aïssa	46	55,425	79,324
Hammam Ain Skhouna	83	8,281	8,440
Total	**181**	**111,101**	**92,147**

Source: Adapted from an internal document "Tourism Potential of the Wilaya of Saïda".[2]

I.3. Coordination Mechanisms and Stakeholder Engagement

In the regulatory framework that defines the missions of the Saïda Tourism Directorate, some of the tasks that are inherently related to coordination are: launching actions for sustainable local tourism development, encouraging a diverse and quality-oriented tourism offer, and promoting national and international partnerships for investment and training. The Office for Investment Monitoring and Tourism Development

[1] Saïda Directorate of Tourism and Handicrafts. Internal administrative records (unpublished), 2025.
[2]Directorate of Tourism and Handicrafts of the Wilaya of Saïda. "Tourism Potential of the Wilaya of Saïda." Unpublished Arabic language document, 2021.

is formally in charge of monitoring investment projects and administrative processes, but it mainly has a passive monitoring function.[1]

In reality, coordination actions are implemented in an ad hoc manner, at the initiative of a few motivated officials. Regular coordination committees - such as those recommended by the Tourism Development Master Plan (SDAT) - are convened only sporadically, and even then, they may not include the required involvement of all relevant stakeholders (culture, environment, transport, urban and territorial planning). Field work completed during the internship period confirmed the absence of a permanent multi-stakeholder platform and that collaboration with the hoteliers, travel agencies and other public administrations is mostly through occasional telephone calls, meetings or correspondence.[2]

There are few and poorly operationalized partnership agreements. In contrast to the Tiaret directorate, which has signed particular agreements (e.g., with Tizi Ouzou wilaya for cultural exchange), the Saida directorate has no apparent set of partnerships. The directorate's ability to mobilize and retain stakeholders is also hampered by a lack of budgeting for training sessions, workshops, or joint promotion events. In consequence, many private sector actors (hotel managers, travel agency owners, artisanal craftsmen) consider the directorate an administrative authority focused mainly on inspections and licensing, rather than a facilitator of collective action, or a coordinator of territorial tourism development.[3]

I.4. Use of Digital Tools and Information Systems

The use of digital tools by the Saïda Tourism Directorate is primarily determined by the legal requirement to gather, analyze and report computerized data and statistical information relating to tourism activities and thermal springs to the central government. This task is delegated to the Office for Tourism Development Support and Statistics, which is mandated to conduct quarterly statistical surveys of tourism activities for hotels, travel agencies and thermal springs. [1]

[1] Saïda Directorate of Tourism and Handicrafts. Internal administrative records (unpublished), 2025.
[2] Executive Decree No. 10-257, 2010.
[3] Joint Ministerial Decision, 2012.

Exactly, digital use is confined to basic data collection and reporting. The directorate uses an internal spreadsheet-based database to track the hotel occupancy rate, the number of overnight stays and the origin of tourists (national or foreign). But there is no digital platform to facilitate real-time communication and coordination between stakeholders - no shared database, interactive dashboard, or shared communication platform. Data transfer with private partners is by phone, email or paper-based reports at regular intervals. The directorate does not have a dedicated tourism website, or active social media channels like the Tiaret directorate.[1]

During the fieldwork visit, it was noted that the directorate's online promotion is limited. It does not use online links for registration in fairs or events, nor does it collaborate with social media influencers or bloggers. The lack of a shared information system impairs the creation of integrated tourism products (for example, a themed route or package) and hinders the directorate's ability to communicate relevant information, in a timely manner, to potential tourists, investors and partner institutions. As a result, despite the legal obligation to use digital tools for monitoring and reporting, the directorate has yet to attain a digital maturity that would allow it to coordinate territorial tourism supply.[2]

I.5. Tourism Development Master Plan (SDAT 2030) for Saida Wilaya

As part of the implementation of national policies, a Tourism Development Master Plan for Saïda Wilaya (SDAT-WS) was prepared in 2011-2012 by the consultancy office BECAGROM, under the supervision of the Directorate of Tourism and Handicrafts. The plan was developed in five phases, and the final report (Phase V) was approved by the authorities. After a local consultation process, the recommended scenario is that of diversification of the tourism offer, according to the national SDAT 2030 strategy. This scenario seeks to diversify the tourism offer beyond thermalism (the main but under-developed resource) and include other sectors: historical and cultural heritage,

climate-oriented tourism (forests, wetlands, landscapes), rural and agro-pastoral tourism, cult tourism (zaouïas).[3]

[1] Executive Decree No. 10-257, 2010.
[2] Joint Ministerial Decision, 2012.
[3] BECAGROM. "Study of the Tourism Development Master Plan (SDAT) of the Wilaya of Saïda, Phase V: Tourism Development Strategy of the Wilaya and Implementation Program. "(unpublished).

The SDAT-WS proposed an investment program distributed across five action categories:

Table 3.4: SDAT-WS Investment Program by Action Category

Action	Focus
Action 1	Thermalism
Action 2	Cultural heritage
Action 3	Climate tourism
Action 4	Cult tourism
Action 5	Cross-cutting (infrastructure, environnement)

Source: SDAT Saïda Phase V report.

The master plan identified six officially classified or proposed zones of tourist expansion (ZET), covering a total surface area of approximately 1,204 hectares, The following table summarizes their status:

Table 3.5: Zones of Tourist Expansion (ZET) in Saïda Wilaya

ZET Name	Commune	Area (ha)	Statues (as of 2016-2025)
Vieux Saïda	Saïda	35	Classified (1988)
Hammam Rabbi	Ouled Khaled	62.5	Classified
El Merdja	Doui Thabet	768.5	Classified
Tiffrit	Ain Soltane	100	Classified
Ain Skhouna	Ain Skhouna	150 (40 developable)	Classified en 2016

ZET Name	Commune	Area (ha)	Statues (as of 2016-2025)
Saïda (additional)	Saïda	39	Proposed, not developed

Source: SDAT Saïda Phase V and Official Journal decrees.[1]

The SDAT-WS recommended an investment agenda, spread over five categories of action: In 2025, none of the ZETs were developed and most had no infrastructure. The Hammam Rabbi ZET is the furthest along, with some private investment, but the "water village" planned has yet to take place. [1]

I.6. The Five Dynamics of the SDAT

In line with the national SDAT 2030, the Saida master plan is based on the following five interlinked dynamics:

1. Territorial Destination - Improving the attractiveness of the "Saida destination" through improving accommodation, signage and information.
2. Tourism Hubs - Building "poles of tourism excellence" (POT) around the three spas (Hammam Rabbi, Sidi Aïssa, Ain Skhouna) and around the major cultural and natural heritage sites.
3. Tourism Quality Scheme (TQS) - Encouraging voluntary compliance with quality standards (e.g., "Algerian Tourism Quality" label) and quality of hotel staff and guides.
4. Public-Private Partnership - Sharing risks and responsibilities between the state, community and private sector.
5. Financing - Utilizing public funding (state and wilaya budgets) as well as private investment; although private investment has been far from the SDAT targets.[2]

I.7. Coordination Programs Derived from the SDAT

The SDAT-WS breaks down the five dynamics into a series of actions, grouped under the five programs (categories of action). Each program is comprised of several projects with a timeframe and partner(s). Under Action 1 (Thermalism), for instance, the projects include:

[1] Executive Decree No. 25-155 of 6 Dhou El Hidja 1446 (2 June 2025). "Amending Decree No. 88-232 of 5 November 1988 Declaring Tourism Expansion Zones." *Official Journal of the Algerian Democratic and Popular Republic*, no. 37.

[2] BECAGROM. "Study of the Tourism Development Master Plan (SDAT) of the Wilaya of Saida", (2012).

comforting Hammam Rabbi as a "water city" of regional importance; extension and classification of the Sidi Aïssa station; development of Ain Skhouna as a second national thermal center; reinforcement of accommodation and catering facilities; reinforcement of cultural and sport facilities integrated into the stations; improvement of the urban and environmental environment of the thermal stations; and update thermal studies.

Action 2 (Cultural heritage) includes: restoration of the LUCU de Maâta site and development of the Tiffrit grottoes; restoration of the Ain Manaâ site; restoration of the Timtlass site; restoration of the Emir Abdelkader military camp; rehabilitation of the Oued Saida prehistoric grottoes; restoration of the Redoute; restoration of the Saida town hall; restoration of the El Atik Mosque; and restoration and classification of historical sites in and around Saïda.

Action 3 (Climate tourism) includes the Vieux Saïda recreation zone, development of the Sidi Merzoug plateau, equipment of the Tiffrit site, development of the El-Merdja site, upgrading the Chott Chergui wetland, and rural tourism in agropastoral areas. Action 4 (Cult tourism) - the zaouïas - is included. Action 5 (Cross-cutting) covers extension of road infrastructure and environment. [2]

I.8. Structural Challenges

Despite having this comprehensive master plan, the Saida Tourism Directorate is confronted with a series of deep-rooted structural challenges that prevent its operationalization:

Unstable Administration: Directorates have changed too often to allow for the ongoing implementation of the SDAT and continued confidence in its implementation.

Bottlenecks in Concession Contracts: Although several concession contracts for tourism projects have been signed, they have not been implemented as investment projects, because of bureaucratic procedures and poor coordination with the State Property Directorate and municipal urban planning departments.

- **Insufficient Training Facilities**: There is no tourism training center in Saïda. As a result, the local population does not have the capacity to provide quality services,

and the directorate cannot draw on a skilled workforce of guides, hotel employees or craftsmen.[1]

- **Lack of Human and Financial Resources**: As mentioned above, the directorate's limited staff and constant budget take it away from being able to carry out the full range of coordination functions required by the law and the SDAT.
- **Failure to implement ZETs**: Despite establishment of six ZETs, they have yet to be fully realized. Slow land allocation and disagreements over property rights, as well as lack of basic services (roads, water, electricity), have stalled private investment.[2]
- **Poor Evaluation Culture**: The directorate is more involved in monitoring (procedural tracking, monthly data gathering, quarterly reporting) than evaluation. The SDAT has no performance indicators, and no evaluation of the coordination activities.[3]
- **Bottlenecks in Concession Contracts**: Although several concession contracts for tourism projects have been signed, they have not been implemented as investment projects, because of bureaucratic procedures and poor coordination with the State Property Directorate and municipal urban planning departments.
- **Insufficient Training Facilities**: There is no tourism training center in Saïda. As a result, the local population does not have the capacity to provide quality services,
- and the directorate cannot draw on a skilled workforce of guides, hotel employees or craftsmen.
- **Lack of Appropriate Office Space**: The directorate has a small, poorly located, and under-equipped building, and cannot house all its workers, most of whom are working in shared offices or in makeshift cubicles - this further depresses morale and working conditions.[4]

These factors explain why the ambitious SDAT-WS, despite being methodologically rigorous, has yet to deliver the expected results for Saïda tourism. The directorate is thus caught in a vicious circle of resource and coordination deficit.[5]

[1] Saida Directorate of Tourism and Handicrafts. Internal administrative records (unpublished), 2025.
[2] Executive Decree No. 25-155,2025.
[3] Joint Ministerial Decision, 2012.
[4] Saida Directorate of Tourism and Handicrafts. Internal administrative records (unpublished), 2025.
[5] BECAGROM. "Study of the Tourism Development Master Plan (SDAT) of the Wilaya of Saida", (2012).

II. The Directorates of Tourism and Handicrafts of Tiaret Wilaya

II.1. Structural and Administrative Context

II.1.1. Origin and Historical Development of the Directorate

The tourism sector in Algeria has undergone several organizational transformations since the early 1990s. The Directorate of Tourism of Tiaret Wilaya did not stabilize into its current form until after a series of structural adjustments. Initially, tourism was managed through regional commissariats established in 1991, but these were abolished the following year, with tourism administration becoming wilaya-level directorates before being integrated into the Directorates of Culture, Youth, and Sports.[1] The year 1995 marked a turning point with Executive Decree No. 260/95, which established a tourism and traditional industry inspectorate in each wilaya. The two sectors were then separated again in 2005 pursuant to Decree No. 216/05. Finally, the situation stabilized with Executive Decree No. 10-257 dated October 20, 2010, which reintegrated the two sectors and established the external services of the Ministry of Tourism and Traditional Industry.[2]

II.1.2. Headquarters and Location

The Directorate's headquarters is located on Abdelkader Khoudmi Street at the wilaya headquarters on the road leading to Frenda municipality.[1] This building (dating back to the 1980s) consists of two floors: a ground floor with five offices and an upper floor with six additional offices. However, the headquarters suffers from multiple problems that reinforce the sector's weak status. It is old and located in a residential neighborhood, making access difficult. The problem is further exacerbated by the absence of directional signs or clear guideposts on the roads leading to it or at its entrance, which wastes the time of visitors and stakeholders. This situation means the headquarters does not meet the standards for a public administration representing the wilaya's tourism interface.

II.1.3. Legal Framework and Directorate Missions

First: Legal Framework

The Directorate operates as a decentralized public administrative entity (external service) under the dual authority of the Minister of Tourism and Traditional Industry and the Wali, based on Executive Decree No. 10-257 dated October 20, 2010 (as amended and

[1] Tiaret Tourism Directorate. (2026). *Introduction to the directorate of tourism and traditional industry - Origin and organization*.
[2] Executive Decree No. 10-257, 2010.

supplemented) and the Joint Ministerial Decision issued on May 20, 2012.[1] This legal framework defines the relationship between the Directorate and central and local authorities, granting it the status of an "external service," meaning it implements national policies while taking into account the specificities of the territory. [2]

Second: Directorate Missions

The Directorates of Tourism and Handicrafts of Tiaret Wilaya undertakes a wide range of missions that go beyond the traditional role of monitoring and inspection, extending to planning, coordination, promotion, and evaluation. These missions can be categorized as follows:

1. Planning & Strategy: Prepares action plans and oversees the SDAT 2030 master plan.
2. Investment Monitoring: Guides and monitors tourism projects, resolving stalled investments.
3. Monitoring, Inspection & Quality: Enforces regulations; 12 tourisms + 6 traditional industry inspectors conduct unannounced checks.
4. Data Collection & Analysis: Collects tourist data (numbers, origin, occupancy) despite limited resources.
5. Promotion & Marketing: Runs seasonal programs, participates in fairs (e.g., SITEV), and uses social media.
6. Training: Trains uncertified guides and craftsmen in coordination with vocational training.
7. Coordination: Works with ~15 sectors (Culture, Commerce, Environment, etc.) via committees and agreements.
8. Public-Private Partnership: Collaborates with travel agencies and hotels on joint trips and events.
9. Civil Society Activation: Supervises and supports tourism associations (only ~3 active).
10. Citizen Service: Organizes trips (thermal, solidarity tourism) to meet public and tourist needs.

[1] Executive Decree No. 10-257, 2010.
[2] Joint Ministerial Decision, 2012.

11. Impact Assessment: Legally required but weak due to lack of tools, methodology, and evaluation culture.

II.1.4. Tourism Development Master Plan (SDAT 2030)

As part of the implementation of national policies, the Tourism Development Master Plan for Tiaret Wilaya (SDAT-WT) was prepared as an integral part of the National Land Use Planning Scheme (SNAT 2030) provided for in Law No. 01-20 of December 12, 2001.[1] The study was approved by the competent committee of the Wilaya People's Assembly of Tiaret on December 18, 2018, unanimously and without any reservations, reflecting the local political will to develop the sector.

The municipal presidents unanimously chose Scenario No. 3 (out of three proposed scenarios), which presents the diversity of the tourism offering to meet national and international demand. This scenario essentially aims to provide detailed information on the distinctive tourism diversity of the region while strengthening and organizing Tiaret Wilaya's tourism destination, encouraging visitor flow throughout the year by activating the role of media in tourism promotion, and focusing on the quality of the tourism product and human resources through specialized training programs.[1]

The master plan proposed the distribution of tourism hubs as follows:

Table 3.6: Distribution of Proposed Tourism Hubs in Tiaret Wilaya According to the Tourism Development Master Plan (SDAT 2030)

Hub Type	Number	Areas
Main Hubs	3	Tiaret, Frenda, Serguine
Supporting Hubs	3	Sougueur, Medroussa, Mechraa Safa
Auxiliary Hubs	15	Including 15 municipalities distributed across the wilaya

[1] Tiaret Tourism Directorate. (2018). *Tourism Development Master Plan for Tiaret Wilaya (SDATWT 2030) - Study presented to the Wilaya People's Assembly on December 18, 2018.*

Source: Prepared by the authors based on documents from The Directorates of Tourism and Handicrafts of Tiaret Wilaya

II.1.5. The Five Dynamics of the Master Plan

The master plan is based on five integrated dynamics, which together constitute a comprehensive roadmap for tourism development in the wilaya. These dynamics are derived from national guidelines and adapted to the specificities of the Tiaret region.[1]

Tourism Destination: Promote the horse as a regional symbol, strengthen media and communication, develop leisure areas, and foster a tourism culture among locals.

Tourism Hubs: Leverage existing infrastructure: 11 hotels (587 rooms, 1,086 beds, <2.2% foreign occupancy), 20 travel agencies, two tourism offices, one information center, plus 6 traditional industry associations and 2 tourism associations.

Tourism Quality Scheme: Unify all professionals under international standards via voluntary adherence to quality (e.g., "Algerian Tourism Quality" brand), strengthen competencies, modernize infrastructure, and enhance competitiveness and site management.

Public-Private Partnership: Distribute resources, risks, and profits jointly. The state/local communities handle planning, heritage preservation, infrastructure (airports, roads), public order, and identity maintenance.

Sector Financing: Engage financial institutions and banks to provide loans and facilities to investors and tourism projects.

II.1.6. The Eight Coordination Programs

To translate these dynamics into tangible reality, eight coordination programs were established, aiming to coordinate between various stakeholders (public and private) under the supervision of the Directorate:[1]

Table 3.7: The Eight Coordination Programs According to the Tourism Development Master Plan (SDAT 2030)

[1] Tiaret Tourism Directorate. (2018).

Program	Core Content
First	Confirming Tiaret as a distinctive tourism destination
Second	Defining the characteristics of tourism expansion zones, allocating land reserves to attract investors
Third	Enhancing cultural heritage (protecting and rehabilitating archaeological and historical sites, highlighting historical features)
Fourth	Enhancing natural heritage (creating tourism activities along rivers, streams, and dams)
Fifth	Promoting the Serguine spa site (modernizing the station, making it a relaxation and leisure city)
Sixth	Promoting rural tourism (establishing a regular program for distinctive local events: Sheep Festival, Eid al-Adha, Horse Festival)
Seventh	Improving local sector management (effective management, quality scheme, disseminating communication and information cells)
Eighth	Activating public-private partnership (defining area development rules, considering environmental impact, opening access routes)

Source: Prepared by the authors based on documents from The Directorates of Tourism and Handicrafts of Tiaret Wilaya

II.1.7. Partnership Outcomes (Economic, Social, and Environmental Dimensions)

The partnerships between the public and private sectors yield outcomes across three main dimensions:[1]

[1] Tiaret Tourism Directorate. (2018).

A. Economic Dimension: Consists of job creation for local residents, increased competitiveness among tourism establishments, and strengthening municipal budgets with additional financial resources from taxes and fees associated with tourism activity.

B. Cultural and Social Dimension: Consists of preserving the local character of the region and highlighting its distinctive tourism assets, training qualified individuals to provide tourism services (such as training tourist guides), and encouraging the role of specialized associations in tourism and traditional industry for the benefit of youth.

C. Environmental Dimension: Consists of environmental protection through the use of clean and eco-friendly materials, proper management of water networks and waste treatment, and the use of renewable energy and energy efficiency.

II.1.8. Monitoring and Evaluation Mechanisms

A notable feature of this master plan is that it is not bound by a rigid timeframe. Rather, it can be updated and enriched every six months within the framework of follow-up committees overseen by district chiefs (chefs de daïra), with the participation of municipal presidents, technical services from various sectors, civil society, associations, and in coordination with the executives of the Wilaya Directorate of Tourism and Traditional Industry. This periodic mechanism ensures the plan's adaptation to changing field data and sector developments.

II.1.9. Structural Challenges

Despite this clear legal and organizational framework, the Directorate faces major structural challenges that hinder the efficient implementation of its missions. These challenges can be summarized as follows:

Table 3.8: Structural Challenges Hindering the Effectiveness of The Directorates of Tourism and Handicrafts of Tiaret Wilaya

Challenge	Details
Tourism Expansion Zones	Absence of any completed Tourism Expansion Zones (Z.E.T) on the ground, despite three proposed zones (Taoughzout, Hammam Serguine, Sidi Hosni) under Law No. 03/03

Challenge	Details
Concession Contracts	Existence of 10 concession contracts that have not materialized into tangible tourism projects due to administrative complexities or weak coordination with State Property and Urban Planning sectors
Administrative Stability	Recurrent administrative instability and its negative impact on the continuity of strategic initiatives
Evaluation Culture	Weak impact assessment culture, focus on monitoring (procedural follow-up, monthly data collection, quarterly reports) rather than genuine outcome evaluation
Professional Qualifications	Difficulty obtaining professional qualifications due to strict conditions, and absence of specialized tourism training institutes and centers at the wilaya level
Headquarters	The headquarters is old and located in a residential neighborhood without any directional signs or guideposts indicating its location.
Insufficient funding	The Directorate lacks adequate financial resources to implement its coordination programs, organize stakeholder workshops, and invest in digital infrastructure.

Source: Prepared by the authors based on documents from The Directorates of Tourism and Handicrafts of Tiaret Wilaya

II.2. Human and Financial Resources

II.2.1. Human Resources: Composition and Distribution

The Directorate's human composition consists of two main categories: leadership framework and inspection corps.

