

# Local Governance and Territorial Intelligence: Witch impact for the Territory Project

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## ABSTRACT

*The relationship between man and space in sociology has always been marked by considerable complexity, due to the multiplicity of interests, elements and actors who interact in it, and who have sometimes common interests, sometimes distinct ones in relation to that common geographic anchor. For MORIN 2005, "Is Complex what cannot be summed up in one key word, which cannot be reduced to a law, nor reduced to a simple idea" and it is well the case for a good number of concepts which will be evoked throughout this paper, who tries in an analytical perspective of interpretation, to review some answers to better understand the seeds at the origins of the two concepts with the rich semantics, in our case: "Territorial Intelligence, And Governance". At this level the question who rises is: "What are the possible Junctions between governance and territorial intelligence?, and how to make from this Creed, a vector of local development?", This questioning appeared necessary to us following the identification of the panoply of actors, actions, and specificities of the territories, in addition to the reticular aspect of the local public cases. For this study, we first propose to review 1) The different kaleidoscopic aspects of both "intelligence" as a process, and "territory" as a construct, before evoking the intersection and the rise of "territorial intelligence", and then in the second part we will talk about 2) The emergence of the concept of "governance".*

**Keywords:** Territories, Economic Intelligence, Territorial Intelligence, Territorial Governance.

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## 1. INTRODUCTION

Socio-economic literature has long perceived the territory as being a relatively neutral and malleable space, and that each territory is supposed to be substitutable for another. From this perspective, the territories were considered as "passive receptacles whose specific organization is unlikely to secrete or inhibit development" (GREFFE, 2000).

However, if the material resources due to the exploitation of the physical space constitute the essential wealth of the territory, to date, new variables now hold an important role, in this case, the built resources linked to the territory as a co-constructed space, in particular of knowledge, skills, communication, brand image, networks and organizations.

In the same sense, it is only in these last three decades that we have seen the epic of new managerial notions adopted in order to help organizations to develop and be more efficient, in particular we speak of strategic watch, of collective intelligence, knowledge management, governance and other trendy concepts.

Indeed, the territory in this contemporary conception, adheres to an organizational approach, and thus becomes an organization in its own right, and represents a socio-economic entity which is the result of all the heterogeneities

composing the territory, Co- built by the multiplication of interactions between the panoply of actors who are present there, and it is exactly this metamorphosis which makes this craze and this rise of concepts with missions which are certainly not sovereign, but which serve as an explanation for the changes and advances which can be seen at the local level, in this case it is territorial intelligence, and territorial governance, which demonstrate a collective approach necessary to make the territory evolve towards its development objectives.

## 1.1 Territorial Intelligence, Essence and Depth.

BAILLY considers that the territory is first of all "a terrestrial space, real and concrete, (which) is given, lived and perceived". MAJOR proposes to establish a model of the "territory" system, of an informational nature, which accounts both for the materiality of territorial objects, the different cognitive approaches of the stakeholders who carry out a specific reading of them, and the "territorial" meaning which transforms space in shared resources.

The systemic model developed by these authors distinguishes three levels of perception:

- that of physical matter (first level): energetic and entropic aspects
- that of information (second level): relational aspects
- that of identity (third level): holistic aspects.

At this level, MAJOR's kaleidoscopic vision offers a triptych vision of the territory on the basis of three elements, in this case the physical aspect, the material and tangible aspect of the territory, the information aspect which alludes to the territory conceived, has the reticular aspect of the relations which take place there and which feed a process of collective intelligence, and then the identity aspect, subjective to each territory, which is made of a set of holistic criteria, cultures and traditions, common and lived history, and culture of belonging.

In this part we will focus particularly on the first two components, to scrutinize the Germs and the origins of "territorial intelligence".

### 1.1.1 Intelligence and Territory, Genesis of polysemic concepts

#### a. About Economic Intelligence

The beginnings of such a concept appear in the English-speaking context, and exactly in the United States at the beginning of the sixties, under various names other than economic intelligence, which was not mentioned until later, in a work entitled "Organizational intelligence" for its author Harold WILENSKY in 1967, who tries in an avant-garde definition to define economic intelligence as the activity of production of knowledge serving the economic and strategic goals of an organization, collected and produced in a context legal and from open sources.