First: Leadership Framework:

- **Head of Tourism Department**: Appointed by the minister based on the director's recommendation. [1]
- **Head of Traditional Industry Department**: Selected from among section inspectors (3 years seniority) or principal inspectors (5 years' service). [2]

Second: Inspection Corps:

- **Tourism Inspectors**: Represent the majority of employees in the Tourism Department. They are sworn officers who take a legal oath before the court of their administrative residence. Their responsibilities range from regular inspector (ensuring application of legislation, conducting investigations, updating establishment records) to principal inspector (preparing studies, proposing measures to adapt legislation, participating in training) to section inspector (coordinating technical projects, evaluating activities, defining training programs). Current number: approximately 12 inspectors. [3]
- **Traditional Industry and Crafts Inspectors**: Subject to Executive Decree No. 99-08, belonging to the special corps of the administration responsible for traditional industry. Among their most notable powers is that they are required to perform their duties at any hour of the day or night, even outside legal working hours and without prior notice. Their missions include ensuring the application of quality control rules, guaranteeing the implementation of procedures of the National Committee of the National Fund for the Promotion of Traditional Industry Activities, and supporting and activating professional organizations, groups, and associations. Current number: approximately 6 inspectors. [4]

Third: Sector Indicators:

[1] Executive Decree No. 10-257, 2010.
[2] Joint Ministerial Decision, 2012.
[3] Executive Decree No. 99-08 of July 6, 2008 concerning the special basic statute for employees belonging to the special corps of the administration responsible for traditional industry. (2008). Official Journal of the Algerian Republic.
[4] Executive Decree No. 99-08 of July 6, 2008 concerning the special basic statute for employees belonging to the special corps of the administration responsible for traditional industry. (2008). Official Journal of the Algerian Republic.

The quantitative indicators related to the tourism sector in Tiaret reflect a difficult structural reality: [12]

1) **Hotel Accommodation:**

- **Number of hotels:** 11 hotels – limited compared to the wilaya's natural and cultural potential.
- **Bed capacity:** Approximately 1,004 beds – large surplus relative to actual demand.
- **Occupancy rate (2024):** 11.63% – very low, meaning most hotels operate below capacity.
- **Occupancy rate (2025):** 12.82% – still low despite slight improvement.
- **Percentage of foreign overnight stays:** 2.5% (2024) – 3% (2025) – almost complete dependence on local market, failure to attract foreign tourists.

2) **Investment Projects:**

- **Projects under construction:** 7 – positive but limited indicator.
- **Suspended projects:** 7 – real investment crisis reflecting structural difficulties.

3) **Travel Agencies:**

- **Active travel agencies:** 45 out of 51 registered – 12% of agencies officially registered but inactive.
- **Complaints against agencies (2024):** 15 complaints – indicator of professional and legal problems.

4) **Associations and Tourism Offices:**

- **Active tourism associations:** 3 associations with average membership of less than 10 – weak associative fabric unable to play an effective role.
- **Municipal tourism offices:** Only 2 (Sidi Hosni and Oued Lili) – very weak representation compared to 14 municipalities with tourism potential.

[1] Tiaret Tourism Directorate. (2026). *Hotel Activity Statistics Report for 2024-2025* (Unpublished).
[2] Tiaret Tourism Directorate. (2026). *Hotel Reservation Dashboard (Tableau de bord des réservations hôtelières)* (Unpublished).

II.2.2. Financial Resources: Stagnation as a Major Obstacle

Financial allocations for coordination and development activities have been insufficient between 2020 and 2025. This lack of adequate funding has serious implications for the Directorate's ability to perform its missions, limiting the possibility of conducting necessary field studies to understand the sector's reality, organizing workshops and periodic meetings with stakeholders, and investing in digital infrastructure.

The deficiency is particularly acute for the Tourism Development Support and Statistics Office, which needs field data collection tools (tablets, electronic surveys) and specialized statistical analysis software. Consequently, the office relies on limited and committed human resources rather than an automated system, rendering it unable to process big data or produce accurate and timely analyses.

It is unsurprising that this suffering is reflected in employee morale, which is negatively affected by heavy workloads, poor career advancement prospects, and frequent changes in administrative leadership. Interviews have shown that employees feel frustrated because the legal framework imposes ambitious missions on them while the resources allocated are disproportionate to the scale of these missions.

II.3. Coordination Mechanisms and Stakeholder Engagement

II.3.1. Coordination Mechanisms: From Traditional to Innovative

The Directorate relies on a diverse network of coordination mechanisms, ranging from traditional to modern means, in an attempt to overcome its resource limitations.

1. **Administrative Correspondence:** Remains the basic means of official communication with other sectors, including urban planning, environment, agriculture, commerce, police, civil protection, the Directorate of Programming and Budget Monitoring (DPSB) in the field of public investment, and the Directorate of Urban Planning and Construction (DUAC) in the field of private investment.
2. **Periodic Meetings and Coordination Committees:** Held every six months under the supervision of district chiefs (chefs de daïra), with the participation of municipal presidents, technical services from approximately 15 sectors (about 30 executive directors), as well as civil society and associations. These committees discuss follow-

up of the Tourism Development Master Plan (SDAT) implementation and make coordination decisions.[1]

3. **Agreements:** Partnership agreements have been signed with other parties, most notably Agreement No. 8 of 2025 between Tiaret and Tizi Ouzou wilayas, which aims to organize and facilitate ongoing tourism and cultural exchanges between the provinces.
4. **Direct Meetings with Investors and Operators:** The Directorate holds periodic meetings with investors and tourism operators to discuss their concerns and find solutions for stalled projects.

II.3.2. Coordination with the Vocational Training Sector

As part of activating the cooperation protocol between the Ministry of Tourism and Traditional Industry and the Ministry of Vocational Training and Education, the Directorate pays special attention to qualifying human resources.

II.3.3. Coordination with the Culture Sector, Associations, and Travel Agencies

The Directorate recognizes that cultural and intangible heritage is a fundamental driver of tourism, therefore it works to coordinate with the culture sector and associations to organize joint events:[2]

- Organization of promotional tourist trips for domestic tourism (especially rural tourism) starting from the second half of April 2026, with the participation of all parties.
- Organization of a wilaya-level competition with the contribution of travel agencies during April and May 2026, for families, aimed at promoting domestic tourism, with valuable prizes to be awarded on the occasion of National Tourism Day (June 25, 2026).
- Raising awareness about the necessity of participating and representing the wilaya in the International Tourism and Travel Fair (SITEV) scheduled to be held from May 18 to 23, 2026, at the Exhibition Palace in Algiers.

➢ **Organization of Tourist Trips (A Model of Public-Private Partnership)**

[1] Tiaret Tourism Directorate. (2018).
[2] Tiaret Tourism Directorate. (2026). *Facebook posts* (Social media). Retrieved April 27, 2026, from https://www.facebook.com/share/1CND2FNVhr/

The Directorate, in coordination with travel agencies, organizes various tourist trips reflecting multiple dimensions of its coordination activity.

- **Coordination with the Media Community and Influencers**

The Directorate engages the media community, influencers, and social media page owners as partners in tourism promotion, by involving them in trips, competitions, events, and covering activities. This approach is modern and reflects an awareness of the importance of digital media in promotion. The Hammam Bouhajar trip received media coverage in "Afrique News" newspaper.

- **Participation in National Events and Issuance of Accreditations**

The Directorate is keen to participate in major national events and strengthen its regulatory role through the issuance of accreditations.

II.3.4. Seasonal Promotion Strategy

The Directorate follows a seasonal promotional strategy, albeit with limited tools:

- **Spring:** Focus on rural tourism, exploiting mild weather and scenic landscapes.
- **Summer:** Coordination with coastal wilayas (Tizi Ouzou, Bejaia, Jijel) to organize trips and joint activities.
- **Autumn/Winter:** Promotion of Saharan tourism, exploiting the steppe and arid zones of the wilaya.

II.4. Use of Digital Tools and Information Systems

II.4.1. Current Digital Reality: Limited but Active Presence

The Directorate uses digital tools in a limited but active manner, with growing awareness of the importance of digital transformation in improving its performance:[1]

- **Official Facebook Page:** An active platform for communication and announcement of activities (meetings, competitions, trips, training results, graduations), and promotion of tourism destinations. This was clearly evident in the coverage of posts during the period (March-April 2026).
- **Official Website:** Used to announce events and activities.
- **Email and Telephone Correspondence:** For monthly data collection from hotels and travel agencies (occupancy data, number of nights, tourist origin).

[1] Tiaret Tourism Directorate. (2026). Facebook posts.

- **Electronic Registration Links:** Such as the participation link for the International Tourism Fair (SITEV): sitev.dz/formulaire-de-participation.
- **Engagement of Influencers and Page Owners:** The media community, influencers, and social media page owners are engaged as partners in digital promotion of events and destinations.

II.4.2. Employee and Official Perceptions

Heads of departments and offices interviewed (8 interviews) confirmed that the Directorate's primary role in daily practice remains limited to inspection, monitoring, and law enforcement, not evaluation. They also indicated that the Directorate focuses on monitoring (procedural follow-up, receiving monthly data from hotels and agencies, preparing quarterly and annual reports) rather than impact assessment, acknowledging their weak capacity in policy and program evaluation due to the absence of specialized tools and methodologies.

Difficulties and Challenges from Their Perspective:

- Difficulty obtaining professional qualifications (strict conditions for opening agencies or hotels).
- Lack of specialized training (no tourism training institutes or centers at the wilaya level).
- Concession contracts (10 contracts not materialized into tangible projects).
- The Directorate's headquarters (narrow, poorly located, in a residential neighborhood).

Proposed Improvements:

- Establish specialized tourism training institutes and centers at the wilaya level.
- Revise laws and conditions for opening travel agencies and hotels to facilitate investment.
- Allocate sufficient financial resources to support the sector.
- Develop a clear term of reference for dealing with the private sector (defining rights and obligations, building trust).
- Activate the role of follow-up committees (every 6 months) as stipulated in SDAT.

III. Integrated SWOT Matrix of the Tourism Directorates

III.1. SWOT Matrix-The Directorate of Tourism and Handicrafts of Saïda Wilaya

Table 3.9: SWOT Matrix-The Directorate of Tourism and Handicrafts of Saïda Wilaya

Strengths (Internal)	Weaknesses (Internal)
• The existence of legal framework (Executive Decree 10-257/2010) defining the missions. • Basic accommodation usage figures were gathered from an internal dashboard, spanning the 2024-2025 period. • The maintenance of data collection despite no automated system. • Territory wellness tourism potential as the thermal assets (e.g., Hammam Rebbi). Existence of a motivated technical team.	• High turnover of directors (3 directors 2020-2025) = strategic discontinuity. • Chronic understaffing - multiple vacancies; specialized functions performed on a temporary basis, with poor career opportunities. • Low coordination budget since 2020 - no funds to spend on studies, stakeholder meetings, and training. • No standing coordination; ad-hoc, event-based meetings. • Digital tools restricted to compulsory reporting with no common real-time platform. • Extremely poor hotel occupancy; poor integration with culture, transport, environment sectors.
Opportunities (External)	**Threats (External)**
• SDAT 2030 national framework would be exploited in case resources are acquired. • Inter-wilaya integration with Tiaret (shared assets, joint circuits) would help decrease seasonality. • Increasing local demand of wellness/nature tourism after the pandemic;	• Quality control and data accuracy are compromised by an informal economy (unlicensed accommodation). • Threat of superiorly equipped coastal resorts (Bejaia, Jijel).

Hammam Rebbi can be a regional wellness destination through PPP and infrastructure improvements. • Stalled projects: It is possible that the investment law reforms (2022) make the processes easier. • Shared information system could be financed by national e-governance initiatives.	• Localized safety perception among foreign tourists although it has been enhanced. • Stagnation in the budget on the national level can freeze the hiring and coordination budgets. • Weak political will on wilaya level - tourism not a local priority. • Lack of local training institutes and high qualification requirements continue to create skills gaps.

Source: Prepared by the authors based on documentary analysis and internal administrative records.

III.2. SWOT Matrix-The Directorate of Tourism and Handicrafts of Tiaret Wilaya

Table 3.10: SWOT Matrix-The Directorate of Tourism and Handicrafts of Tiaret Wilaya

Strengths (Internal)	Weaknesses (Internal)
• Relatively stable management (no high turnover of directors). • Master plan (SDAT2030) granted by Wilaya Assembly. • 8 explicit coordination programs (e.g., confirming Tiaret as destination, PPP activation). • Increased number of inspectors (12 tourism inspectors, 6 traditional industry inspectors) with various coordination tools: six-monthly committees, inter-wilayah agreement (No. 8/2025 with Tizi Ouzou), face-to-face meetings with investors, tourist visits	• Unsuitable headquarters (1980s building in a residential locality, narrow, without directional signs or guideposts on the roads). • There are no projects of Tourism Expansion Zone (Z.E.T) although there are three sites proposed. • Ten concession agreements did not develop into a tangible project. • Insufficient funding for coordination activities (2020-2025 financial allocations remained inadequate to meet the Directorate's coordination mandates).

• active online advertisement (Facebook, webpage, links to SITEV registration, involvement of influencers). • Seasonal promotion plan (spring: countryside; summer: seaside; autumn/winter: Saharan).	• Very low hotel occupancy (11.63% in 2024, 12.82% in 2025); foreign stays <3%. • Weak evaluation culture - emphasis on procedural monitoring, but not impact assessment. • No common digital space of real-time coordination with the private sector.
Opportunities (External)	**Threats (External)**
• SDAT 2030 Five dynamics (destination, hubs, quality, PPP, financing) can be advocated to support resources. Also, the inter-wilaya agreement with Tizi Ouzou (No. 8/2025) might be extended to Saïda. • Increasing domestic demand towards rural and Saharan tourism is equivalent to seasonal strategy. • Coordination could be institutionalized by six-monthly follow-up committees (daïra chairmen) which in turn, if completely applied, would be able to institutionalize coordination. • Fiscal incentives (investment law reforms, 2022) are on offer; information should be advanced; this may trigger dormant projects	• Continued disparity between SDAT 2030 rhetoric and implementation. • Competition with more developed domestic destinations (coastal wilayas). • Low occupancy (<13%) which means that Tiaret is not competitive even within the domestic market. • Adaptive management and learning-through failure is not possible due to weak evaluation culture. •The rural tourism strategy is compromised by poor rural infrastructure (signage, waste management, visitor centers). •Weak civil society partner-only 3active tourism associations, each with fewer than 10 members.

• Readiness to digital expansion to a complete Destination Management System (demonstrated by the active presence on Facebook).	

Source: Prepared by the authors based on documentary analysis, internal administrative records.

IV. Comparative Analysis Framework and Cross-Case Coordination Patterns

To begin with, the SWOT information displays that there are four common coordination failures. Furthermore, every failure is linked to a critical dimension which the literature links to the effective coordination of the territories. However, in both wilayas the dimensions are deficient systematically.

- **The initial failure** is lack of committed human and financial resources in coordination. In particular, Saïda is affected by the chronic understaffing with numerous vacancies, specialized functions that are performed temporarily, and the lack of career opportunities. Tiaret, on the other hand, has a greater number of inspectors, but suffers from low budgets allocated for coordination activities since 2020. There is no money to conduct studies, meetings with stakeholders, training, field workshops, or digital infrastructure. Therefore, there is no institutional standing of coordination: in Saïda it is ad-hoc, event-based, whereas in Tiaret, although there are six-monthly committees formally, it is not fully applied and concession agreements have not been translated into tangible projects. Thus, there is no possibility of sustained activity unless the human and financial resources are allocated specifically with regard to coordination.
- **The second failure** is that there are no common information systems in real-time coordination. In fact, the digital tools used by Saïda are limited to the mandatory reporting without a typical real-time platform. Equally, Tiaret although having an active Facebook page and webpage admits to the non-existence of a common digital space to coordinate with the private sector in real-time. Consequently, neither of the directorates has a common information system that would facilitate the exchange of information on tourist flows, accommodation occupancy, handicraft registrations or joint promotion. Therefore, any standardized, diversified, and integrated tourism

offering of any emerging in the two territories cannot take place in the absence of such tools.

- **The third failure** is that the organization lacks well-organized partnerships with the local stakeholders in the coordination decision-making processes. As an example, in Saïda meetings are said to be ad-hoc, event-based with no sign of organized stakeholder participation. Similarly, committees of six-monthly design and evaluation by Tiaret include daïra chairman of committees, but no sign of involvement by private investors, tour operators, hoteliers, or handicraft associations. Further, the SWOT only mentions three active tourism associations in Tiaret with less than ten members each - an indication of poor civic society participation. Therefore, none of the two directorates report on a co-construction of coordination decisions with the local stakeholders. As a result, the quality of service and standardization of products are not discussed.
- **The last failure** is the lack of strategic planning and clear objectives, performance indicators and evaluation mechanisms. Initially, Tiaret has a master plan, approved (SDATWT 2030), and eight coordination programs, which may seem as a strength. But the SWOT also mentions a weakness of an evaluation culture, that is, they focus on procedural monitoring rather than on impact assessment. Additionally, coordination outcomes have no performance indicators, there is no mechanism of learning through failure, and no adaptive management. By contrast, Saïda has not even a ratified master plan, and its high turnover of directors (three between 2020-2025) has generated strategic discontinuity. Thus, without the definition of the goals and objectives, quantifiable indicators and evaluation systems, it is impossible to attain or even measure regional promotion and sustainability.

Notwithstanding the above failures, the SWOT matrices also contain items that have potential to support coordination. However, these factors are either partially realized or not realized at all.

An example is that Tiaret has formal mechanisms that Saïda does not: an approved master plan, eight clear coordination programs, six-monthly follow-up committees, and an existing inter-wilaya agreement (No.8/2025 with Tizi Ouzou). Therefore, Tiaret shows the procedural ability to create coordination structures. Their impact is however eroded by the frozen budget and lack of impact evaluation. In addition, inter-

wilaya agreement with Tizi Ouzou demonstrates that Tiaret can coordinate across wilaya boundaries; however, this agreement has not been extended to neighboring Saïda despite the complementary assets identified in the opportunities section of Saïda.

Conversely, the area of strength of Saïda is elsewhere: motivated technical team, data collection that is maintained despite the absence of an automated system, and thermal assets (Hammam Rebbi for example) with the potential of wellness tourism. In fact, these are human and territorial capital that may be fed into a collective coordination exercise. However, they are latent in the absence of an institutional mechanism that can trigger them.

Giving that these four thematic patterns are obtained which explain how and where coordination is currently hard to achieve between and within the two directorates. These patterns are proposed in a form that they were initially developed, and no alteration has been made.

- **Pattern one: the asymmetric planning capacity and the asymmetric results** Tiaret obviously has an advantage over Saïda in terms of formal planning tools (master plan, programs, committees). However, this benefit does not yield higher coordination outcomes due to the fact that both wilayas have the same structural blockages: there is no coordination budget, no shared digital platform, extremely low hotel occupancy (under 13% in both cases), and there is no operational Tourism Expansion Zone. Therefore, planning documents should not be in isolation but they should be supported by resources and assessment.
- **Pattern two: low budgets are the main binding constraint:** The insufficient financial allocations for coordination since 2020 exacerbate all other weaknesses: understaffing in Saïda, poor headquarters in Tiaret, absence of evaluation culture. As a result, no gathering can be held, no research can be commissioned, no platform can be developed, no stakeholder can be maintained without funding. In this regard, this limitation is absolute and the same in both cases.
- **Pattern three: inactivated, divergent, but inactivated strategic opportunities** the unmatched opportunity presented to Saïda is to turn Hammam Rebbi into a regional wellness hub by making small modifications to the infrastructure and through the involvement of a social partner (a major wellness brand). Tiaret, in contrast, has a unique opportunity in extending its current inter-wilaya agreement with Tizi Ouzou

to include Saïda, thus forming a joint circuit to minimize seasonality. However, these opportunities are complementary and have not been sought out together or even negotiated bilaterally.

- **Pattern four: evaluation blindness**

  The culture of impact assessment is lacking in both the directorates. In particular, Tiaret specifically states that it has focused on procedural monitoring and not outcomes. Similarly, Saïda also exhibits the same trend in its SWOT through the lack of any performance indicator that is associated with the coordination outcomes. Consequently, both directorates do not measure whether the coordination activities (where they are present) contribute to improving the tourist flows, occupancy rates, service quality, or stakeholder satisfaction. Hence, in the absence of evaluation, strategic planning will be a mere rhetoric.

Collectively, these four patterns will be operationalized into measurable variables in the research methodology (Section 2) and tested in the empirical Section 4. They, at any rate, are a diagnostic overview of how the coordination of territorial tourism does and does not work in the two case studies.

Section 2: Research Methodology and Data Collection

I. Research Methodology

This study adopts a mixed-methods approach, combining both quantitative and qualitative techniques to ensure a comprehensive analysis of territorial tourism coordination.

The quantitative component is based on a structured questionnaire administered to a sample of 100 respondents, including tourism directorate staff, travel agency representatives, hotel managers, and local authorities.

The qualitative component consists of semi-structured interviews conducted with tourism directors, aiming to gain deeper insights into coordination mechanisms and institutional practices.

Data analysis was performed using SPSS (version 26), employing descriptive statistics, correlation analysis (Pearson), and regression models to test the research hypotheses.

II. Study Population and Sample

The field study and data collection were conducted at the premises of the Tourism and Handicrafts Directorate of Saïda Wilaya and the Tourism and Handicrafts Directorate of Tiaret Wilaya, as well as within the various partner institutions and bodies (hotels, travel agencies, associations, other public administrations) located in the geographical territory of each wilaya.

The field study was conducted in two phases, coinciding with the internship period:

- During the period from March 30 to April 19, 2026.

II.1. Study Population:

The population of this study consists of all the key actors and stakeholders involved in the coordination of the territorial tourism offer. These are the parties directly or indirectly concerned with the role of the Tourism and Handicrafts Directorate in coordination, and they were specifically targeted in the questionnaire. The study population includes the following categories:

- **Tourism and Handicrafts Directorate:** Executives and employees of the directorate (including the Tourism Director, department heads, inspectors, and members of information and statistics units).
- **Travel Agencies:** Managers and officials of travel and tourism agencies.
- **Tourist Accommodation Establishments:** Owners and managers of hotels and tourist restaurants.
- **Tour Operators:** Officials of companies that organize tourist trips and tours.
- **Associations and Local Actors:** Representatives of associations active in the tourism, environmental, and cultural fields, as well as municipal tourism offices.
- **Public Authorities and Institutions:** Representatives of other sectors directly related to tourism affairs, such as the directorates of Culture, Environment, Transport, Commerce, Vocational Training, municipalities, the Wilaya, National Security, and Civil Protection.

II.2. Study Sample:

Given the specialized nature of the research topic, which targets specific, knowledgeable groups directly involved in territorial tourism coordination rather than the general public, a non-probability sampling method was adopted.

A purposive sampling method was adopted given the specificity of the study population, as the individuals most closely associated with the coordination of the territorial tourism offer and capable of providing accurate data serving the study's objectives were selected.

This method is appropriate because the required information is held by specific actors (employees, department heads, and tourism stakeholders) who possess direct experience and institutional knowledge of coordination mechanisms, which cannot be obtained from a random sample of the general population.

- **Sample Size:** The total number of questionnaires distributed was (100) questionnaires. This number was chosen to ensure a representative distribution across the components of the study population.
- **Geographical Distribution:** The questionnaires were distributed equally between the two study wilayas, with (50) questionnaires in Saida Wilaya and (50) questionnaires in Tiaret Wilaya.
- **Return Rate:** All (100) questionnaires were returned, achieving a 100% response rate. This high rate was due to diligent field efforts and the excellent cooperation from the sample members.

Table 3.11: Questionnaire Distribution and Return Rate

	Distributed Questionnaires	Lost Questionnaires	Studied Questionnaires
Number	100	00	100
Percentage	100%	0%	100%

Source: Prepared by the authors.

III. Data Collection Tools

The study employed an integrated methodology (triangulation) in its data collection, combining both quantitative and qualitative tools to deepen the understanding of the phenomenon and achieve comprehensive results.[1] The main tools were:

III.1. Questionnaire:

The questionnaire is the primary tool for collecting quantitative data in this study. It was specifically designed to measure the perception and evaluation of the sample members regarding the role of the Tourism Directorate in coordinating the territorial tourism offer, its development followed a rigorous, multi-stage process to ensure its validity, reliability, and relevance to the research objectives.[2]

III.1.1. Questionnaire Development Process

The design of the questionnaire was based on an in-depth review of the relevant literature, including previous studies on tourism coordination and the theoretical framework of this research (Chapters I and II). To achieve the study's objectives and collect the necessary data, a series of systematic methodological steps were taken:

- **Initial Draft:** A preliminary version of the questionnaire was developed to serve as the main tool for information gathering.
- **Academic Review:** This initial version was presented to the academic supervisor, who provided valuable feedback on the clarity, relevance, and comprehensiveness of each statement in relation to the research objectives. Necessary modifications were made based on this guidance.
- **Pilot Study:** A pilot study was conducted with a small sample (n=20) of individuals representative of the target population. This allowed for an initial assessment of the questionnaire's reliability and clarity. Based on the results of the pilot study, final adjustments were made to the wording and structure.
- **Final Administration:** After confirming the validity and reliability of the instrument, the final version of the questionnaire was distributed to all members of the final sample (n=100) to collect the primary data for the research.

[1] Rial, F. (2021). Data Collection Tools in Scientific Research – Between Advantages and Disadvantages. *Journal of Wisdom for Educational and Psychological Studies*, 9(3), 124-149.
[2] Al-Hamza, A., El-Bar, A. (2023). The Questionnaire as a Scientific Research Tool and Its Most Important Applications. *Algerian Journal of Security and Development*, 12(3), 303-314.

III.1.2. Questionnaire Structure and Content :

The final questionnaire was organized into three distinct sections, designed to move from general demographic information to specific evaluations of the Tourism Directorate's coordination role and its outcomes.

- **Section One: Demographic and Professional Data:**

This section aimed to collect basic information about the sample members to describe the characteristics of the study population and to explore whether these personal and professional variables might influence responses. The variables included:

- Territory/Wilaya.
- Institution/Organization: (Tourism Directorate, Travel Agency, Hotel, Restaurant, Association, Tour Operator, Other...).
- Position/Function: (Tourism Directorate Staff, Travel Agent, Hotel Staff, Association Member, Restaurant Staff, Other...).
- Level of Education: (Bachelor's Degree, Master's Degree, PhD, Other...).
- Years of Experience in the Tourism Sector: (Less than 5 years, 5–10 years, 10–15 years, 15–20 years, more than 20 years).

- **Section Two (First Axis): The Role of the Tourism Directorate (Coordination Mechanisms):**

This section focused on the independent variables of the study. It comprised 34 statements distributed across six main dimensions that reflect the key functions and capabilities of the Tourism Directorate. The dimensions were:

Table 3.12: Dimensions of the First Axis

Dimension	Statements
1. Human and Financial Resources	1-3
2. Information Systems	4-6

Dimension	Statements
3. Governance	7-12
4. Management	13-18
5. Partnerships	19-26
6. Strategic Planning	27-34

Source: Prepared by the authors.

- **Section Three (Second Axis): Coordination of the Territorial Tourism Offer:**

This section focused on the dependent variables of the study. It consisted of 15 statements distributed across five dimensions that measure the observable outcomes of the Directorate's coordination efforts. The dimensions were:

Table 3.13: Dimensions of the Second Axis

Dimension	Statements
1. Product Standardization	35-37
2. Service Quality	38-40
3. Diversification and Integration	41-43
4. Promotion and Marketing	44-46
5. Sustainability	47-49

Source: Prepared by the authors.

III.1.3. Evaluation Scale:

To capture the variability in participants' perceptions and opinions regarding each statement, the study adopted the Five-Point Likert Scale. This scale is widely used for measuring attitudes and beliefs. The scores were assigned as follows:

Table 3.14: Evaluation Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Source: Prepared by the authors.

To determine the range represented by each dimension of the five-point Likert scale used in analyzing the study's axes—i.e., to establish the minimum and maximum for each category—a systematic computational process was followed. After calculating the total range of the scale (5 - 1 = 4), this range was divided by the number of scale dimensions (5) to obtain the interval length for each dimension (4 / 5 = 0.80). To determine the upper limit of the first category, the interval length was added to the lowest value on the scale (1 + 0.80 = 1.80), and this process was repeated to determine the upper limits of the remaining dimensions sequentially, as follows:

Table 3.15: Lower and Upper Limits of the Five-Point Likert Scale

Approval Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Arithmetic Mean	1.00 – 1.80	1.81 – 2.60	2.61 – 3.40	3.41 – 4.20	4.21 – 5.00

Source: Prepared by the authors.

III.1.4. Reliability and Validity of the Questionnaire:

We verified the reliability of the questionnaire using Cronbach's alpha coefficient to measure the overall reliability of the questionnaire. The table below shows the results of the Cronbach's alpha test:

Table 3.16: Overall Cronbach's Alpha Test

Number of Statements	Cronbach's Alpha
49	0.975

Source: Prepared by the authors based on the results of SPSS v. 26

From the results in the table, we observe that the Cronbach's alpha coefficient for the questionnaire reached (0.975), which far exceeds the minimum required value (0.6) for statistical analysis. This indicates that the questionnaire statements possess a high and acceptable degree of reliability for the purposes of conducting the study.

III.2. Semi-Structured Interviews:

This was used as a qualitative tool to understand the informal mechanisms and daily obstacles facing the coordination process.[1] (6) interviews were conducted with key officials in each of the two directorates under study, including:

- Head of the Tourism Department.

- Head of the User Office.

- Chief Tourism Inspector.

- Head of Mission for Activity Monitoring in Handicrafts.

- Head of the Investment Office.

- Head of the Statistics Office.

The interview questions focused on four axes: officials' perception of the directorate's role, coordination mechanisms used, difficulties and challenges, and suggestions for improvement. The results of these interviews are presented in section 3

Section 3: Analysis of Study-Related Data

Following the research methodology outlined in Section 2, we will conduct a descriptive analysis of all the questionnaire results provided by the sample respondents, using statistical tools that facilitate the analysis process.

[1] Butra, B., & Al-Dhahabi, I. (2025). Methodological Guidelines for Conducting Research Interviews. *Journal of Social Studies and Research*, 13(2), 341-359.

Chapter III: Empirical Investigation into Territorial Tourism Offer Coordination-Case Studies of The Directorates of Tourism and Handicrafts (Saïda and Tiaret)

I. Statistical Description of the Study Sample Characteristics

I.1. Statistical Tools Used in Analyzing the Questionnaire Data:

The field data collected through the questionnaire were analyzed using the Statistical Package for the Social Sciences (SPSS, version 26). The SPSS software helped in extracting a set of tables and statistical measures that serve the study's objectives. Among the statistical tools adopted are:

1. **Pearson Correlation Coefficient:** Used to verify construct validity and internal consistency validity, as well as to determine the nature of the relationship between independent and dependent variables in the study.
2. **Percentages:** Used to measure the frequency percentage of selecting each alternative in the questionnaire questions.
3. **Pie Charts:** Used to illustrate values and results in a simple visual manner.
4. **Standard Deviation:** Used to measure the degree of data dispersion around the arithmetic mean, helping to understand the distribution of responses.
5. **Reliability Coefficient (Cronbach's Alpha):** Used to measure the reliability of the questionnaire instrument and the consistency of respondents' answers.
6. **Arithmetic Mean:** Used to calculate the average responses of sample members for each statement in the questionnaire, showing the general trend of responses.
7. **Simple Linear Regression:** Used to measure the dependent relationship between two quantitative variables, one independent and the other dependent.
8. **One-Way Analysis of Variance (ANOVA):** Used to measure data variability between different groups within the sample.
9. **Frequencies:** Used to determine the number of times each possible answer was selected in the questionnaire questions.

The sample members were distributed according to personal information (Territory, Institution, Position, Level of Education, Years of Experience in the Tourism Sector) according to the distribution shown by frequency and percentage for each category.

I.2. Statistical description of the study sample characteristics

I.2.1. Distribution of sample members according to Territory

Table 3.17: Distribution of sample members by territory

Territory	Frequency	Percent %
Saïda	50	50.0
Tiaret	50	50.0
Total	100	100.0

Source: Prepared by the authors based on SPSS v 26 outputs

The table above shows a perfectly equal distribution of the sample members between the Saïda and Tiaret regions, with each representing 50.0% of the total sample (100 individuals). This equal distribution is a positive indicator of a well-designed sample, as it ensures equal weight is given to the opinions of workers in both locations, allowing for reliable comparisons between them when needed. This is shown in the following figure:

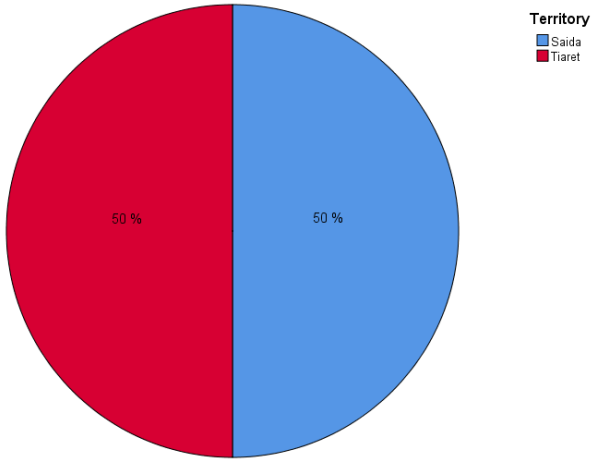


Figure 3.2: Percentage distribution of sample members according to Territory

Source: Prepared by the authors based on SPSS v 26 outputs

Statistical and Practical Implications:

1. Balanced Representation: The sample fairly represents the opinions of tourism sector workers from both regions, increasing the credibility of the results and reducing the likelihood of geographical bias.
2. Comparability: This distribution enables the researcher to conduct comparative analyses between the two regions in future studies, such as comparing the effectiveness of the Tourism Directorate in Saïda versus Tiaret.
3. Generalizability: Although the sample represents only two regions, the equal distribution reflects the researcher's commitment to inclusivity within the study's scope.

I.2.2. Distribution of sample members according to Institution

Table 3.18: Distribution of sample members by institution

Institution	Frequency	Percent %
Tourism Directorate	37	37.0
Travel Agency	17	17.0
Hotel	12	12.0
Association	6	6.0
Restaurant	4	4.0
Tour Operator	4	4.0
other	20	20.0
Total	100	100.0

Source: Prepared by the authors based on SPSS v 26 outputs

The table above shows a diverse distribution of sample members according to their institution. This can be analyzed as follows:

A. Largest Category: Tourism Directorate (37.0%)

- This category forms the largest proportion of the sample, which is **expected and desirable** because the core focus of the study is the role of Tourism Directorates. Having 37 individuals from within the directorates ensures an accurate understanding of the internal situation from the employees' perspective.

B. Following Categories: Private Tourism Sector (Travel Agencies 17%, Hotels 12%, Restaurants 4%, Tour Operators 4% = 37% combined)

- These categories collectively represent about 37% of the sample, equal to the size of the Tourism Directorate category. This distribution is **very balanced**, giving equal weight to the opinions of both the coordinators (directorates) and those being coordinated (private sector). This balance enhances the objectivity of the results.

C. Associations Category (6.0%)

- Associations represent civil society actors in the tourism sector. Their 6% share reflects a present but limited role, suggesting that the role of associations in tourism coordination remains secondary compared to the public and private sectors.

D. "Other" Category (20.0%)

- This relatively high percentage (20%) is noteworthy. This category includes entities not specified in the questionnaire (e.g., tourism transporters, tour guides, large catering establishments, or other government bodies like Culture or Transport Directorates). Its presence reflects the **diversity of stakeholders** involved in the tourism sector but may also indicate that the questionnaire's list of options was not fully comprehensive. Analytically, this category gives a voice to other potentially overlooked stakeholders.

This is shown in the following figure:

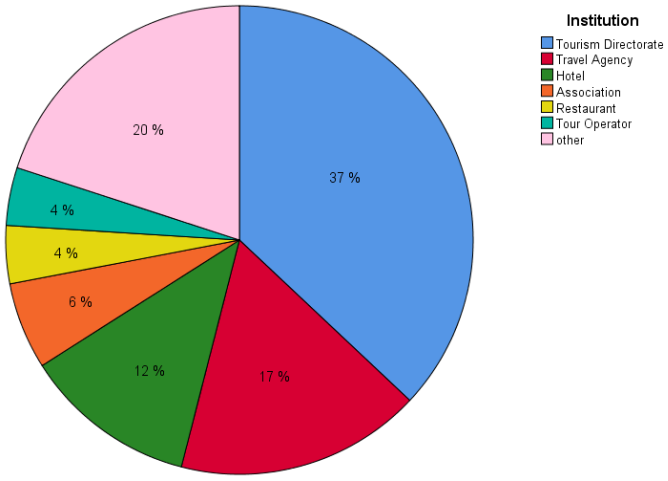


Figure 3.3: Percentage distribution of sample members according to Institution

Source: Prepared by the authors based on SPSS v 26 outputs

The distribution of the sample by institution reflects **good diversity and representation** of various actors in the tourism sector (government, private, civil society). This diversity is a strength of the study as it captures the opinions of all parties involved in the coordination process.

I.2.3. Distribution of sample members according to position

Table 3.19: Distribution of sample members by position

position	Frequency	Percent %

Tourism Directorate's staff	37	37.0
Travel Agent	17	17.0
Hotel Staff	12	12.0
Association Member	6	6.0
Restaurant Staff	4	4.0
Tour Operator	4	4.0
other	20	20.0
Total	100	100.0

Source: Prepared by the authors based on SPSS v 26 outputs

The table above shows that the distribution of job positions largely mirrors the distribution of institutions, indicating that each institution contributed individuals from its typical job positions. Analysis follows:

A. "Tourism Directorate Staff" Category (37.0%):

- This category represents the executive and administrative level within the directorates. They are the primary source of information regarding internal procedures, challenges, strengths, and weaknesses. Their significant presence ensures obtaining accurate data on the internal reality of the directorates.

B. Private Sector Operational Categories:

- **Travel Agent (17%)**, **Hotel Staff (12%)**, **Restaurant Staff (4%)**, and **Tour Operator (4%)**: These categories represent the "frontline" facing the tourist. Their opinions on the effectiveness of coordination are crucial because they directly experience the results (or lack thereof) of this coordination in their daily work.

C. "Other" Category (20.0%):

- As with the institution distribution, this percentage includes various unspecified positions. It likely includes roles such as: tour guides, maintenance workers at tourist sites, employees in tourist transport, or administrators in other government sectors related to tourism (e.g., Culture or Environment Directorates). This is shown in the following figure:

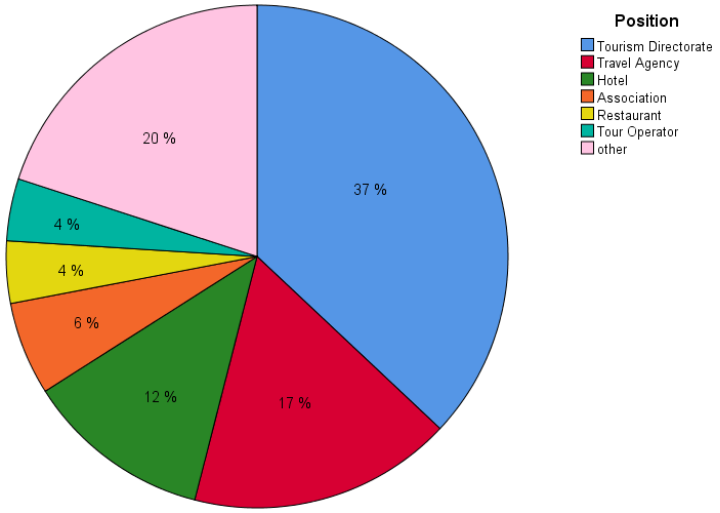


Figure 3.4: Percentage distribution of sample members according to position

Source: Prepared by the authors based on SPSS v 26 outputs

The distribution of job positions reflects a **diverse functional hierarchy** including decision-makers (directorate administrators) and implementers (private sector). This diversity ensures comprehensive coverage of perspectives on the coordination process.

I.2.4. Distribution of sample members according to Level of Education

Table 3.20: Distribution of sample members by Level of Education

Level of Education	Frequency	Percent %
Bachelor's Degree	42	42.0
Master's Degree	42	42.0
PhD	2	2.0
Other	14	14.0
Total	100	100.0

Source: Prepared by the authors based on SPSS v 26 outputs

The table above shows a distribution indicating a **remarkably high educational level** among the sample members. This can be analyzed in detail as follows:

A. Largest Categories: Bachelor's and Master's Degrees (84.0% combined)

- The Bachelor's (42%) and Master's (42%) categories together constitute **84% of the total sample**. This very high percentage reflects that the tourism sector in these two regions relies heavily on **university-qualified competencies**.
- **Interpretation:** This may be attributed to several factors:

1. The nature of work in Tourism Directorates, travel agencies, and large hotels often requires university qualifications.
2. A governmental tendency to employ university degree holders in the public sector (Tourism Directorates).
3. The private tourism sector's recognition of the importance of qualified scientific personnel to improve service quality.

B. Equality between Bachelor's and Master's Degrees (42% each):

- This finding is noteworthy, as the numbers are nearly equal between Bachelor's and Master's degree holders. This might indicate:

1. A **high proportion of advanced education** among workers.
2. That the jobs in the sample require advanced educational levels.
3. The possibility that some Bachelor's holders pursued complementary Master's studies during their service, reflecting a culture of continuous learning.

C. "Other" Category (14.0%):

- This category includes lower educational levels (middle school, high school, higher technician diploma, and perhaps professional certificates). Its presence reflects that there are jobs in the tourism sector that do not require a university degree, such as some technical and simple administrative professions, or labor jobs in smaller restaurants and hotels.

D. PhD Category (2.0%):

- The small percentage (2%) of PhD holders is expected, as job opportunities for this degree are limited and are often concentrated in high-level administrative or research positions.

This is shown in the following figure:

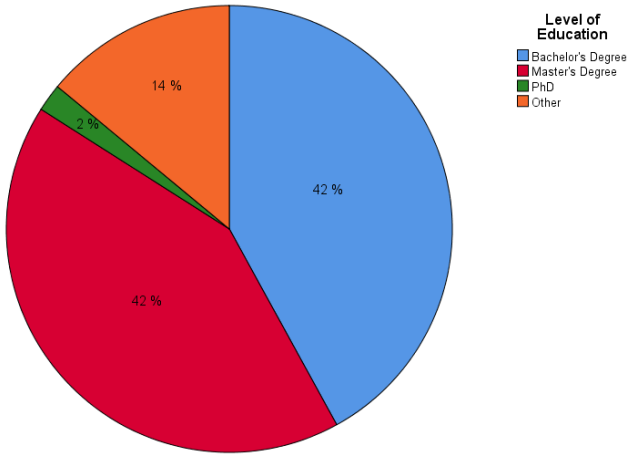


Figure 3.5: Percentage distribution of sample members according to Level of Education

Source: Prepared by the authors based on SPSS v 26 outputs

The high educational level of the sample members (84% university graduates) is a **promising strength**. These educated personnel are capable of understanding strategic planning concepts, using modern information systems, and contributing to developing coordination mechanisms. However, possessing a university degree does not necessarily mean possessing the required practical skills, a point to consider when interpreting results related to weak strategic planning (mean 2.44) despite the high educational level. This contradiction may suggest a gap between theoretical education and practical training.

I.2.5. Distribution of sample members according to years of experience in the tourism sector

Table 3.21: Distribution of sample members by years of experience in the tourism sector

Years of experience in the tourism sector	Frequency	Percent %
<5 Years	21	21.0
5-10 Years	40	40.0
10-15 Years	25	25.0
15-20 Years	9	9.0
>20 Years	5	5.0

Total	100	100.0

Source: Prepared by the authors based on SPSS v 26 outputs

The table above allows for the following analysis of the experience distribution:

A. Largest Category: 5-10 Years (40.0%)

This category constitutes the largest percentage (40%), representing workers with moderate experience. These individuals have a good understanding of the nature of the work and its challenges, but are not so experienced that their opinions become biased towards routine and traditions. This category offers a balanced reading of the coordination reality.

B. Second Category: 10-15 Years (25.0%)

This category represents accumulated experience (over a decade of work). These individuals have witnessed changes in the sector over the years, and their opinions reflect a long-term view.

C. Combined Moderate to High Experience (5-15 years): 40% + 25% = 65%

If we add the 15-20 year category (9%) and the >20 year category (5%), the total percentage of those with experience exceeding 5 years reaches 79% of the sample. This very high percentage indicates that the vast majority of sample members have genuine practical experience in the tourism sector.

D. Low Experience Category (Less than 5 years): 21%

This category represents relatively new workers. Their 21% presence provides the perspective of younger elements who may be more open to change and modern technology, but may be less familiar with the details of institutional coordination.