Later, Intelligence is defined by Stevan DEDIJER As an Economic Matter, and gives a broad definition in perspectives, which perceives that: "Intelligence is information itself, and its processing, and the organization that occupies it, while it obtains it, evaluates it and uses it in more or less secret, competitive or cooperative conditions, for the needs of the conduct of any social system and with regard to nature and capacities, intentions, current or potential operations, internal or external opponents".

In the two definitions mentioned at this level, the authors each time stipulate "The Organization" in the broad sense of the expression, which is not trivial as a terminological choice, in order to leave the door open, a large panoply of organizations, structures, corps, likely to be part of the same line of thought of economic intelligence, with companies, there are in particular, the nation-states, regions, communities and municipalities, organizations Non-Governmental, and Actors of the local associative Community and others.

Compared to this concept that we see yet integrated among Anglo-Saxons (AGUILAR, ANSOFF, WILENSKY, PORTER ...), French-speaking authors such as FAVIER (1998), BULINGE (2003) Or JAKOBIAK (2006) there are mainly two English expressions corresponding to that of economic Intelligence: "business intelligence" and "competitive intelligence". it was much later that the French-speaking school discovered the first works, the 90s, by Philippe BAUMARD (through steven Dedijer and Robert Guillaumot), and as a result, the report of MARTE. H in 1994, which at the time was considered to be The biblical document on Economic Intelligence, and this because of its positioning halfway between theory and empirics of the cause, namely the application and updating of the practices of Economic Intelligence, to the scope and Geostrategic Interests of the National economy, what J.L.MONINO 2006 qualified as Strategic Economic Intelligence for the company, but not exhaustive due to the fact that it applies in all kinds of organization and to each context or decision-making and required, a triptych Model: "Data, Information, Knowledge) which he schematized as follows:

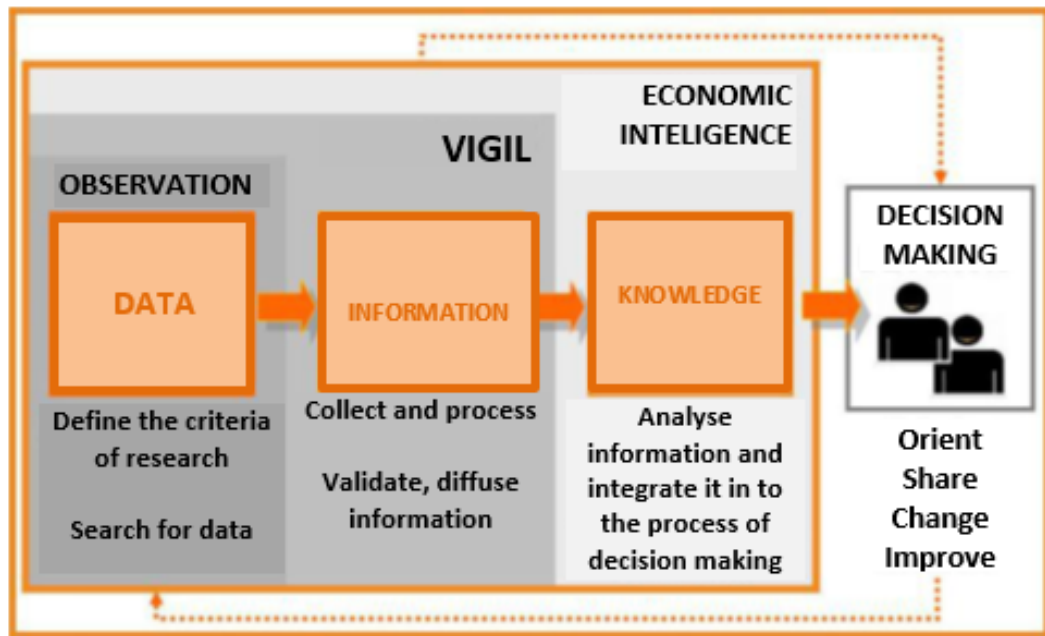


Figure 1: The Strategic Economic Intelligence model in three concepts: JL.Monino (2006).