Analytical Conclusion:

- **Sample Maturity:** The high percentage of moderate to high experience (79%) indicates that the study sample is mature in terms of practical experience. This increases the credibility and reliability of their opinions regarding tourism coordination. They are individuals who know what they are talking about because they have lived the field reality for years.

- **Relative Job Stability:** This distribution may suggest relative job stability in the tourism sector of the two regions, as the majority have spent more than 5 years in the same field. This stability forms a suitable foundation for building sustainable development strategies.
- **Generational Gap:** The diversity in years of experience (from newcomers to veterans) allows for capturing diverse opinions reflecting the perspectives of different generations. It might be useful in later analyses to compare opinions of those with little experience against those with long experience to see if there is a gap in perceptions regarding coordination effectiveness.

This is shown in the following figure:

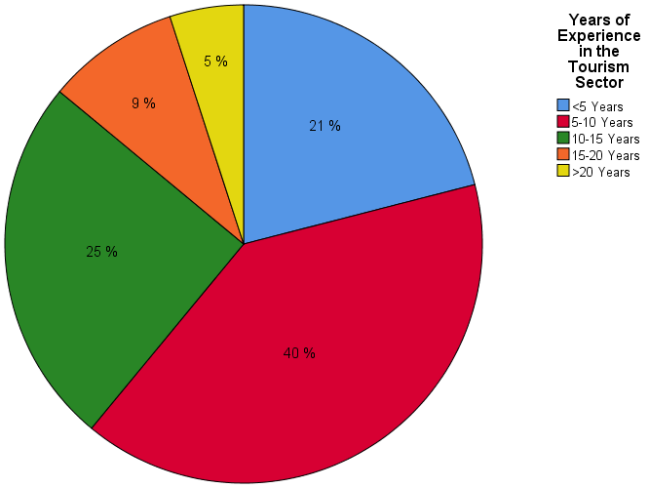


Figure 3.6: Percentage distribution of sample members according to years of experience in the tourism sector

Source: Prepared by the authors based on SPSS v 26 outputs

When combining the analysis of educational level (84% university graduates) with the analysis of years of experience (79% experience > 5 years), we conclude that the study sample is characterized by a powerful combination of scientific competence (higher education) and practical experience (years of service). This combination makes the sample's opinions highly valuable analytically and makes the derived results more reliable.

II. Analysis of sample members' responses regarding the variable the role of tourism directorates (coordination mechanisms)

II.1. Reliability of the axis

To measure the reliability and stability of the study instrument (questionnaire) for the axis " The role of tourism directorates (coordination mechanisms)," Cronbach's Alpha coefficient was used. The following table shows the results of this test for the six dimensions of the axis.

Table 3.22: Cronbach's Alpha test for the dimensions of the axis the role of tourism directorates (coordination mechanisms)

Axis dimensions	Number of Items	Cronbach's Alpha
Human and financial resources	3	0.773
Information systems	3	0.874
Governance	6	0.894
Management	6	0.876
Partnerships	8	0.932
Strategic planning	8	0.919
Total	34	0.964

Source: Prepared by the authors based on SPSS v 26 outputs

We observe from the table above that all Cronbach's Alpha values exceed 0.773, and the reliability coefficient for the entire axis reached 0.964, which is much higher than 0.60. This is considered an excellent indicator of a very high degree of stability, reliability, and internal consistency among the questionnaire's statements.

II.2. Analysis of sample members' responses regarding the variable of the role of tourism directorates (coordination mechanisms)

II.2.1. Analysis of sample members' responses regarding the human and financial resources dimension

Table 3.23: Arithmetic means and standard deviations of the human and financial resources dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score

1	From your perspective, the Tourism Directorate has sufficient human resources to support coordination.	2.79	0.988	Neutral
2	From your perspective, the Tourism Directorate has an adequate budget to implement tourism coordination programs.	2.10	1.030	Disagree
3	From your perspective, training sessions are organized for Tourism Directorate staff in the field of tourism coordination.	2.57	0.987	Disagree
	Human and financial resources	2.4867	0.83070	Disagree

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the arithmetic means of the sample members' responses to the statements of the human and financial resources dimension ranged between 2.10 and 2.79. The highest was for the first statement (2.79) with a "Neutral" agreement level, while the lowest was for the second statement (2.10) with a "Disagree" level. The overall arithmetic mean for the dimension reached 2.4867, with a standard deviation of 0.8640, placing it in the "Disagree" level. This indicates that the sample members do not believe that Tourism Directorates possess sufficient human and financial resources to support coordination.

II.2.2. Analysis of sample members' responses regarding the information systems dimension

Table 3.24: Arithmetic means and standard deviations of the information systems dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
4	From your perspective, the Tourism Directorate provides a comprehensive database on tourism resources and facilities in the territory.	2.53	1.010	Disagree
5	From your perspective, the Tourism Directorate provides accurate and updated tourism information.	2.75	0.978	Neutral

6	From your perspective, the Tourism Directorate relies on digital tools to facilitate coordination with other stakeholders.	2.42	1.288	Disagree
	Information systems	2.5667	0.98416	Disagree

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean of the sample members' responses to the information systems dimension reached 2.5667, with a standard deviation of 0.9842, placing it in the "Disagree" level. The sample members collectively disagreed regarding the availability of a comprehensive database (2.53) and reliance on digital tools (2.42), while the agreement level was "Neutral" regarding the provision of accurate and updated information (2.75). This indicates a weakness in the information systems used in the Tourism Directorates.

II.2.3. Analysis of sample members' responses regarding the governance dimension

Table 3.25: Arithmetic means and standard deviations of the governance dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
7	From your perspective, The Tourism Directorate publishes periodic reports on territorial coordination activities.	2.65	1.019	Neutral
8	From your perspective, Clear accountability mechanisms exist within the Directorate regarding coordination decisions.	2.60	0.899	Disagree
9	Local stakeholders (public and private) are involved in coordination decisions made by the Tourism Directorate.	3.06	0.862	Neutral
10	From your perspective, the decision-making process in the Tourism Directorate is flexible and responsive to changes.	2.69	1.051	Neutral
11	From your perspective, Effective control mechanisms exist within the Tourism Directorate to monitor the implementation of coordination programs.	2.70	0.990	Neutral

12	From your perspective, the performance of the Tourism Directorate in coordination is periodically evaluated according to defined indicators.	2.96	0.963	Neutral
	Governance	2.7767	0.78074	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the governance dimension reached 2.7767, with a standard deviation of 0.7807, placing it in the "Neutral" level. The highest arithmetic mean was for statement (9) with a mean of 3.06 (Neutral), while the lowest was for statement (8) with a mean of 2.60 (Disagree). These results indicate that the sample members' opinions regarding governance practices were moderate to neutral.

II.2.4. Analysis of sample members' responses regarding the management dimension

Table 3.26: Arithmetic means and standard deviations of the management dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
13	From your perspective, The Tourism Directorate uses modern management methods in organizing territorial tourism work.	2.63	0.939	Neutral
14	From your perspective, The Directorate sets specific timelines for tourism activities and programs.	2.96	1.063	Neutral
15	From your perspective, The Directorate regularly follows up on the implementation of agreements concluded with partners (public and private).	2.73	1.100	Neutral
16	From your perspective, The Directorate effectively resolves difficulties encountered in implementing coordination programs.	2.71	0.977	Neutral
17	From your perspective, Tourism Directorate staff possess the necessary skills to manage territorial coordination.	2.86	0.817	Neutral

18	Administrative procedures within the Tourism Directorate are simple and clear from the stakeholders' perspective.	3.00	0.841	Neutral
	Management	2.8150	0.75616	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the management dimension reached 2.8150, with a standard deviation of 0.7562, placing it in the "Neutral" level. The means ranged between 2.63 and 3.00, where statement (18) obtained the highest mean (3.00) with a "Neutral" rating. These results indicate a moderate assessment of management practices in the Tourism Directorates.

II.2.5. Analysis of sample members' responses regarding the partnerships dimension

Table 3.27: Arithmetic means and standard deviations of the partnerships dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
19	The Tourism Directorate establishes clear partnerships with travel agencies to develop the territorial tourism offer.	3.23	0.863	Neutral
20	The Tourism Directorate cooperates with hotel establishments to standardize service standards.	3.16	0.950	Neutral
21	The Tourism Directorate encourages private investment in tourism projects in the territory.	3.27	0.920	Neutral
22	Continuous coordination exists between the Tourism Directorate and relevant public authorities (Culture, Environment, Transport, Municipalities).	2.84	1.229	Neutral
23	The Tourism Directorate cooperates with private tourism establishments in organizing tourist events.	2.92	1.143	Neutral
24	The Tourism Directorate coordinates efforts between various public institutions related to tourism.	2.78	1.177	Neutral

25	The Tourism Directorate cooperates with tour operators and tourist transporters to develop tourist circuits.	2.81	1.098	Neutral
26	The Tourism Directorate supports local initiatives in coordination with private tourism establishments.	3.28	0.975	Neutral
	Partnerships	3.0363	0.86499	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the partnerships dimension reached 3.0363, with a standard deviation of 0.8650, placing it in the "Neutral" level (close to "Agree"). The means ranged between 2.78 and 3.28, where statement (26) obtained the highest mean (3.28) with a "Neutral" rating. These results indicate that the level of partnerships is considered moderate to acceptable.

II.2.6. Analysis of sample members' responses regarding the strategic planning dimension

Table 3.28: Arithmetic means and standard deviations of the strategic planning dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
27	From your perspective, The Tourism Directorate conducts a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the territorial tourism offer.	2.38	0.919	Disagree
28	From your perspective, The Tourism Directorate studies tourist needs and expectations before developing programs.	2.50	1.000	Disagree
29	From your perspective, The Tourism Directorate sets clear strategic objectives for developing the territorial tourism offer.	2.45	0.903	Disagree
30	From your perspective, The Directorate defines measurable performance indicators to monitor strategic objectives.	2.29	0.743	Disagree

31	From your perspective, The Directorate develops annual action plans to achieve strategic objectives.	2.56	0.891	Disagree
32	From your perspective, The Directorate allocates necessary resources to implement strategic plans.	2.30	0.785	Disagree
33	From your perspective, The Directorate periodically evaluates the achievement of strategic objectives.	2.57	0.868	Disagree
34	From your perspective, The Directorate adjusts plans according to evaluation results and emerging changes.	2.47	0.881	Disagree
	Strategic planning	2.4400	0.70071	Disagree

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the strategic planning dimension reached 2.4400, with a standard deviation of 0.7007, placing it in the "Disagree" level. The means ranged between 2.29 and 2.57, all falling within the "Disagree" category. These results indicate a clear weakness in strategic planning practices in the Tourism Directorates according to the sample members' assessment.

III. Analysis of sample members' responses regarding the variable of Coordinating the Territorial Tourism Offer

III.1. Reliability of the axis

To measure the reliability and stability of the study instrument (questionnaire) for the axis " Coordinating the Territorial Tourism Offer," Cronbach's Alpha coefficient was used. The following table shows the results of this test for the five dimensions of the axis.

Table 3.29: Cronbach's Alpha test for the dimensions of the axis Coordinating the Territorial Tourism Offer

Axis dimensions	Number of Items	Cronbach's Alpha
Product Standardization	3	0.922
Service Quality	3	0.806
Diversification and Integration	3	0.837

Promotion and Marketing	3	0.870
Sustainability	3	0.948
Total	15	0.942

Source: Prepared by the authors based on SPSS v 26 outputs

We note from the table above that all Cronbach's Alpha values exceed 0.80, and the reliability coefficient for the entire axis reached 0.942, which is much higher than 0.60, indicating an excellent level of stability and reliability.

III.2. Analysis of sample members' responses regarding the variable of Coordinating the Territorial Tourism Offer

III.2.1. Analysis of sample members' responses regarding the tourism product standardization dimension

Table 3.30: Arithmetic means and standard deviations of the tourism product standardization dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
35	Thanks to the coordination of the Tourism Directorate, tourist circuits in the territory are unified under a common identity.	2.89	1.100	Neutral
36	Thanks to the coordination of the Tourism Directorate, integrated tourist packages (accommodation, transport, visits) have been developed.	2.88	1.094	Neutral
37	Event and festival dates are coordinated by the Tourism Directorate to avoid date conflicts.	2.99	1.193	Neutral
	Product standardization	2.9200	1.05102	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the product standardization dimension reached 2.9200, with a standard deviation of 1.0510, placing it in the "Neutral" level. This indicates that the coordination of Tourism Directorates has contributed moderately to the standardization of the tourism product.

III.2.2. Analysis of sample members' responses regarding the service quality dimension

Table 3.31: Arithmetic means and standard deviations of the service quality dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
38	The Tourism Directorate contributes to setting uniform quality standards in tourism establishments in the territory.	2.86	0.711	Neutral
39	The Tourism Directorate periodically evaluates the quality of tourism services.	2.86	0.804	Neutral
40	The Tourism Directorate contributes to improving service quality through training and support programs.	2.61	0.875	Neutral
	Service quality	2.7767	0.67844	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the service quality dimension reached 2.7767, with a standard deviation of 0.6784, placing it in the "Neutral" level. This indicates that the contribution of Tourism Directorates to improving service quality is considered moderate.

III.2.3. Analysis of sample members' responses regarding the diversification and integration dimension

Table 3.32: Arithmetic means and standard deviations of the diversification and integration dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
41	Thanks to the coordination of the Tourism Directorate, the tourism offer in the territory has been diversified (cultural, ecological, religious, health, etc.).	3.22	0.905	Neutral
42	Thanks to the coordination of the Tourism Directorate, integration between different	2.85	1.009	Neutral

	types of tourism in the territory has been achieved.			
43	Thanks to the coordination of the Tourism Directorate, tourist sites have been connected with an appropriate transport network.	2.49	0.948	Disagree
	Diversification and integration	2.8533	0.82921	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the diversification and integration dimension reached 2.8533, with a standard deviation of 0.8292, placing it in the "Neutral" level. The highest mean was for statement (41) with a mean of 3.22, and the lowest was for statement (43) with a mean of 2.49 (Disagree), indicating a weakness in connecting tourist sites with an appropriate transport network.

III.2.4. Analysis of sample members' responses regarding the promotion and marketing dimension

Table 3.33: Arithmetic means and standard deviations of the promotion and marketing dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
44	The Tourism Directorate has developed a unified marketing strategy to promote the territorial tourism offer.	2.82	1.067	Neutral
45	The Tourism Directorate uses social media and digital platforms to promote the territory.	3.14	1.271	Neutral
46	The Tourism Directorate organizes exhibitions and events to promote the tourism offer (locally and internationally).	3.12	1.225	Neutral
	Promotion and marketing	3.0267	1.06118	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the promotion and marketing dimension reached 3.0267, with a standard deviation of 1.0612, placing it in the "Neutral" level (close to "Agree"). These results indicate that the promotion and marketing efforts undertaken by the Tourism Directorates are considered moderate to acceptable.

III.2.5. Analysis of sample members' responses regarding the sustainability dimension

Table 3.34: Arithmetic means and standard deviations of the sustainability dimension

No.	Statements	Arithmetic mean	Standard deviation	Verification score
47	The Tourism Directorate takes into account the environmental dimension and sustainability in developing the tourism offer.	3.28	0.954	Neutral
48	The Tourism Directorate involves local communities in developing and implementing tourism programs.	3.24	0.933	Neutral
49	The Tourism Directorate contributes to preserving the cultural and natural heritage of the territory.	3.37	1.002	Neutral
	Sustainability	3.2967	0.91734	Neutral

Source: Prepared by the authors based on SPSS v 26 outputs

From the table above, we note that the overall arithmetic mean for the sustainability dimension reached 3.2967, with a standard deviation of 0.9173, placing it in the "Neutral" level (the highest among all dimensions of this axis). These results indicate that Tourism Directorates pay moderate attention to sustainability and heritage preservation.

III.3. Summary of Descriptive Findings

The arithmetic means across all dimensions of both axes ranged between 2.10 and 3.37, with most scores falling within the "Disagree" and "Neutral" levels according to the predefined interpretation thresholds (Table 4.15).

The predominance of neutral responses reflects a structural equilibrium between existing efforts and persistent institutional constraints, rather than a measurement error. This finding is logically consistent with the documented reality of the Tourism Directorates in Saida and Tiaret, characterized by limited human and financial resources, weak digital infrastructure, and insufficient strategic planning.

Therefore, the descriptive results accurately represent the current state of territorial tourism coordination in the two wilayas.

III.4. Qualitative Findings from the Semi-Structured Interviews

In order to complement the quantitative survey results, semi-structured interviews were carried out with six key officials of the two Tourism Directorates (Saïda and Tiaret), namely the heads of the investment office, the statistics office, the chief inspectors and the heads of the tourism departments. The objective of the interviews was to gain a deeper understanding of the mechanisms of coordination, challenges that arise on a day-to-day basis, and recommendations for enhancement. The interview transcripts were analyzed thematically, with four themes identified, that are discussed below.

Theme 1: Chronic Resource Scarcity as the principal barrier

Poor territorial coordination due to lack of human and financial resources was consistently cited as the most constraining impediment to effective territorial coordination by all six interviewees. In Saïda, sources indicated that vacant positions were left unfilled for years, and current staff members would be given more than one role to perform without training and salary commensurate with the additional responsibilities. The number of inspectors in Tiaret was relatively high, but the lack of coordination in the budget of the ministry since 2020 hampered any meaningful stakeholder workshops, field studies or digital investment. One directorate head noted that the directorate has grand plans on paper, but has not even got a small budget in order to hold one multi-stakeholder meeting each quarter. This is in line with the quantitative results that showed that human and financial resources accounted for 48.2% of the variance in the coordination effectiveness ($R^2 = 0.482$).

Theme 2: Lack of Real Time Digital Coordination Platforms.

All interviewees from both directorates indicated that digital tools could only be used for simple data collection (monthly occupancy data in spread sheets) and for being a mere passive service on social media (Facebook pages). No one amongst the directorates had a common digital platform that supported the real-time exchange of information with hotels, travel agencies or tour operators. Coordination was still reactive and fragmented, as a result. With regard to the integrated tourist circuits, the directorate has a presence on the social network Facebook, using which it communicates with the public, but there is no information system in place for sharing real occupancy data with private partners, a chief inspector in Tiaret said. This result is consistent with a moderate statistical impact of digital tools for product standardization ($R^2 = 0.421$) and for product diversification ($R^2 = 0.398$).

Theme 3: Ad-Hoc Stakeholder Engagement without Formal Structures

The directorate of Tiaret also had follow up committees every six months with district chiefs, but interviewees indicated that representatives of the private sector (hoteliers, travel agents, handicraft cooperatives) were not frequently invited. Coordinating meetings were reported to be event-driven and infrequent in Saïda. Some respondents reported that although meetings were held, there was not a systematic process for documenting and following up on decisions. In the quantitative analysis, there was a strong effect of stakeholder engagement on product standardization ($R^2 = 0.670$), but this was viewed as one of the greatest weaknesses in the provision and standards of service. Interviewees suggested that moving from informal consultations to structured advisory committees would be a high-impact, low-cost reform.

Theme 4: Evaluation Blindness – Procedural Monitoring Without Assessment.

One surprising result of the interviews was the lack of outcome measures in almost all of the interviews. None of the six officials reported that any of the dimensions of their reporting were substantive -- that is, to the number of inspections conducted, the number of investment declarations processed, or the number of statistical reports filed monthly. There were no Key Performance Indicators (KPIs) defined for the coordination outcomes, including visitor satisfaction, stakeholder retention, or number of integrated products launched for any of the directorates. Even if the SDAT master plan was approved, no baseline data was taken, nor was there ever a mid-term review, one senior official in Tiaret observed. As a result, the directorates were unable to learn from failures and adapt strategies, a result that aligns with the quantitative result, indicating that strategic planning is able to account for 21.0% of sustainability ($R^2 = 0.210$).

Summary of Qualitative Insights

The interviews and the quantitative results reinforced each other: lack of resources (human and financial), lack of shared digital platforms, lack of formal engagement of stakeholders, and an evaluation culture centering on inputs and not on outcomes. Interviewees agreed that coordination budgets need to be unfrozen, a simple shared digital dashboard should be adopted, private sector participation in coordination committees should be formalized and annual impact assessments with clear performance indicators should be

implemented. These qualitative findings are used to give this statistical information context and to directly inform the policy recommendations made in the General Conclusion.

Section 4: Hypothesis Testing and Discussion of Findings

In accordance with the research methodology outlined in Section 2, the hypotheses were tested using Pearson correlation and linear regression analysis via SPSS version 26. Building upon the descriptive analysis presented in Section 3, this section addresses the testing of hypotheses formulated to answer the study's problem.

Based on the analysis of the sample members' responses regarding the questionnaire axes, which included analyzing the reality of the role of Tourism Directorates (independent variable) and the coordination of the territorial tourism offering (dependent variable), this section addresses testing the validity of the hypotheses previously formulated to answer the study's problem.

The study's hypotheses revolve around the relationship between the dimensions of the role of Tourism Directorates and the effectiveness of tourism coordination, seeking to determine whether there is a statistically significant effect of human and financial resources, digital tools, stakeholder engagement, and strategic planning on achieving effective coordination of the territorial tourism offering.

The analysis relied on data collected and statistically analyzed using Simple Linear Regression, the Coefficient of Determination (R^2), and Analysis of Variance (ANOVA), in order to verify the validity of the hypotheses, either accepting or rejecting them, leading to a discussion of the results and drawing relevant conclusions.

Based on the study's problem and objectives, and in alignment with the research framework presented in Chapter II, the following main and sub-hypotheses were formulated:

Main Hypothesis

H0 (Null Hypothesis):

There is no statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

H1 (Alternative Hypothesis):

There is a statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

Sub-Hypotheses

Sub-Hypothesis 1 (Resources)

$H0_1$: Human and financial resources have no statistically significant effect on coordination effectiveness.

$H1_1$: Human and financial resources have a statistically significant positive effect on coordination effectiveness.

Sub-Hypothesis 2 (Digital Tools)

$H0_2$: The use of digital tools has no statistically significant effect on the development of integrated tourism offerings.

$H1_2$: The use of digital tools has a statistically significant positive effect on the development of integrated tourism offerings.

Sub-Hypothesis 3 (Stakeholder Engagement)

$H0_3$: Stakeholder engagement has no statistically significant effect on the quality of tourism services.

$H1_3$: Stakeholder engagement has a statistically significant positive effect on the quality of tourism services.

Sub-Hypothesis 4 (Strategic Planning)

$H0_4$: Strategic planning has no statistically significant effect on territorial promotion and sustainability.

$H1_4$: Strategic planning has a statistically significant positive effect on territorial promotion and sustainability.

Table 3.35: Independent and Dependent Variables for Each Hypothesis

Hypothesis	Independent Variable	Dependent Variable(s)
Main (H0/H1)	Role of Tourism Directorates	Territorial tourism offer coordination
H1	Human and financial resources	Coordination effectiveness (Territorial tourism offer coordination)
H2	Digital tools	Development of integrated tourism offerings (Product Standardization + Diversification & Integration)
H3	Stakeholder engagement	Quality of tourism services (Service Quality + Product Standardization)
H4	Strategic planning	Territorial promotion and sustainability

Source: Prepared by the authors

I. Hypotheses Testing Method

Hypotheses were tested using Pearson correlation and linear regression analysis. The statistical decision rule was as follows: if the p-value (Sig) is less than 0.05, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, indicating a statistically significant relationship or effect. Conversely, if the p-value (Sig.) is greater than 0.05, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected.

For each hypothesis, the coefficient of determination (R^2), ANOVA F-test, and regression coefficient (B) were examined. The decision to reject or accept H0 is explicitly stated at the end of each hypothesis test.

In accordance with the research methodology outlined in Section 2, the Pearson correlation coefficient was used to test the main hypothesis, and linear regression analysis

was used to test the four sub-hypotheses (H1, H2, H3, H4), at a significance level of $\alpha \leq 0.05$.

II. Testing Main Hypothesis

H0 (Null Hypothesis):

There is no statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

H1 (Alternative Hypothesis):

There is a statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer.

- **Independent Variable:** Coordination_Total (representing the role of tourism directorates (coordination mechanisms)
- **Dependent Variable:** TourismOffer_Total (representing Coordinating the Territorial Tourism Offer)

II.1. Pearson Correlation Coefficient

Before starting hypothesis testing, the Pearson Correlation Coefficient was calculated to determine the nature and strength of the relationship between the two main variables in the study:

Table 3.36: Pearson Correlation Coefficient

Test		role of tourism directorates	Coordinating the Territorial Tourism Offer
role of tourism directorates	Pearson Correlation	1	0.873**
	Sig. (2-tailed)		0.000
	N	100	100
Coordinating the Territorial Tourism Offer	Pearson Correlation	0.873**	1
	Sig. (2-tailed)	0.000	
	N	100	100

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The value of the Pearson correlation coefficient was 0.873, a large positive value. This shows that the effectiveness of coordination of Tourism Directorates and the

quality of the regional tourism offering is highly correlated. The level of significance was found to be 0.000, which is less than 0.05 and it can be concluded that this relationship is statistically significant and not by chance. The more successful the role of the Tourism Directorates in terms of their coordination, the more successful the enhancement and growth of the territorial tourism offering.

1. Coefficient of Determination (R^2)

Table 3.37: Coefficient of Determination (the role of tourism directorates → Coordinating the Territorial Tourism Offer))

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.873 [a]	0.762	0.759	0.37085

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The correlation coefficient R = 0.873 indicates a very strong positive correlation between the role of Tourism Directorates and the coordination of the territorial tourism offer. R Square = 0.762 means that 76.2% of the variance (i.e., changes) in territorial tourism offer coordination is explained by the role of Tourism Directorates. In other words, the actions, mechanisms, and interventions of the Tourism Directorate account for more than three-quarters of what determines successful territorial tourism coordination. The remaining 23.8% is attributable to other factors outside this model. The adjusted R Square (0.759) confirms the goodness of fit of the model.

2. ANOVA (Analysis of Variance)

Table 3.38: ANOVA (the role of tourism directorates → Coordinating the Territorial Tourism Offer))

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.107	1	43.107	313.447	0.000[b]
	Residual	13.478	98	0.138		
	Total	56.585	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The ANOVA test indicates an F-value of 313.447 with a significance level of 0.000, which is far below 0.05. This confirms that the regression model is statistically significant and that the relationship between the role of Tourism Directorates and territorial tourism offer coordination is not accidental.

3.Regression Coefficient

Table 3.39: Regression Coefficient (the role of tourism directorates → Coordinating the Territorial Tourism Offer))

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.358	0.152		2.350	0.021
	Coordination_Total	0.974	0.055	0.873	17.704	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.974 indicates that a one-unit increase in the role of Tourism Directorates leads to a 0.974-unit increase in territorial tourism offer coordination. The standardized Beta (0.873) shows a very strong positive effect. This effect is statistically significant as indicated by the t-value (17.704) and significance level (0.000).

Conclusion for Main Hypothesis: Since the p-value (Sig. = 0.000) is less than 0.05, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). Accordingly, there is a statistically significant relationship between the role of Tourism Directorates and the coordination of the territorial tourism offer. This means that the coordination efforts led by Tourism Directorates directly and substantially determine the quality and integration of the territorial tourism offer in Saïda and Tiaret.

III. Testing Sub-Hypotheses

III.1. Testing Sub-Hypothesis H1

- **$H0_1$:** Human and financial resources have no statistically significant effect on coordination effectiveness.

- **$H1_1$:** Human and financial resources have a statistically significant positive effect on coordination effectiveness.
  - **Independent Variable:** Human & Financial Resources (Avg_HR)
  - **Dependent Variable:** Coordination Effectiveness (Tourismoffer_Total)

1. Coefficient of Determination (R^2)

Table 3.40: Coefficient of Determination (Human and Financial Resources → Coordination Effectiveness)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.694 [a]	0.482	0.476	0.54714

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The correlation coefficient R = 0.694 indicates a moderate to strong positive correlation between human and financial resources and coordination effectiveness. R Square = 0.482 means that 48.2% of the variance in coordination effectiveness is explained by human and financial resources. Practically, this means that nearly half of what makes tourism coordination successful depends on whether the Tourism Directorate has sufficient qualified staff (human resources) and adequate budget allocations (financial resources). The remaining 51.8% is explained by other factors such as stakeholder engagement or digital tools.

2. ANOVA (Analysis of Variance)

Table 3.41: ANOVA (Human and Financial Resources → Coordination Effectiveness)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.247	1	27.247	91.017	0.000[b]
	Residual	29.338	98	0.299		
	Total	56.585	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The ANOVA test shows an F-value of 91.017 with a significance level of 0.000, which is below 0.05. This confirms that the regression model is statistically significant

and that the influence of human and financial resources on coordination effectiveness is not accidental.

3.Regression Coefficient

Table 3.42: Regression Coefficient (Human and Financial Resources → Coordination Effectiveness)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.404	0.173		8.095	0.000
	Avg_HR	0.632	0.066	0.694	9.540	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.632 indicates that a one-unit increase in human and financial resources leads to a 0.632-unit increase in coordination effectiveness. The standardized Beta (0.694) shows a moderate to strong positive effect. This effect is statistically significant as indicated by the t-value (9.540) and significance level (0.000).

Conclusion for H1: Since the p-value (Sig. = 0.000) is less than 0.05, we reject the null hypothesis ($H0_1$) and accept the alternative hypothesis ($H1_1$). Accordingly, human and financial resources have a statistically significant positive effect on coordination effectiveness. In the context of territorial tourism coordination in Saïda and Tiaret, this means that without adequate staffing and dedicated budgets, coordination mechanisms cannot function effectively.

III.2. Testing Sub-Hypothesis H2

- **$H0_2$:** The use of digital tools has no statistically significant effect on the development of integrated tourism offerings.
- **$H1_2$:** The use of digital tools has a statistically significant positive effect on the development of integrated tourism offerings.
  - **Independent Variable:** Digital tools (Information Systems: Avg_InfoSys)
  - **Dependent Variables:** Development of integrated tourism offerings was operationalized through two dimensions: (Product Standardization: Avg_ProductStd, Diversification & Integration: Avg_Diversity)

Part A: Effect of Digital tools on Product Standardization

1. Coefficient of Determination (R^2)

Table 3.43: Coefficient of Determination (Digital tools → Product Standardization)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.649[a]	0.421	0.415	0.80400

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The correlation coefficient R = 0.649 indicates a moderate to strong positive correlation between digital tools and product standardization. R Square = 0.421 means that 42.1% of the variance in product standardization is explained by the use of digital tools. In practical terms, when Tourism Directorates adopt shared databases, online booking platforms, or digital information systems, they can standardize the tourism product (consistent signage, unified pricing, common quality standards) more effectively. The remaining 57.9% is influenced by other factors.

2. ANOVA (Analysis of Variance)

Table 3.44: ANOVA (Digital tools → Product Standardization)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.011	1	46.011	71.177	0.000[b]
	Residual	63.349	98	0.646		
	Total	109.360	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The F-value of 71.177 with a significance level of 0.000 indicates that the model is highly significant. Therefore, digital tools statistically significantly influence product standardization.

3.Regression Coefficient

Table 3.45: Regression Coefficient (Digital tools → Product Standardization)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.142	0.226		5.063	0.000
	Avg_InfoSys	0.693	0.082	0.649	8.437	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.693 indicates that a one-unit increase in the use of digital tools results in a 0.693-unit increase in product standardization. The standardized Beta (0.649) shows a significant positive impact. This effect is statistically significant as indicated by the t-value (8.437) and significance level (0.000).

Part B: Effect of Digital tools on Diversification and Integration

1. Coefficient of Determination (R^2)

Table 3.46: Coefficient of Determination (Digital tools → Diversification & Integration)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.631[a]	0.398	0.392	0.64657

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The correlation coefficient R = 0.631 indicates a moderate to strong positive correlation between digital tools and diversification/integration. R Square = 0.398 means that 39.8% of the variability in diversification and integration is explained by digital tools. In other words, digital platforms help connect different tourism stakeholders (hotels, transport, guides, cultural sites) to create integrated tourism circuits and diversified offerings.

2.ANOVA (Analysis of Variance)

Table 3.47: ANOVA (Digital tools → Diversification & Integration)

Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	27.102	1	27.102	64.827	0.000[b]
	Residual	40.970	98	0.418		
	Total	68.071	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The F-value of 64.827 with a significance level of 0.000 indicates that the regression model is statistically significant. Thus, diversification and integration are significantly influenced by digital tools.

3.Regression Coefficient

Table 3.48: Regression Coefficient (Digital tools → Diversification & Integration)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.489	0.181		8.208	0.000
	Avg_InfoSys	0.532	0.066	0.631	8.052	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.532 indicates that a one-unit increase in digital tools raises the diversification and integration score by 0.532 units. The standardized Beta (0.631) and t-value (8.052) indicate the existence of a strong, statistically significant effect.

Conclusion for H2: Since the p-value (Sig. = 0.000) is less than 0.05 for both sub-parts, we reject the null hypothesis ($H0_2$) and accept the alternative hypothesis ($H1_2$). Accordingly, the use of digital tools has a statistically significant positive effect on the development of integrated tourism offerings. However, the explanatory power (42.1% and 39.8%) is moderate, suggesting that while digital tools are helpful, they are not sufficient alone without stakeholder engagement and adequate resources in the context of Saïda and Tiaret.

III.3. Testing Sub-Hypothesis H3

- **$H0_3$:** Stakeholder engagement has no statistically significant effect on the quality of tourism services.
- **$H1_3$:** Stakeholder engagement has a statistically significant positive effect on the quality of tourism services.
  - **Independent Variable:** Stakeholder engagement (Partnerships: Avg_Partnerships)
  - **Dependent Variables:** Quality of tourism services was operationalized through two dimensions: (Service Quality: Avg_ServiceQual, Product Standardization: Avg_ProductStd)

Part A: Effect of Stakeholder engagement on Service Quality

1. Coefficient of Determination (R^2)

Table 3.49: Coefficient of Determination (Stakeholder engagement → Service Quality)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.405[a]	0.164	0.155	0.62353

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The correlation coefficient R = 0.405 indicates a moderate positive correlation between stakeholder engagement and service quality. R Square = 0.164 means that 16.4% of the variance in service quality is explained by stakeholder engagement. In practical terms, while stakeholder meetings and partnerships are important, they only directly influence about one-sixth of what determines service quality (staff courtesy, responsiveness, cleanliness). The remaining 83.6% depends on other factors such as staff training, supervision, and individual employee behavior.

2. ANOVA (Analysis of Variance)

Table 3.50: ANOVA (Stakeholder engagement → Service Quality)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.467	1	7.467	19.206	0.000[b]

	Residual	38.101	98	0.389		
	Total	45.568	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The F-value of 19.206 with a significance level of 0.000 indicates that the model is statistically significant. Hence, stakeholder engagement plays a crucial role in enhancing service quality.

3.Regression Coefficient

Table 3.51: Regression Coefficient (Stakeholder engagement → Service Quality)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.813	0.229		7.928	0.000
	Avg_Partnerships	0.318	0.072	0.405	4.382	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.318 indicates that a one-unit increase in stakeholder engagement leads to a 0.318-unit increase in service quality. The standardized Beta (0.405) and t-value (4.382) are statistically significant (p = 0.000).

Part B: Effect of Stakeholder engagement on Product Standardization

1. Coefficient of Determination (R^2)

Table 3.52: Coefficient of Determination (Stakeholder engagement → Product Standardization)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.818[a]	0.670	0.667	0.60693

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: R = 0.818 indicates a very strong positive correlation between stakeholder engagement and product standardization. R Square = 0.670 means that 67.0% of the variance in product standardization is explained by stakeholder engagement. This is the strongest explanatory model among all sub-hypotheses. Practically, this means that more than two-

thirds of what determines whether tourism products are standardized (consistent signage, unified pricing, common quality standards) depends directly on how well the Tourism Directorate engages local stakeholders (hotels, guides, municipalities, transport companies).

2. ANOVA (Analysis of Variance)

Table 3.53: ANOVA (Stakeholder engagement → Product Standardization)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.261	1	73.261	198.882	0.000[b]
	Residual	36.099	98	0.368		
	Total	109.360	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The F-value of 198.882 with a significance level of 0.000 is extremely high, confirming the model's strong statistical significance.

3. Regression Coefficient

Table 3.54: Regression Coefficient (Stakeholder engagement → Product Standardization)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.100	0.223		-0.447	0.656
	Avg_Partnerships	0.995	0.071	0.818	14.103	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.995 is almost equal to 1, which implies that a one-unit increase in stakeholder engagement leads to an increase in product standardization by nearly one unit. The constant is not significantly different from zero (p = 0.656), which is acceptable since the expected standardization score is close to zero when stakeholder engagement is absent. The standardized Beta (0.818) and t-value (14.103) represent a very strong statistically significant effect.

Conclusion for H3: Since the p-value (Sig. = 0.000) is less than 0.05 for both sub-parts, we reject the null hypothesis ($H0_3$) and accept the alternative hypothesis ($H1_3$). Accordingly, stakeholder engagement has a statistically significant positive effect on the quality of tourism services. The very strong effect on product standardization ($R^2 = 0.670$, B = 0.995) indicates that in Saida and Tiaret, nearly perfect coordination with stakeholders is required to achieve a consistent and reliable tourism product. However, the weaker effect on service quality ($R^2 = 0.164$) suggests that formal stakeholder engagement alone does not automatically translate into better day-to-day service delivery.

III.4. Testing Sub-Hypothesis H4

- **$H0_4$:** Strategic planning has no statistically significant effect on territorial promotion and sustainability.
- **$H1_4$:** Strategic planning has a statistically significant positive effect on territorial promotion and sustainability.
  - **Independent Variable:** Strategic Planning (Avg_StrategicPlan)
  - **Dependent Variables:** was operationalized through two dimensions: territorial promotion (Avg_Promotion), Sustainability (Avg_Sustainability)

Part A: Effect of Strategic Planning on territorial promotion

1. Coefficient of Determination (R^2)

Table 3.55: Coefficient of Determination (Strategic Planning → territorial promotion)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.507[a]	0.257	0.250	0.91930

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: R = 0.507 indicates a moderate positive correlation between strategic planning and territorial promotion. R Square = 0.257 means that 25.7% of the variance in territorial promotion is explained by strategic planning. In practical terms, having a clear strategic plan (SWOT analysis, defined objectives, KPIs, evaluation mechanisms) explains about one-quarter of what makes territorial promotion successful. The remaining 74.3% depends on execution, budget, and external factors.

2. ANOVA (Analysis of Variance)

Table 3.56: ANOVA (Strategic Planning → territorial promotion)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.663	1	28.663	33.916	0.000[b]
	Residual	82.821	98	0.845		
	Total	111.484	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The F-value of 33.916 with a significance level of 0.000 confirms that the model is statistically significant. Thus, the impact of strategic planning is substantial in terms of enhancing territorial promotion.

3. Regression Coefficient

Table 3.57: Regression Coefficient (Strategic Planning → territorial promotion)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.153	0.335		3.446	0.001
	Avg_StrategicPlan	0.768	0.132	0.507	5.824	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.768 indicates that a one-unit increase in strategic planning leads to a 0.768-unit increase in territorial promotion. The standardized Beta (0.507) and t-value (5.824) are both statistically significant (p = 0.000).

Part B: Effect of Strategic Planning on Sustainability

1. Coefficient of Determination (R^2)

Table 3.58: Coefficient of Determination (Strategic Planning → Sustainability)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.458[a]	0.210	0.202	0.81955

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: R = 0.458 indicates a moderate positive correlation between strategic planning and sustainability outcomes. R Square = 0.210 means that 21.0% of the variance in sustainability outcomes is explained by strategic planning. This relatively lower percentage suggests that in Saida and Tiaret, current strategic plans are more focused on promotion and marketing (25.7%) than on long-term sustainability (21.0%). Environmental protection, social equity, and economic durability appear to be less integrated into the existing strategic frameworks.

2. ANOVA (Analysis of Variance)

Table 3.59: ANOVA (Strategic Planning → Sustainability)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.487	1	17.487	26.035	0.000[b]
	Residual	65.823	98	0.672		
	Total	83.310	99			

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The F-value of 26.035 with a significance level of 0.000 indicates that the model is statistically significant. Strategic planning has a significant influence on sustainability.

3. Regression Coefficient

Table 3.60: Regression Coefficient (Strategic Planning → Sustainability)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.833	0.298		6.145	0.000
	Avg_StrategicPlan	0.600	0.118	0.458	5.102	0.000

Source: Prepared by the authors based on SPSS v 26 outputs

Interpretation: The unstandardized coefficient B = 0.600 indicates that a one-unit increase in strategic planning leads to a 0.600-unit increase in sustainability. The standardized Beta (0.458) and t-value (5.102) are statistically significant (p = 0.000).

Conclusion for H4: Since the p-value (Sig. = 0.000) is less than 0.05 for both sub-parts, we reject the null hypothesis ($H0_4$) and accept the alternative hypothesis ($H1_4$). Accordingly, strategic planning has a statistically significant positive effect on territorial promotion and sustainability. However, the stronger effect on territorial promotion ($R^2 = 0.257$, B = 0.768) compared to sustainability ($R^2 = 0.210$, B = 0.600) indicates that strategic planning in the Tourism Directorates of Saïda and Tiaret is currently more oriented toward marketing and visibility than toward long-term sustainable development. This represents an opportunity for future improvement.

IV. Discussion of Results

The discussion below interprets the empirical findings, linking each statistical result directly to the context of territorial tourism coordination in the wilayas of Saïda and Tiaret. The analysis adopts a critical perspective, acknowledging not only the strengths of the relationships found but also the limitations and practical implications of each finding for improving coordination mechanisms within the Tourism Directorates.

IV.1. Interpretation of Key Findings

The results of hypothesis testing consisted of seven regression models (one for Sub-Hypothesis H1, two for Sub-Hypothesis H2, two for Sub-Hypothesis H3, two for Sub-Hypothesis H4). All of them were statistically significant at the 0.05 level. We describe, in plain language, what each result entails, from the strongest to the weakest effect, below.

IV.1.1. Strongest finding: Sub-Hypothesis H3 (Stakeholder engagement) – Part B drives product standardization

The highest correlation (R = 0.818) and the highest explanatory power ($R^2 = 0.670$) was achieved with the model investigating the impact of stakeholder engagement (Sub-Hypothesis H3) on product standardization (Tables 4.38 to 4.40). This means:

67% of the variation in how standardized the tourism product is (e.g., same quality of accommodation, consistent signage, unified service procedures) can be explained by how well the Tourism Directorate engages local stakeholders (hotels, guides, municipalities, transport companies).

The regression coefficient (B = 0.995) is nearly equal to 1. In practice: the higher the score of the directorate in stakeholder engagement by 1 point (on the 5-point scale), the higher the standardization score by almost 1 point. It is a nearly one-to-one relationship.

The constant was not significant (p = 0.656), which informs us that in the absence of any stakeholder engagement, the standardization score would be expected to be close to zero. That is, the standardization of products requires nearly complete active cooperation with local actors.

- **Practical meaning:** If a Tourism Directorate desires to have a consistent, reliable and uniform tourism offer within the region, the best thing it can do is to invest in regular meetings, joint committees and co-decision making with local stakeholders.
- **Critical observation:** While this very strong relationship ($R^2 = 0.670$, B = 0.995) is impressive, it also reveals a potential dependency risk. From a territorial tourism coordination perspective, the near one-to-one relationship means that product standardization becomes almost impossible without active stakeholder engagement. This is a double-edged sword: on one hand, it confirms the irreplaceable value of stakeholder partnerships; on the other hand, it suggests that coordination mechanisms are fragile—if stakeholder engagement declines for any reason (e.g., budget cuts, leadership changes, stakeholder fatigue), product standardization would likely collapse almost immediately. Sustainable coordination should therefore build institutionalized mechanisms that outlive individual relationships or temporary projects. The findings from Saïda and Tiaret suggest that current coordination is heavily relationship-dependent rather than system-dependent.

IV.1.2. Secondly strongest: Sub-Hypothesis H1 (Human and financial resources) facilitates overall coordination

The impact of human and financial resources (Sub-Hypothesis H1) on coordination effectiveness (Tables 4.37, 4.38, 4.39) was also quite high: R = 0.694, $R^2 = 0.482$.

Availability of skilled staff, sufficient training, and adequate budgets explains 48.2% of the variance in coordination effectiveness.

The coefficient (B = 0.632) implies that every 1-point increase in the resources score will increase coordination effectiveness by 0.632 points.

The constant (1.404) is positive and significant, meaning that even when resources are very low, it is possible to make some basic coordination, but the relationship is steep.

- **Practical meaning:** Good territorial coordination is based on having the right people and adequate funding. Without them, even the best intentions or strategies become futile. Government officials must set aside specific coordination funds and employ specialized personnel.
- **Critical observation:** The fact that human and financial resources explain only 48.2% (not more) of coordination effectiveness is itself revealing. From a territorial tourism coordination perspective, this means that money and staff alone are not enough—the remaining 51.8% depends on how resources are deployed (strategy, engagement, digital tools). In the context of Saïda and Tiaret, this suggests that increasing budgets without simultaneously improving coordination processes, stakeholder trust, and digital infrastructure will yield diminishing returns. A critical implication is that resource allocation should be accompanied by capacity-building programs and performance-based coordination incentives. The moderate R^2 value warns against a purely resource-based view: coordination is not just about having more; it is about using what exists more intelligently.

IV.1.3. Moderate effects: Sub-Hypothesis H2 (Digital tools) enhances standardization and diversification

There were two impacts of digital tools (Sub-Hypothesis H2):

Part A – On product standardization (Tables 4.40, 4.41, 4.42): $R = 0.649$, $R^2 = 0.421$. Digital tools (e.g., shared databases, online booking platforms, GIS) account for 42.1% of the variance in standardization. $B = 0.693$ – a solid increase.

Part B – On diversification and integration (Tables 4.43, 4.44, 4.45): $R = 0.631$, $R^2 = 0.398$. Digital tools account for 39.8% of the variance in the extent to which tourism is diversified and interconnected. $B = 0.532$.

- **Practical meaning:** With the deployment of modern digital tools, Tourism Directorates are much more successful in developing a homogeneous product (identical information, consistent quality checks) and in interconnecting various sites and services into circuits. Nevertheless, the impact is not as strong as stakeholder

engagement (H3) or human and financial resources (H1) – technology alone is not a magic bullet.

- **Critical observation:** The moderate explanatory power (R^2 = 0.421 for standardization, 0.398 for diversification) indicates that digital tools are enablers, not drivers, of territorial tourism coordination. From the perspective of Saïda and Tiaret, this moderate effect likely reflects the early stage of digital maturity in these wilayas. Several critical questions emerge: Are the digital tools being used interoperable across different stakeholders (hotels, agencies, directorates)? Do tourism actors have adequate digital literacy? Is there a shared digital platform or are tools used in silos? The findings suggest that simply purchasing software or creating a website is insufficient. Effective digital coordination requires systemic integration—shared databases, real-time updates, common standards, and training programs. The 40% range of explained variance implies that digital transformation is a medium-term investment, not an immediate solution. Future coordination strategies should prioritize digital ecosystem development over isolated technological purchases.

IV.1.4. Moderate to weak: Sub-Hypothesis H4 (Strategic planning) is more beneficial to territorial promotion than sustainability

There were two results of strategic planning (Sub-Hypothesis H4):

Part A – On territorial promotion (Tables 4.52, 4.53, 4.54): R = 0.507, R^2 = 0.257. A clear strategic plan (SWOT, objectives, KPIs, evaluation) explains 25.7% of the variance in the success of territorial promotion. B = 0.768.

Part B – On sustainability outcomes (Tables 4.55, 4.56, 4.57): R = 0.458, R^2 = 0.210. Strategic planning explains 21.0% of sustainability. B = 0.600.

- **Practical meaning:** Strategic planning is beneficial for marketing the territory and attracting visitors. However, its effect on long-term sustainability is weaker. This indicates that the present strategic plans in the surveyed directorates might be oriented more towards promotional practices and less toward tangible sustainability indicators (environmental protection, social equity, economic durability).
- **Critical observation:** The gap between territorial promotion (R^2 = 0.257) and sustainability (R^2 = 0.210), while statistically significant, reveals a strategic

imbalance. From a territorial tourism coordination perspective, this suggests that the Tourism Directorates of Saïda and Tiaret are currently prioritizing short-term visibility and visitor attraction over long-term destination resilience. This is a common pitfall in public sector tourism planning, where measurable promotional outcomes (e.g., event attendance, brochure distribution) are easier to report than complex sustainability indicators. Future coordination efforts should explicitly integrate sustainability KPIs into strategic planning frameworks.

IV.1.5. Quality of tourism services: Average impact of Sub-Hypothesis H3 (Stakeholder engagement) – Part A

Stakeholder engagement (Sub-Hypothesis H3, Part A) also affects service quality (one dimension of quality of tourism services), but the effect is moderate (Tables 4.46, 4.47, 4.48): $R = 0.405$, $R^2 = 0.164$. Stakeholder engagement explains only 16.4% of the variation in service quality (e.g., staff courtesy, responsiveness, cleanliness). $B = 0.318$.

- **Why is this less than the impact on product standardization?**

Product standardization (signage, pricing, itineraries) can be determined at formal partnership meetings and implemented top-down. Service quality relies more on individual employee behavior, training, and supervision, which cannot be automatically enhanced by simply holding stakeholder meetings. This explains the weaker relationship.

- **Critical observation:** The modest effect ($R^2 = 0.164$) suggests that Tourism Directorates in Saïda and Tiaret may be over-relying on formal stakeholder meetings as a coordination tool while neglecting downstream factors such as frontline staff training, service monitoring systems, and customer feedback mechanisms. In terms of territorial tourism coordination, this implies that engaging stakeholders is necessary but not sufficient for improving service quality. A more comprehensive approach would combine stakeholder engagement with operational quality management systems.

IV.1.6. Summary of key findings (ranked by explanatory power):

Table 3.61: Summary of key findings

Rank	Hypothesis	Independent Variable	Dependent Variable	R Square	Meaning
1	H3(Part B)	Stakeholder engagement	Product standardization	0.670	Very strong – almost one-to-one
2	H1	Human & financial resources	Coordination effectiveness	0.482	Strong – resources are critical
3	H2(Part A)	Digital tools	Product standardization	0.421	Moderate to strong – technology helps
4	H2(Part B)	Digital tools	Diversification & integration	0.398	Moderate – useful for integration
5	H4(Part A)	Strategic planning	Territorial promotion	0.257	Moderate – good for marketing
6	H4(Part B)	Strategic planning	Sustainability	0.210	Weak to moderate –

Rank	Hypothesis	Independent Variable	Dependent Variable	R Square	Meaning
					neglected area
7	H3(Part A)	Stakeholder engagement	Service quality	0.164	Weak – not enough alone

Source: Prepared by the authors based on SPSS v.26 outputs

IV.2. Methodological Limitation (Questionnaire Sensitivity)

A methodological limitation should be acknowledged. The mean scores across several dimensions showed clustering within a narrow range (e.g., product standardization: 2.88–2.99, strategic planning: 2.29–2.57), with moderate standard deviations. This pattern may suggest limited discriminatory power of the questionnaire (low sensitivity). Possible explanations include the general wording of some statements or a tendency among respondents toward central responses (neutrality bias). However, as confirmed by the supervisor, the predominance of neutral responses reflects a structural equilibrium between existing efforts and persistent institutional constraints, rather than a measurement error. Future research should refine the instrument to capture finer distinctions in stakeholder perceptions.

From a critical perspective on territorial tourism coordination, this clustering may also indicate that coordination practices in Saïda and Tiaret are currently at a similar, intermediate level of maturity across most dimensions—neither highly effective nor completely absent. This finding is itself informative: it suggests that coordination efforts have been initiated but have not yet reached a level where respondents can clearly distinguish between different coordination mechanisms. Future research should employ more sensitive instruments, such as behavioral anchors or scenario-based questions, to capture finer distinctions.

Conclusion

This chapter empirically investigated the coordination of territorial tourism through the case studies of the Tourism and Handicrafts Directorates of Saïda and Tiaret. It began with a detailed presentation of the two directorates, followed by an integrated SWOT analysis and a comparative framework identifying common coordination failures and cross-case patterns. The research methodology was then described, including the mixed-methods design, the study population and sample, and the data collection tools, with the validity and reliability of the questionnaire confirmed through Cronbach's alpha and Pearson correlation tests.

The descriptive analysis of the sample characteristics and respondents' answers regarding both the independent variable (the role of tourism directorates) and the dependent variable (coordinating the territorial tourism offer) was conducted. Subsequently, the main hypothesis and the four sub-hypotheses were tested using Pearson correlation, simple linear regression, coefficient of determination, and ANOVA. The results confirmed that there are statistically significant positive effects of human and financial resources, digital tools, stakeholder engagement, and strategic planning on coordination effectiveness and the improvement of the territorial tourism offering.

The discussion of results interpreted these key findings and compared them with the theoretical framework presented in the literature review, including strategic management theory, the resource-based view, destination competitiveness models, and territorial approaches to tourism. A methodological limitation regarding questionnaire sensitivity was also acknowledged.

In sum, this chapter has provided a solid empirical basis for understanding how Tourism Directorates in Algeria manage the coordination of territorial tourism offerings. The findings demonstrate that effective territorial tourism coordination depends significantly on the availability of human and financial resources, the adoption of digital tools, the active engagement of local stakeholders, and the implementation of clear strategic planning. These empirical results will directly inform the policy recommendations presented in the concluding chapter of this thesis.

General conclusion

General conclusion

To begin with, in light of the findings of this study, both theoretical and empirical, it can be affirmed that the coordination of the offerings of the territorial tourism in Algeria by the Tourism Directorates depends on four interrelated dimensions: human and financial resources, information systems, partnerships with the local stakeholders and strategic planning.

Moreover, the theoretical exploration has indicated that successful territorial coordination is not an accident but a planned combination of resource allocation, digital infrastructure, multi-stakeholder engagements, and performance-oriented planning.

Besides this, the literature review has indicated that in the presence and integration of these four dimensions, it generates a standardized, diversified, and sustainable tourism offering. Concerning the empirical results, they have highly confirmed such theoretical postulations. In particular, each of the four key hypotheses was accepted at the level of significance ($\alpha \leq 0.05$).

In addition, Pearson correlation coefficient between overall coordination effectiveness and the quality of the territorial tourism offer was found to be 0.873 which is a very strong positive relationship. To be more exact, the statistical analysis showed that partnership with local stakeholders is going to have the best effect on the product standardization ($R^2 = 0.670$, B = =1), i.e., without the actual engagement of the stakeholders, the product standardization is almost impossible. Second, the most binding constraints are human and financial resources which come next ($R^2 = 0.482$).

Thirdly, there were moderate effects on product standardization ($R^2 = 0.421$) and diversification ($R^2 = 0.398$) by information systems. Fourthly, promotion ($R^2 = 0.257$), and sustainability ($R^2 = 0.210$) had medium and weak effects on strategic planning respectively.

Lastly, partnerships had the weakest impact on service quality ($R^2 = 0.164$), which suggests that meetings are not enough to enhance frontline service behavior. Further, the comparative study of Saïda and Tiaret Directorates revealed four cross-case coordination patterns: asymmetric planning capacity, without asymmetric outcomes, low budgets as the major binding constraint, divergent and inactivated strategic opportunities, evaluation blindness. Therefore, a combination of these trends, along with the failures (identified with the help of SWOT) of the current situation (absence of dedicated resources, lack of shared

digital platforms, lack of local stakeholders, and the lack of strategic planning with no performance indicators), offers a complete diagnosis of the current situation.

Accordingly, the subsequent results, value added, recommendations, and future research views are presented below.

I. Results of the Study

I.1. Theoretical Results

First, any successful coordination of territorial tourism is based on the integration of four dimensions: human and financial resources, information systems, partnerships with local stakeholders, and strategic planning. Therefore, no dimension in itself can bring about the desired results.

Secondly, human and monetary resources are one of the fundamental preconditions. Thus, the literature and the empirical evidence confirm that low budgets, and unstable staffing impair the coordination mechanisms, no matter how good the existing plans are.

Thirdly, a shared information system (real-time digital platforms) is essential to the realization of a standardized, diversified, and integrated tourism product through the exchange of information and in the joint marketing decision-making process.

Fourthly, cooperation with local stakeholders (investors, hoteliers, travel agencies, associations, civil society) is necessary to standardize the products, as well as, to a lesser extent, standardize services. Consequently, they permit common vision-building, and co-responsibility.

Fifthly, strategic planning (SWOT analysis, clear objectives, measurable performance indicators, evaluation mechanisms) is necessary for regional promotion and sustainability. Nonetheless, it has limited effects unless it is supported with sufficient budgets, digital resources and an actual assessment culture.

Last, theoretical frameworks affirm that the permanent institutional arrangements (coordination units, joint committees, inter-wilaya agreements) that have independent resources are invaluable to the sustainable territorial coordination.

I.2. Empirical Results (Derived from the Saïda and Tiaret Case Studies)

First, the SWOT analysis showed that Tiaret has the relative advantage of a strategic planning (approved master plan, eight explicit coordination programmes, six-monthly committees, an inter-wilaya agreement with Tizi Ouzou), whereas Saïda suffers due to

administrative instability (three directors between 2020 and 2025) and the lack of a ratified master plan. However, the same structural constraints exist in both directorates: low coordination budgets since 2020, extremely low hotel occupancy (under 13% in both cases), no common digital platform of real-time coordination, and a low evaluation culture based on procedural monitoring but not impact assessment.

Second, four common coordination failures were found: no dedicated human and financial resources; no shared information systems; no involvement of local stakeholders in the coordination decisions; and no strategic planning with no performance indicators and with no evaluation mechanisms.

Third, four patterns of cross-case patterns were identified: asymmetric planning capacity and asymmetric outcomes; frozen budgets as the main binding constraint; divergent but unactivated strategic opportunities; and evaluation blindness.

Fourth, all the four hypotheses were accepted at 0.05. In particular, the most significant impact was that of partnerships on product standardization ($R^2 = 0.670$, B = 0.995). Then, the second most significant one was human and financial resources on the effectiveness of coordination ($R^2 = 0.482$). In addition, there were moderate impacts of information systems on product standardization ($R^2 = 0.421$) and diversification ($R^2 = 0.398$). Besides this, promotion ($R^2 = 0.257$) and sustainability ($R^2 = 0.210$) were moderately influenced by strategic planning. Lastly, the partnerships did not have a strong impact on service quality ($R^2 = 0.164$).

Finally, a very strong overall correlation ($r = 0.873$) was also observed between the effectiveness of the coordination functions of the directorates and the quality of the territorial tourism product.

II. Added Value of the Thesis

Firstly, it is notable that this thesis makes some unique contributions to the cognition of the territorial tourism coordination in Algeria, in particular, the inland wilayas that have not been given much attention in the earlier studies.

First, as to empirical novelty: Research on the topic of tourism coordination in Algeria has been carried out almost exclusively at the level of coastal wilayas (Bejaia, Jijel, Algiers, Oran) or on a large-scale national scale such as SDAT 2030. Contrarily, our thesis is the first to offer a systematic, mixed-methods comparative inquiry about two inland wilayas (Saïda and Tiaret) which share complementary tourism assets as the thermal

wellness and the archaeological heritage. Yet they can be considered to be victims of extreme structural constraints (low budgets, hotel occupancy below 13%, administrative instability). As a result, it bridges a huge geographical and institutional gap in the literature.

Second, in terms of methodological contribution: The study created and validated an empirical framework of analytical tools that can be used to integrate four dimensions (human/financial resources, information systems, partnerships, strategic planning) into a single empirical framework tested using SPSS with Pearson correlation, simple linear regression, R2 and ANOVA. Moreover, the large reliability coefficients (Cronbachs Alpha of 0.975 of the independent variable axis and 0.942 of the dependent variable axis) show that the questionnaire instrument is sound and can be replicated in other Algerian wilayas or other settings.

Third, concerning quantitative support of the already assumed relationships: Although the literature has long debated that resources, digital tools, partnerships and planning, have a role to play in terms of coordination, this thesis provides specific, context-specific effect sizes. In particular, partnerships explain 67% of product standardization (R 2 = 0.670), human and financial resource explain 64.4% of the effectiveness of coordination (R 2 = 0.644), information systems explain 42.1% of standardization and 39.8% of diversification, and strategic planning explains 25.7% of the promotion but only 21% of the sustainability. Therefore, the given percentages are not present in the Algerian tourism literature.

Fourth, on determining the frozen budget as the key binding constraint: The comparative analysis reported that although Tiaret has better planning instruments (approved master plan, eight coordination programmes, an inter-wilaya agreement with Tizi Ouzou), it does not perform better than Saïda in terms of coordination performance. This is caused by the common absolute constraint; frozen budgets since 2020. Hence, this finding undermines the assumption that the sole sufficient policy is a formal planning and redirects policy focus on budget unfreezing as a precondition to any reform.

Fifth, on actionable patterns on policy: The four cross-case patterns (asymmetric planning capacity, frozen budgets, unactivated opportunities, evaluation blindness) can serve as a diagnostic tool that can be used by other inland wilayas to determine their own level of coordination. Furthermore, the patterns that underlie these recommendations are not generic patterns, but patterns in relation to specific evidence (e.g., the Hammam Rebbi opportunity

of Saïda, the extension of the Tizi Ouzou agreement of Tiaret to Saïda, the need to have a common digital platform, and the shift in procedural monitoring to impact evaluation).

Sixth, in terms of theoretical refinement: The thesis affirms the models of Resource-Based View (RBV) and destination competitiveness in the Algerian context. However, it is also somewhat nuanced: when budgets are frozen over five years in a row, tangible resources (budget, staff) are more decisive at once, as compared to intangible resources (planning documents). This therefore implies that in highly resource constrained environments the hierarchies of factors are different than in well resource environments.

III. Recommendations

Based on the empirical and theoretical findings, the following recommendations are made to resolve the particular problems that the Tourism Directorates of Saïda and Tiaret face. In addition, the recommendations can also be possibly extended to other inland directorates in Algeria.

III.1. Unfreeze the Coordination Budget and Distribute Dedicated Human Resources

It is necessary to immediately unfreeze the coordination budget immediately and create an independent annual budget line of coordination activities (studies, stakeholder workshops, training, digital infrastructure, field visits). Moreover, the wilaya executive in consultation with the Ministry of Tourism should set a mandatory minimum allocation.

Establish a special post of Territorial Coordination Officer in each directorate, who has financial and organizational powers. Therefore, such an officer must be guarded against high employee turnover and be provided with specific performance goals.

Resolve the chronic understaffing in Saïda by filling vacant posts especially in the Office for Tourism Development Support and Statistics. Equally, in the case of Tiaret, retain the current number of inspectors but train them with specific skills on coordination and impact assessment.

III.2. Have a Common Real-Time Digital Coordination Platform

Create a shared digital environment (web-based dashboard) to be accessible to both directorates and to individual stakeholders (hotels, travel agencies, tour guides, associations). In particular, the site should contain real-time information on tourist flows, hotel occupancy, handicraft registration, events and investment projects.

Fund this platform either with national e-governance projects (e.g., Ministry of Digitalization) or with a public-private partnership with a local technological provider. Also, make sure that all users will be trained.

Until a full platform can be viable, begin with a shared WhatsApp group or simple cloud-based spreadsheet, which is updated and shared weekly by the statistics offices of both directorates and with clear protocols on how to update and share information.

III.3. Engage Organized Collaborations and Partnerships with Local Stakeholders

The Saïda- Tiaret axis needs to have a "Regional Tourism Coordination Committee" that will bring together the two Tourism Directorates, hotel associations, travel agencies, handicraft cooperatives, civil society (associations), municipal tourism offices and other relevant sections (Culture, Environment, Transport, Commerce). Consequently, the committee ought to convene at least two times in a quarter with the right to make binding decisions.

Use the committee to establish common standards of quality (signage, service protocols, pricing guidelines), and the most important thing is to implement these standards in reality and adhere to them. In addition, developing joint tourism circuits (e.g., a circuit combining Saïda with its thermal baths and Tiaret with its archaeological sites).

To complement partner meetings with systematic training programs to hotel and restaurant staff, mystery guest evaluations, and customer satisfaction surveys, satisfies service quality (weakest effect). So, the partnerships are not sufficient, it is necessary to implement the partnerships by the working supervision.

III.4. Adopt Strategic Planning that has Performance Indicators and Evaluation Culture

Every directorate should come up with an annual strategic plan that will include: a SWOT analysis that is updated after every two years, three or five strategic objectives that are measurable, key performance indicators (KPIs), and a budget on evaluation activities.

Instead of the existing focus on procedural monitoring, an impact evaluation culture. In particular, train inspectors and heads of departments in the evaluation methodology. Moreover, issue an annual report on coordination performance that can be accessed by the public and the wilaya assembly.

In the case of Saïda, the first priority should be to establish a ratified master plan as a matter of urgency. In the case of Tiaret, the full implementation of the eight coordination

programmes of the existing master plan, particularly the one that deals with the public-private partnership and tourism expansion zones.

III.5. Take Advantage of Strageic Opportunities that are not yet activated

In the case of Saïda, the project to be implemented is a public-private partnership project to convert Hammam Rebbi into a regional well-being destination. Namely, start with small infrastructure upgrades and a marketing effort aimed at domestic wellness tourists.

In the case of Tiaret, the current inter-wilaya agreement (No. 8/2025) with Tizi Ouzou should be extended to cover Saïda. As a result, come up with a shared seasonal circuit to minimize seasonality and maximize occupancy.

Together, seek national funding through the SDAT 2030 model in order to implement the proposed Tourism Expansion Zones. Moreover, dispose the ten pending concession contracts in Tiaret by administrative simplification.

III.6. Address Cross-Cutting Structural Weaknesses

Regarding the poor evaluation culture, require that all coordination activities entail a pre- and post-evaluation that includes quantifiable indicators. In addition, communicate share results to all stakeholders.

About the shortage of local training institutes, lobby the Ministry of Vocational Training to designate a tourism training center in the area of Saïda-Tiaret. Until then, arrange collective training with the already existing institutes in Tizi Ouzou or Algiers.

Concerning headquarters and working conditions, change the directorate of Tiaret to a more convenient and efficient building. In the case of Saïda, make sure that the current headquarters is given light maintenance.

On political will, submit the results of this study to wilaya executives and Ministry of Tourism. Therefore, request both wilayas to sign an agreement to adopt these recommendations in a 12 months period.

IV. Future Research Perspectives

Based on the constraints identified in this study, the following trajectories are recommended for future research:

Firstly, it is imperative to integrate mediating or moderating variables into the coordination model, encompassing elements such as organizational culture, digital maturity, levels of trust among stakeholders, or administrative stability.

Secondly, it would be beneficial to broaden the scope of the study to encompass additional wilayas (coastal, Saharan, or high-plateau regions) in order to ascertain whether the same four dimensions exert varying effects contingent upon geographic and economic contexts.

Thirdly, it is advisable to undertake longitudinal research (repeated measurements over time) to monitor the ramifications of implementing the recommendations. In doing so, this would more robustly establish the causal direction.

Fourthly, it is essential to enhance the examination of information systems by investigating technical, human, and organizational barriers that are particular to the Algerian public sector.

Finally, it is critical to correlate coordination effectiveness with overarching strategic performance indicators such as tourist expenditure per capita, job creation, return visitor rates, and environmental carrying capacity.

In closing, if this dissertation achieves any degree of success, it is exclusively through the benevolent enablement of Allah. Should it falter due to errors, such shortcomings are attributable to our own dispositions and the influences of Shaytan. We implore Allah to accept our efforts and commitment, to pardon all our transgressions and inadequacies, and to Him belongs all commendation until it finds its ultimate expression in gratitude for His perfecting blessings bestowed upon us.

O Allah, augment our acquisition of beneficial knowledge, rendering it a conduit for our advancement, enhance our discernment, bless our initiatives with successful outcomes, and perfect our actions in Your divine perspective.

We seek from You, O Granter of wisdom upon the uninformed, to dedicate this endeavor entirely to Your exalted favor, for the benefit of Your servants, and under Your forgiving grace. Safeguard it from arrogance, transforming it into a pathway towards You.

May the prayers, peace, and blessings of Allah be conferred upon our master Muhammad, the trustworthy prophet, his kin, companions, and all virtuous successors until the Day of Judgment.

General conclusion

رَبِّ زِدْنِي عِلْمًا

"My Lord, increase me in knowledge." (Qur'an 20 :114)

رَبَّنَا آتِنَا فِي الدُّنْيَا حَسَنَةً وَفِي الْآخِرَةِ حَسَنَةً وَقِنَا عَذَابَ النَّارِ

"Our Lord, give us in this world [that which is] good and in the Hereafter [that which is] good and protect us from the punishment of the Fire." (Qur'an 2:201)

فَاذْكُرُونِي أَذْكُرْكُمْ وَاشْكُرُوا لِي وَلَا تَكْفُرُونِ

"So, remember Me; I will remember you. And be grateful to Me and do not deny Me."(Qur'an 2 :152)

رَبَّنَا اغْفِرْ لَنَا وَلِإِخْوَانِنَا الَّذِينَ سَبَقُونَا بِالْإِيمَانِ وَلَا تَجْعَلْ فِي قُلُوبِنَا غِلًّا لِلَّذِينَ آمَنُوا رَبَّنَا إِنَّكَ رَءُوفٌ رَحِيمٌ

"Our Lord, forgive us and our brothers who preceded us in faith, and put not in our hearts [any] resentment toward those who have believed. Our Lord, indeed You are Kind and Merciful." (Qur'an 59 :10)

سُبْحَانَكَ اللَّهُمَّ وَبِحَمْدِكَ، أَشْهَدُ أَنْ لَا إِلَهَ إِلَّا أَنْتَ، أَسْتَغْفِرُكَ وَأَتُوبُ إِلَيْكَ

"Glory to You, O Allah, and with Your praise. I bear witness that there is no deity but You. I seek Your forgiveness and repent to You."

الْحَمْدُ لِلَّهِ رَبِّ الْعَالَمِينَ

"All praise is for Allah, Lord of the worlds

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Appendices

Appendices

Appendix 1: Study Questionnaire (English_Arabic)

People's Democratic Republic of Algeria

Ministry of Higher Education and Scientific Research

Higher School of Management_Tlemcen_

استبيان مذكرة الماستر في تخصص إدارة المنشآت السياحية

Master's Thesis Questionnaire in Tourism Establishments Management Specialization

The Role of Tourism Directorates in Coordinating the Territorial Tourism Offer

Case Studies of Saïda and Tiaret

دور مديريات السياحة في تنسيق العرض السياحي الإقليمي

دراسة حالات سعيدة وتيارت

Prepared by the students:

BENSEDDIK Imene

AMEUR Bouchra

Under the supervision of:

Dr. BESSAID Oussama nabil

Academic year 2025/2026

Study Questionnaire / استبيان الدراسة

The Role of Tourism Directorates in Coordinating the Territorial Tourism Offer

- As part of the preparation of a Master's thesis in Tourism Management, we present to you this questionnaire which aims to examine the role of Tourism Directorates in coordinating the territorial tourism offer, by analyzing organizational, managerial, partnership, and strategic planning aspects.
- It is addressed to the key stakeholders in the coordination of the territorial tourism offer, namely Tourism Directorates ,relevant public authorities (Culture, Environment, Transport, Municipality, Wilaya, Regional Council, ...), in addition to private tourism establishments (travel agencies, hotels, tourist restaurants, tourist transport, tour operators, tourist guides, ...).
- The information provided will be used for academic purposes only, with full respect for confidentiality and anonymity.
- Please select the option that best reflects your level of agreement. Thank you for your cooperation.

دور مديريات السياحة في تنسيق العرض السياحي الإقليمي

- كجزء من إعداد مذكرة الماستر في التسيير السياحي، نقدم لكم هذا الاستبيان الذي يهدف إلى دراسة دور مديريات السياحة في تنسيق العرض السياحي الإقليمي، من خلال تحليل الجوانب التنظيمية، الإدارية، الشراكة، والتخطيط الاستراتيجي.
- وهو موجَّه إلى الفاعلين الأساسيين في تنسيق العرض السياحي الإقليمي، ممثلين في مديريات السياحة، الهيئات العمومية المعنية (ثقافة، بيئة، نقل، بلدية، ولاية، مجلس إقليمي، ...)، بالإضافة إلى المؤسسات السياحية الخاصة (وكالات أسفار، مؤسسات فندقية، مطاعم سياحية، ناقل سياحي، منظم رحلات، دليل سياحي، ...).
- المعلومات المقدمة ستُستخدم للأغراض الأكاديمية فقط، مع الاحترام الكامل للسرية وعدم الكشف عن الهوية.
- يرجى اختيار الخيار الذي يعكس بشكل أفضل درجة موافقتكم. شكراً لتعاونكم.

Demographic and Professional Data / البيانات الديموغرافية والمهنية

Item / العنصر	Options / الخيارات
Territory / Wilaya (الولاية / الإقليم)	.....
Institution / Organization (المؤسسة / المنظمة)	Tourism Directorate – مديرية السياحة □ Travel Agency – وكالة أسفار □ Hotel – فندق □ Association – جمعية □ Restaurant – مطعم □ Tour Operator – منظم رحلات □ Other (please specify) – أخرى (يرجى التحديد) .....
Position / Function (/ المنصب الوظيفة)	Directorate of Tourism Staff – موظف بمديرية السياحة □ Travel Agent – وكيل أسفار □ Hotel Staff – موظف فندق □ Association Member – عضو جمعية □ Restaurant Staff – موظف مطعم □ Tour Operator – منظم رحلات □ Other (please specify) – أخرى (يرجى التحديد) .....

Appendices

Level of Education (المستوى التعليمي)	Bachelor's Degree – بكالوريوس / ليسانس □ Master's Degree – ماجستير □ PhD – دكتوراه □ Other (please specify) – أخرى (يرجى التحديد) .....
Years of Experience in the Tourism Sector (سنوات الخبرة في قطاع السياحة)	Less than 5 years – أقل من 5 سنوات □ 5–10 years – 5 إلى 10 سنوات □ 10–15 years – 10 إلى 15 سنة □ 15–20 years – 15 إلى 20 سنة □ More than 20 years – أكثر من 20 سنة □

Evaluation Scale / مقياس التقييم

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

- Please mark (✓) in the appropriate box to express your opinion. / يرجى وضع علامة (✓) في المربع المناسب للتعبير عن رأيك.

Axis I: The role of tourism directorates (coordination mechanisms)

المحور الأول: دور مديريات السياحة (آليات التنسيق)

No.	Statement / العبارة	1	2	3	4	5
	Human and Financial Resources / الموارد البشرية والمالية					
1	From your perspective, the Tourism Directorate has sufficient human resources to support coordination. / من وجهة نظركم، تتوفر مديرية السياحة على موارد بشرية كافية لدعم التنسيق.					
2	From your perspective, the Tourism Directorate has an adequate budget to implement tourism coordination programs. / من وجهة نظركم، تمتلك مديرية السياحة ميزانية كافية تمكنها من تنفيذ برامج تنسيق العرض السياحي.					
3	From your perspective, training sessions are organized for Tourism Directorate staff in the field of tourism coordination. / من وجهة نظركم، يتم تنظيم دورات تكوينية لموظفي مديرية السياحة في مجال تنسيق العرض السياحي.					
	Information Systems / نظم المعلومات					
4	From your perspective, the Tourism Directorate provides a comprehensive database on tourism resources and facilities in the territory. / من وجهة نظركم، توفر مديرية السياحة قاعدة بيانات شاملة عن الموارد والتجهيزات السياحية في الإقليم.					

5	From your perspective, the Tourism Directorate provides accurate and updated tourism information. / من وجهة نظركم، توفر مديرية السياحة معلومات سياحية دقيقة ومحدثة.					
6	From your perspective, the Tourism Directorate relies on digital tools to facilitate coordination with other stakeholders. / من وجهة نظركم، تعتمد مديرية السياحة على أدوات رقمية لتسهيل التنسيق مع الفاعلين الآخرين.					
	Governance / الحوكمة					
7	From your perspective, The Tourism Directorate publishes periodic reports on territorial coordination activities. / من وجهة نظركم، تقوم مديرية السياحة بنشر تقارير دورية حول أنشطة التنسيق الإقليمي.					
8	From your perspective, Clear accountability mechanisms exist within the Directorate regarding coordination decisions. / من وجهة نظركم، توجد آليات مساءلة واضحة داخل مديرية السياحة فيما يخص قرارات التنسيق.					
9	Local stakeholders (public and private) are involved in coordination decisions made by the Tourism Directorate. / يتم إشراك الفاعلين المحليين (عموميين وخاصين) في قرارات التنسيق التي تتخذها مديرية السياحة.					
10	From your perspective, the decision-making process in the Tourism Directorate is flexible and responsive to changes. / من وجهة نظركم، عملية اتخاذ القرار في مديرية السياحة مرنة وسريعة الاستجابة للمتغيرات.					
11	From your perspective, Effective control mechanisms exist within the Tourism Directorate to monitor the implementation of coordination programs. / من وجهة نظركم، توجد آليات رقابية فعالة داخل مديرية السياحة لمتابعة تنفيذ برامج التنسيق.					
12	From your perspective, the performance of the Tourism Directorate in coordination is periodically evaluated according to defined indicators. / من وجهة نظركم، يتم تقييم أداء مديرية السياحة في التنسيق بشكل دوري وفق مؤشرات محددة.					
	Management /الإدارة					
13	From your perspective, The Tourism Directorate uses modern management methods in organizing territorial tourism work. / من وجهة نظركم، تستخدم مديرية السياحة أساليب إدارية حديثة في تنظيم العمل السياحي الإقليمي.					

14	From your perspective, The Directorate sets specific timelines for tourism activities and programs. / من وجهة نظركم، تضع مديرية السياحة جداول زمنية محددة للأنشطة والبرامج السياحية.					
15	From your perspective, The Directorate regularly follows up on the implementation of agreements concluded with partners (public and private). / من وجهة نظركم، تقوم مديرية السياحة بمتابعة تنفيذ الاتفاقيات المبرمة مع الشركاء (عموميين وخاصين) بشكل منتظم.					
16	From your perspective, The Directorate effectively resolves difficulties encountered in implementing coordination programs. / من وجهة نظركم، تقوم مديرية السياحة بحل الصعوبات التي تواجه تنفيذ برامج التنسيق بشكل فعال.					
17	From your perspective, Tourism Directorate staff possess the necessary skills to manage territorial coordination. / من وجهة نظركم، يتمتع موظفو مديرية السياحة بالمهارات اللازمة لتسيير التنسيق الإقليمي.					
18	Administrative procedures within the Tourism Directorate are simple and clear from the stakeholders' perspective. / الإجراءات الإدارية داخل مديرية السياحة بسيطة وواضحة من وجهة نظر الفاعلين.					
	Partnerships / الشراكات					
19	The Tourism Directorate establishes clear partnerships with travel agencies to develop the territorial tourism offer. / تبرم مديرية السياحة شراكات واضحة مع وكالات الأسفار لتطوير العرض السياحي الإقليمي.					
20	The Tourism Directorate cooperates with hotel establishments to standardize service standards. / تتعاون مديرية السياحة مع المؤسسات الفندقية لتوحيد معايير الخدمة.					
21	The Tourism Directorate encourages private investment in tourism projects in the territory. / تشجع مديرية السياحة الاستثمار الخاص في المشاريع السياحية بالإقليم.					
22	Continuous coordination exists between the Tourism Directorate and relevant public authorities (Culture, Environment, Transport, Municipalities). / يوجد تنسيق مستمر بين مديرية السياحة والهيئات العمومية المعنية (ثقافة، بيئة، نقل، بلديات).					
23	The Tourism Directorate cooperates with private tourism establishments in organizing tourist events. / تتعاون مديرية السياحة مع المؤسسات السياحية الخاصة في تنظيم التظاهرات السياحية.					
24	The Tourism Directorate coordinates efforts between various public institutions related to tourism. / تنسق مديرية السياحة الجهود بين مختلف المؤسسات العمومية ذات العلاقة بالسياحة.					

25	The Tourism Directorate cooperates with tour operators and tourist transporters to develop tourist circuits. / تتعاون مديرية السياحة مع منظمي الرحلات والناقلين السياحيين لتطوير المسارات السياحية.					
26	The Tourism Directorate supports local initiatives in coordination with private tourism establishments. / تدعم مديرية السياحة المبادرات المحلية بالتنسيق مع المؤسسات السياحية الخاصة.					
	Strategic Planning / التخطيط الاستراتيجي					
27	From your perspective, The Tourism Directorate conducts a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the territorial tourism offer. / من وجهة نظركم، تقوم مديرية السياحة بتحليل نقاط القوة والضعف والفرص والتهديدات للعرض السياحي الإقليمي.					
28	From your perspective, The Tourism Directorate studies tourist needs and expectations before developing programs. / من وجهة نظركم، تقوم مديرية السياحة بدراسة احتياجات وتوقعات السائحين قبل وضع البرامج.					
29	From your perspective, The Tourism Directorate sets clear strategic objectives for developing the territorial tourism offer. / من وجهة نظركم، تحدد مديرية السياحة أهدافاً استراتيجية واضحة لتطوير العرض السياحي الإقليمي.					
30	From your perspective, The Directorate defines measurable performance indicators to monitor strategic objectives. / من وجهة نظركم، تضع مديرية السياحة مؤشرات أداء قابلة للقياس لمتابعة الأهداف الاستراتيجية.					
31	From your perspective, The Directorate develops annual action plans to achieve strategic objectives. / من وجهة نظركم، تعد مديرية السياحة خطط عمل سنوية لتحقيق الأهداف الاستراتيجية.					
32	From your perspective, The Directorate allocates necessary resources to implement strategic plans. / من وجهة نظركم، تخصص مديرية السياحة الموارد اللازمة لتنفيذ الخطط الاستراتيجية.					
33	From your perspective, The Directorate periodically evaluates the achievement of strategic objectives. / من وجهة نظركم، تقوم مديرية السياحة بتقييم تحقيق الأهداف الاستراتيجية بشكل دوري.					
34	From your perspective, The Directorate adjusts plans according to evaluation results and emerging changes. / من وجهة نظركم، تقوم مديرية السياحة بتعديل الخطط وفق نتائج التقييم والمتغيرات المستجدة.					

Axis II: Coordination of the Territorial Tourism Offer/

المحور الثاني: تنسيق العرض السياحي الإقليمي

No.	Statement / العبارة	1	2	3	4	5
	Product Standardization / توحيد المنتج السياحي					
35	Thanks to the coordination of the Tourism Directorate, tourist circuits in the territory are unified under a common identity. / بفضل تنسيق مديرية السياحة، المسارات السياحية في الإقليم موحدة تحت هوية مشتركة.					
36	Thanks to the coordination of the Tourism Directorate, integrated tourist packages (accommodation, transport, visits) have been developed. / بفضل تنسيق مديرية السياحة، تم تطوير باقات سياحية متكاملة (إقامة، نقل، زيارات).					
37	Event and festival dates are coordinated by the Tourism Directorate to avoid date conflicts. / يتم تنسيق مواعيد التظاهرات والمهرجانات من طرف مديرية السياحة لتجنب تضارب التواريخ.					
	Service Quality / جودة الخدمات					
38	The Tourism Directorate contributes to setting uniform quality standards in tourism establishments in the territory. / تساهم مديرية السياحة في وضع معايير جودة موحدة في المؤسسات السياحية بالإقليم.					
39	The Tourism Directorate periodically evaluates the quality of tourism services. / تقوم مديرية السياحة بتقييم جودة الخدمات السياحية بشكل دوري.					
40	The Tourism Directorate contributes to improving service quality through training and support programs. / تساهم مديرية السياحة في تحسين جودة الخدمات من خلال برامج التكوين والدعم.					
	Diversification and Integration / التنوع والتكامل					
41	Thanks to the coordination of the Tourism Directorate, the tourism offer in the territory has been diversified (cultural, ecological, religious, health, etc.). / بفضل تنسيق مديرية السياحة، تم تنويع العرض السياحي في الإقليم (ثقافي، بيئي، ديني، صحي).					
42	Thanks to the coordination of the Tourism Directorate, integration between different types of tourism in the territory has been achieved. / بفضل تنسيق مديرية السياحة، تم تحقيق تكامل بين مختلف أنواع السياحة في الإقليم.					

43	Thanks to the coordination of the Tourism Directorate, tourist sites have been connected with an appropriate transport network. / بفضل تنسيق مديرية السياحة، تم ربط المواقع السياحية بشبكة نقل مناسبة.					
	Promotion and Marketing / الترويج والتسويق					
44	The Tourism Directorate has developed a unified marketing strategy to promote the territorial tourism offer. / أعدت مديرية السياحة استراتيجية تسويقية موحدة للترويج للعرض السياحي الإقليمي.					
45	The Tourism Directorate uses social media and digital platforms to promote the territory. / تستخدم مديرية السياحة وسائل التواصل الاجتماعي والمنصات الرقمية للترويج للإقليم.					
46	The Tourism Directorate organizes exhibitions and events to promote the tourism offer (locally and internationally). / تنظم مديرية السياحة معارض وتظاهرات للترويج للعرض السياحي (محلياً ودولياً).					
	Sustainability / الاستدامة					
47	The Tourism Directorate takes into account the environmental dimension and sustainability in developing the tourism offer. / تراعي مديرية السياحة البعد البيئي والاستدامة في تطوير العرض السياحي.					
48	The Tourism Directorate involves local communities in developing and implementing tourism programs. / تشرك مديرية السياحة المجتمعات المحلية في تطوير وتنفيذ البرامج السياحية.					
49	The Tourism Directorate contributes to preserving the cultural and natural heritage of the territory. / تساهم مديرية السياحة في الحفاظ على التراث الثقافي والطبيعي للإقليم.					

Appendix 2: SPSS (Version 26) Outputs

Territory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saida	50	50.0	50.0	50.0
	Tiaret	50	50.0	50.0	100.0
	Total	100	100.0	100.0	

Function

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism Directorate's staff	37	37.0	37.0	37.0
	Travel Agent	17	17.0	17.0	54.0
	Hotel Staff	12	12.0	12.0	66.0
	Association Member	6	6.0	6.0	72.0
	Restaurant Staff	4	4.0	4.0	76.0
	Tour Operator	4	4.0	4.0	80.0
	other	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	42	42.0	42.0	42.0
	Master's Degree	42	42.0	42.0	84.0
	PhD	2	2.0	2.0	86.0
	Other	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

Institution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism Directorate	37	37.0	37.0	37.0
	Travel Agency	17	17.0	17.0	54.0
	Hotel	12	12.0	12.0	66.0
	Association	6	6.0	6.0	72.0
	Restaurant	4	4.0	4.0	76.0
	Tour Operator	4	4.0	4.0	80.0
	other	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5 Years	21	21.0	21.0	21.0
	5-10 Years	40	40.0	40.0	61.0
	10-15 Years	25	25.0	25.0	86.0
	15-20 Years	9	9.0	9.0	95.0
	>20 Years	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Scale: Cronbach's Alpha for the dimensions of the first axis

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.964	34

Scale: Reliability of Full Questionnaire

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.975	49

Scale: Cronbach's Alpha for the dimensions of the second axis

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.942	15

Correlations

		Coordination_Total	TourismOffer_Total
Coordination_Total	Pearson Correlation	1	.873**
	Sig. (2-tailed)		.000
	N	100	100
TourismOffer_Total	Pearson Correlation	.873**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Appendices

Scale: Cronbach's Alpha for HR

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.773	3

Scale: Cronbach's Alpha for IS

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.874	3

Scale: Cronbach's Alpha for G

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.894	6

Scale: Cronbach's Alpha for M

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.876	6

Scale: Cronbach's Alpha for P

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.932	8

Scale: Cronbach's Alpha for SP

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.919	8

Scale: Cronbach's Alpha for PS

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.922	3

Scale: Cronbach's Alpha for SQ

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.806	3

Scale: Cronbach's Alpha for DI

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.837	3

Scale: Cronbach's Alpha for PM

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.870	3

Scale: Cronbach's Alpha for STY

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.948	3

Appendices

Statistics

		The Tourism Directorate has developed a unified marketing strategy to promote the territorial tourism offer.	The Tourism Directorate uses social media and digital platforms to promote the territory.	The Tourism Directorate organizes exhibitions and events to promote the tourism offer (locally and internationally).
N	Valid	100	100	100
	Missing	0	0	0
Mean		2.82	3.14	3.12
Std. Deviation		1.067	1.271	1.225
Minimum		1	1	1
Maximum		5	5	5

Statistics

		The Tourism Directorate takes into account the environmental dimension and sustainability in developing the tourism offer.	The Tourism Directorate involves local communities in developing and implementing tourism programs.	The Tourism Directorate contributes to preserving the cultural and natural heritage of the territory.
N	Valid	100	100	100
	Missing	0	0	0
Mean		3.28	3.24	3.37
Std. Deviation		.954	.933	1.002
Minimum		1	2	2
Maximum		5	5	5

Statistics

		The Tourism Directorate establishes clear partnerships with travel agencies to develop the territorial tourism offer.	The Tourism Directorate cooperates with hotel establishments to standardize service standards.	The Tourism Directorate encourages private investment in tourism projects in the territory.	Continuous coordination exists between the Tourism Directorate and relevant public authorities (Culture, Environment, Transport, Municipalities).	The Tourism Directorate cooperates with private tourism establishments in organizing tourist events.	The Tourism Directorate coordinates efforts between various public institutions related to tourism.	The Tourism Directorate cooperates with tour operators and tourist transporters to develop tourist circuits.	The Tourism Directorate supports local initiatives in coordination with private tourism establishments.
N	Valid	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0
Mean		3.23	3.16	3.27	2.84	2.92	2.78	2.81	3.28
Std. Deviation		.863	.950	.920	1.229	1.143	1.177	1.098	.975
Minimum		1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5

Statistics

		From your perspective, The Tourism Directorate conducts a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the territorial tourism offer.	From your perspective, The Tourism Directorate studies tourist needs and expectations before developing programs.	From your perspective, The Tourism Directorate sets clear strategic objectives for developing the territorial tourism offer.	From your perspective, The Directorate defines measurable performance indicators to monitor strategic objectives.	From your perspective, The Directorate develops annual action plans to achieve strategic objectives.	From your perspective, The Directorate allocates necessary resources to implement strategic plans.	From your perspective, The Directorate periodically evaluates the achievement of strategic objectives.	From your perspective, The Directorate adjusts plans according to evaluation results and emerging changes.
N	Valid	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0
Mean		2.38	2.50	2.45	2.29	2.56	2.30	2.57	2.47
Std. Deviation		.919	1.000	.903	.743	.891	.785	.868	.881
Minimum		1	1	1	1	1	1	1	1
Maximum		5	5	5	4	5	5	5	5

Statistics

		From your perspective, The Tourism Directorate publishes periodic reports on territorial coordination activities.	From your perspective, Clear accountability mechanisms exist within the Directorate regarding coordination decisions.	Local stakeholders (public and private) are involved in coordination decisions made by the Tourism Directorate.	From your perspective, the decision-making process in the Tourism Directorate is flexible and responsive to changes.	From your perspective, Effective control mechanisms exist within the Tourism Directorate to monitor the implementation of coordination programs.	From your perspective, the performance of the Tourism Directorate in coordination is periodically evaluated according to defined indicators.
N	Valid	100	100	100	100	100	100
	Missing	0	0	0	0	0	0
Mean		2.65	2.60	3.06	2.69	2.70	2.96
Std. Deviation		1.019	.899	.862	1.051	.990	.963
Minimum		1	1	1	1	1	1
Maximum		5	5	5	5	5	5

Statistics

		Thanks to the coordination of the Tourism Directorate, tourist circuits in the territory are unified under a common identity.	Thanks to the coordination of the Tourism Directorate, integrated tourist packages (accommodation, transport, visits) have been developed.	Event and festival dates are coordinated by the Tourism Directorate to avoid date conflicts.
N	Valid	100	100	100
	Missing	0	0	0
Mean		2.89	2.88	2.99
Std. Deviation		1.100	1.094	1.193
Minimum		1	1	1
Maximum		5	5	5

Statistics

		From your perspective, the Tourism Directorate has sufficient human resources to support coordination.	From your perspective, the Tourism Directorate has an adequate budget to implement tourism coordination programs.	From your perspective, training sessions are organized for Tourism Directorate staff in the field of tourism coordination.
N	Valid	100	100	100
	Missing	0	0	0
Mean		2.79	2.10	2.57
Std. Deviation		.988	1.030	.987
Minimum		1	1	1
Maximum		5	5	5

Statistics

		From your perspective, the Tourism Directorate provides a comprehensive database on tourism resources and facilities in the territory.	From your perspective, the Tourism Directorate provides accurate and updated tourism information.	From your perspective, the Tourism Directorate relies on digital tools to facilitate coordination with other stakeholders.
N	Valid	100	100	100
	Missing	0	0	0
Mean		2.53	2.75	2.42
Std. Deviation		1.010	.978	1.288
Minimum		1	1	1
Maximum		5	5	5

Statistics

		The Tourism Directorate contributes to setting uniform quality standards in tourism establishments in the territory.	The Tourism Directorate periodically evaluates the quality of tourism services.	The Tourism Directorate contributes to improving service quality through training and support programs.
N	Valid	100	100	100
	Missing	0	0	0
Mean		2.86	2.86	2.61
Std. Deviation		.711	.804	.875
Minimum		1	1	1
Maximum		4	5	5

Appendices

Statistics

		Thanks to the coordination of the Tourism Directorate, the tourism offer in the territory has been diversified (cultural, ecological, religious, health, etc.).	Thanks to the coordination of the Tourism Directorate, integration between different types of tourism in the territory has been achieved.	Thanks to the coordination of the Tourism Directorate, tourist sites have been connected with an appropriate transport network.
N	Valid	100	100	100
	Missing	0	0	0
Mean		3.22	2.85	2.49
Std. Deviation		.905	1.009	.948
Minimum		1	1	1
Maximum		5	5	5

Statistics

		From your perspective, The Tourism Directorate uses modern management methods in organizing territorial tourism work.	From your perspective, The Directorate sets specific timelines for tourism activities and programs.	From your perspective, The Directorate regularly follows up on the implementation of agreements concluded with partners (public and private).	From your perspective, The Directorate effectively resolves difficulties encountered in implementing coordination programs.	From your perspective, Tourism Directorate staff possess the necessary skills to manage territorial coordination.	Administrative procedures within the Tourism Directorate are simple and clear from the stakeholders' perspective.
N	Valid	100	100	100	100	100	100
	Missing	0	0	0	0	0	0
Mean		2.63	2.96	2.73	2.71	2.86	3.00
Std. Deviation		.939	1.063	1.100	.977	.817	.841
Minimum		1	1	1	1	1	1
Maximum		5	5	5	5	5	5

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Coordination_Total[b]	.	Enter

a. Dependent Variable: TourismOffer_Total

b. All requested variables entered.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_HR[b]	.	Enter

a. Dependent Variable: TourismOffer_Total

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.762	.759	.37085

a. Predictors: (Constant), Coordination_Total

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694[a]	.482	.476	.54714

a. Predictors: (Constant), Avg_HR

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.107	1	43.107	313.447	.000[b]
	Residual	13.478	98	.138		
	Total	56.585	99			

a. Dependent Variable: TourismOffer_Total

b. Predictors: (Constant), Coordination_Total

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.247	1	27.247	91.017	.000[b]
	Residual	29.338	98	.299		
	Total	56.585	99			

a. Dependent Variable: TourismOffer_Total

b. Predictors: (Constant), Avg_HR

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.358	.152		2.350	.021
	Coordination_Total	.974	.055	.873	17.704	.000

a. Dependent Variable: TourismOffer_Total

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.404	.173		8.095	.000
	Avg_HR	.632	.066	.694	9.540	.000

a. Dependent Variable: TourismOffer_Total

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_InfoSys[b]	.	Enter

a. Dependent Variable: Avg_ProductStd

b. All requested variables entered.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_Partnerships[b]	.	Enter

a. Dependent Variable: Avg_ProductStd

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649[a]	.421	.415	.80400

a. Predictors: (Constant), Avg_InfoSys

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818[a]	.670	.667	.60693

a. Predictors: (Constant), Avg_Partnerships

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.011	1	46.011	71.177	.000[b]
	Residual	63.349	98	.646		
	Total	109.360	99			

a. Dependent Variable: Avg_ProductStd

b. Predictors: (Constant), Avg_InfoSys

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.261	1	73.261	198.882	.000[b]
	Residual	36.099	98	.368		
	Total	109.360	99			

a. Dependent Variable: Avg_ProductStd

b. Predictors: (Constant), Avg_Partnerships

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.142	.226		5.063	.000
	Avg_InfoSys	.693	.082	.649	8.437	.000

a. Dependent Variable: Avg_ProductStd

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.100	.223		-.447	.656
	Avg_Partnerships	.995	.071	.818	14.103	.000

a. Dependent Variable: Avg_ProductStd

Appendices

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_InfoSys[b]	.	Enter

a. Dependent Variable: Avg_Diversity

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631[a]	.398	.392	.64657

a. Predictors: (Constant), Avg_InfoSys

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.102	1	27.102	64.827	.000[b]
	Residual	40.970	98	.418		
	Total	68.071	99			

a. Dependent Variable: Avg_Diversity

b. Predictors: (Constant), Avg_InfoSys

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.489	.181		8.208	.000
	Avg_InfoSys	.532	.066	.631	8.052	.000

a. Dependent Variable: Avg_Diversity

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_Strategic Plan[b]	.	Enter

a. Dependent Variable: Avg_Promotion

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507[a]	.257	.250	.91930

a. Predictors: (Constant), Avg_StrategicPlan

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.663	1	28.663	33.916	.000[b]
	Residual	82.821	98	.845		
	Total	111.484	99			

a. Dependent Variable: Avg_Promotion

b. Predictors: (Constant), Avg_StrategicPlan

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.153	.335		3.446	.001
	Avg_StrategicPlan	.768	.132	.507	5.824	.000

a. Dependent Variable: Avg_Promotion

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_Strategic Plan[b]	.	Enter

a. Dependent Variable: Avg_Sustainability

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458[a]	.210	.202	.81955

a. Predictors: (Constant), Avg_StrategicPlan

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.487	1	17.487	26.035	.000[b]
	Residual	65.823	98	.672		
	Total	83.310	99			

a. Dependent Variable: Avg_Sustainability

b. Predictors: (Constant), Avg_StrategicPlan

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.833	.298		6.145	.000
	Avg_StrategicPlan	.600	.118	.458	5.102	.000

a. Dependent Variable: Avg_Sustainability

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Avg_Partnerships[b]	.	Enter

a. Dependent Variable: Avg_ServiceQual

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405[a]	.164	.155	.62353

a. Predictors: (Constant), Avg_Partnerships

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.467	1	7.467	19.206	.000[b]
	Residual	38.101	98	.389		
	Total	45.568	99			

a. Dependent Variable: Avg_ServiceQual

b. Predictors: (Constant), Avg_Partnerships

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.813	.229		7.928	.000
	Avg_Partnerships	.318	.072	.405	4.382	.000

a. Dependent Variable: Avg_ServiceQual

Appendices

Correlations

		Avg_HR	Avg_InfoSys	Avg_Governance	Avg_Management	Avg_Partnerships	Avg_StrategicPlan	Coordination_Total
Avg_HR	Pearson Correlation	1	.656**	.697**	.614**	.556**	.424**	.803**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Avg_InfoSys	Pearson Correlation	.656**	1	.718**	.650**	.651**	.441**	.849**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Avg_Governance	Pearson Correlation	.697**	.718**	1	.761**	.694**	.493**	.882**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100
Avg_Management	Pearson Correlation	.614**	.650**	.761**	1	.751**	.587**	.876**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100
Avg_Partnerships	Pearson Correlation	.556**	.651**	.694**	.751**	1	.530**	.848**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100
Avg_StrategicPlan	Pearson Correlation	.424**	.441**	.493**	.587**	.530**	1	.682**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100
Coordination_Total	Pearson Correlation	.803**	.849**	.882**	.876**	.848**	.682**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		TourismOffer_Total	Avg_HR
TourismOffer_Total	Pearson Correlation	1	.694**
	Sig. (2-tailed)		.000
	N	100	100
Avg_HR	Pearson Correlation	.694**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Avg_ProductStd	Avg_ServiceQual	Avg_Diversity	Avg_Promotion	Avg_Sustainability	TourismOffer_Total
Avg_ProductStd	Pearson Correlation	1	.397**	.763**	.795**	.677**	.904**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Avg_ServiceQual	Pearson Correlation	.397**	1	.356**	.361**	.407**	.568**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
Avg_Diversity	Pearson Correlation	.763**	.356**	1	.655**	.592**	.823**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
Avg_Promotion	Pearson Correlation	.795**	.361**	.655**	1	.830**	.912**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Avg_Sustainability	Pearson Correlation	.677**	.407**	.592**	.830**	1	.867**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
TourismOffer_Total	Pearson Correlation	.904**	.568**	.823**	.912**	.867**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Avg_Partnerships	Avg_ServiceQual
Avg_Partnerships	Pearson Correlation	1	.405**
	Sig. (2-tailed)		.000
	N	100	100
Avg_ServiceQual	Pearson Correlation	.405**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Avg_InfoSys	Avg_ProductStd
Avg_InfoSys	Pearson Correlation	1	.649**
	Sig. (2-tailed)		.000
	N	100	100
Avg_ProductStd	Pearson Correlation	.649**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Avg_Partnerships	Avg_ServiceQual	Avg_ProductStd
Avg_Partnerships	Pearson Correlation	1	.405**	.818**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Avg_ServiceQual	Pearson Correlation	.405**	1	.397**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Avg_ProductStd	Pearson Correlation	.818**	.397**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Avg_StrategicPlan	Avg_Promotion
Avg_StrategicPlan	Pearson Correlation	1	.507**
	Sig. (2-tailed)		.000
	N	100	100
Avg_Promotion	Pearson Correlation	.507**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Avg_StrategicPlan	Avg_Sustainability	Avg_Promotion
Avg_StrategicPlan	Pearson Correlation	1	.458**	.507**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Avg_Sustainability	Pearson Correlation	.458**	1	.830**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Avg_Promotion	Pearson Correlation	.507**	.830**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

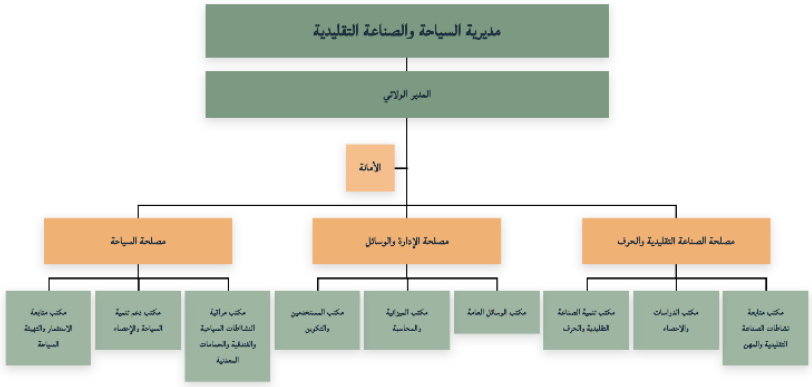
**. Correlation is significant at the 0.01 level (2-tailed).

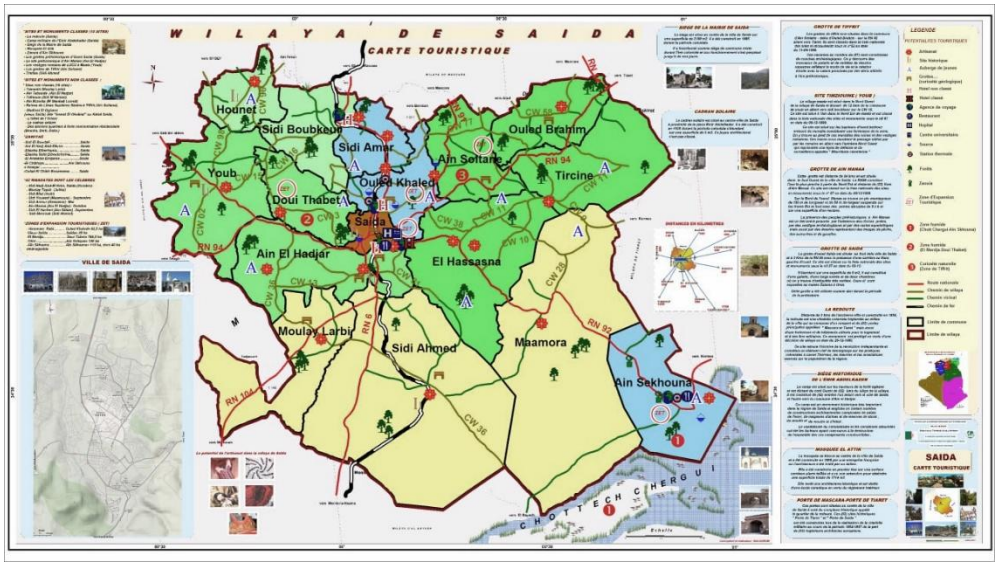
Correlations

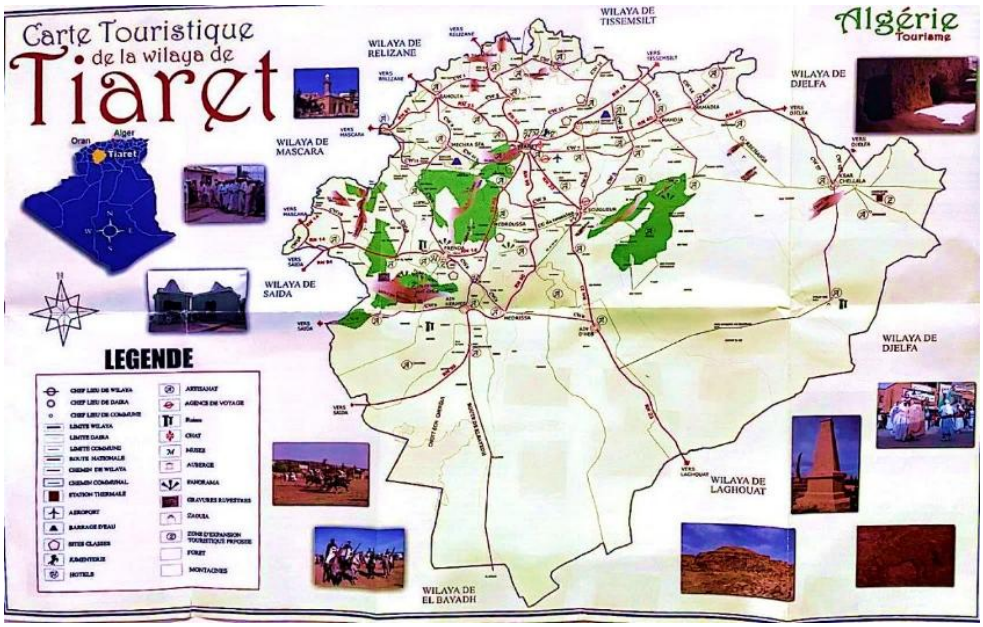
		Avg_InfoSys	Avg_ProductStd	Avg_Diversity
Avg_InfoSys	Pearson Correlation	1	.649**	.631**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Avg_ProductStd	Pearson Correlation	.649**	1	.763**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Avg_Diversity	Pearson Correlation	.631**	.763**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 3: Documents of the Directorates of Tourism and handicrafts of Saïda and Tiaret Wilayas







Study Abstract

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This study aims to explore the general concepts of territorial coordination and tourism supply, while highlighting the role of the Directorates of Tourism and Traditional Industries in coordinating the territorial tourism offer. Through a case study of the directorates of Saïda and Tiaret—two public institutions responsible for coordinating stakeholders in Algeria's tourism sector—the research investigates the effectiveness of key coordination mechanisms, including human and financial resources, information systems, partnerships, and strategic planning. It further examines how these mechanisms influence the core dimensions of regional tourism supply, namely product unification, service quality, diversification, promotion, and sustainability, particularly in light of the varying tourism potential between the two regions. Adopting a descriptive-analytical approach within a mixed-method design, the study administered a questionnaire to a purposive sample of 100 sector employees, with data analyzed using SPSS software.

The findings reveal a strong positive impact of coordination mechanisms on the quality of territorial tourism supply, where partnerships led in product unification, followed by human and financial resources, information systems, and finally strategic planning in the areas of promotion and sustainability.

Keywords: Territorial coordination, tourism offer, the directorate of tourism and handicrafts, Saïda, Tiaret.

ملخص الدراسة

تسعى هذه الدراسة إلى استعراض المفاهيم الأساسية للتنسيق الإقليمي والعرض السياحي، مع إبراز دور مديريات السياحة والصناعات التقليدية في تنسيق العرض السياحي على المستوى الإقليمي، وذلك من خلال تحليل حالة مديريتي سعيدة وتيارت كنموذجين للمؤسسات العمومية المكلفة بتنسيق الفاعلين في القطاع السياحي بالجزائر. وتتناول الدراسة بالتحليل واقع آليات التنسيق المعتمدة، والتي تشمل الموارد البشرية والمالية، ونظم المعلومات، والشراكات، والتخطيط الاستراتيجي، ومدى تأثيرها في الأبعاد الأساسية للعرض السياحي الإقليمي المتمثلة في توحيد المنتج، وجودة الخدمة، والتنويع، والترويج، والاستدامة، خاصة في ظل التفاوت في الإمكانات السياحية بين المنطقتين. ولتحقيق أهدافها، اعتمدت الدراسة على المنهج الوصفي التحليلي ضمن تصميم مختلط، وتم توزيع استبيان على عينة قصدية ضمت 100 فرد من العاملين في القطاع، وحُلِّلت البيانات باستخدام برنامج SPSS.

أظهرت النتائج تأثيراً إيجابياً قوياً لآليات التنسيق على جودة العرض السياحي الإقليمي، حيث تصدرت الشراكات دورها في توحيد المنتج، تلاها الموارد البشرية والمالية، ثم نظم المعلومات، وأخيراً التخطيط الاستراتيجي في مجالي الترويج والاستدامة .

الكلمات المفتاحية :التنسيق الإقليمي، العرض السياحي، مديرية السياحة والصناعات التقليدية، سعيدة، تيارت.