And since then, this has also been the case for the various neighbouring countries in Europe as well as the area of the Mediterranean and the entire MENA region, even as some emerging countries have made economic intelligence their spearhead, in their race for development. .

While, stammering until the early 2000s, Economic Intelligence emerged from the incantatory, and began to be affected by other vocations and applications, particularly by the establishment of economic intelligence State / Region systems, in an intermediate approach which targets the territory, not only as a physical recipient or container, who obeys a pure administrative division, and sovereign attributions, but above all the territory as a space of life and exchange with assets, perspectives , projects and specific Objectives to each region while considering the variety of specificities that this territory embodies.

#### b. About the Territory

The first approach to the vision that geographers have of the territory is undoubtedly that of VIDALE DE LA BLACHE (1905) which considers "territory" as an element of regional analysis, resulting from long entanglements of natural data and human influences throughout history.

In ethology, the territory is defined as "a limited area of the earth's surface on which a given set of individuals of the same species lives" (ESSER, 1971) .With an authority which determines the rules which delimit social structures, which in turn evolve under pressure from two requirements which complement each other in this case: the maximization of interactions (Bailly, 1998) and the multiplication of contacts and cooperation between individuals (HEDIGER, 1961). Thus, these two principles cannot be undone without the determination of the objectives of the theory of transaction costs (Williamson, 1975, 1985) and the decision-making model as an iterative process of resource allocations (NODA, and BOWER, 1996) in management sciences.

In economics, the literature only mentions the territory with MARSHALL and later PERROUX, that their filiation is found at the different schools of thought in matters of territorial development, rather than the classic sectoral analysis, at this level, it is appropriate to cite other authors driven by the evolution of territorial development, such as COURLET, PECQUEUR, French-speaking authors, as well as BECATTINI 1979, MARSHALL 1980, LIPIETZ 1988.

The backbone of this development is that above all the territory as a framework, or spatial delimitation, it allows a dynamic based on a territorial synergy that brings together the various stakeholders around the same cause. In this sense, sociology this time, with GANNE (1991) and other sociologists who have not limited themselves to the company in their interpretations of the organization, to spill over into its entire ecosystem, thus, " the optimal use of the resources carried out by the company also goes beyond the economic plan leading to another way of taking into account the other factors constituting its environment, or rather the different ways in which the company constructs and organizes it " GANNE, 1991.

Likewise, the territory according to the theory of organizations is above all the systemic approach, which approaches the territory as a system of actors of which the company is certainly an important link, but just as important as other components of this system, and this is exactly what was said by THOENIG (1993), who considers that the local, as a determined territorial entity,

“becomes an autonomous actor participating in an overall collective regulation, alongside the central who is himself an actor among others in decisions or choices ” (THOENIG, 1993).

A territory is a "socialized space, appropriated by its inhabitants, whatever its size" (P. BAUD, C. BRAS, S. BOURGEAT, 1995) it is a "portion of the earth's surface that a human community reserves for itself, which manages it according to its needs" (Le BERRE) then “appropriate!” R. BRUNET gives it two meanings: the first is an appropriation specific to oneself, the second is specific to something. If the first meaning goes without saying, the second leads to questions and ways of allocating space: "it appropriates itself to activities, specializes, equips itself, works, recomposes" (R. BRUNET)

In this sense, apart from the physical, geographic and geological dimension of the territory, latter is not an abstract space ... but a concrete space whose physical and historical characteristics should not be ignored" (GIBLIN-DELVALETT). as a complement to the same definition FREMONT 1976, specifies that for geographers it is the notion of “lived space” which represents the mastery that each actor has of his environment. PERROUX himself, had already introduced this notion of space when he developed the concept of “polarized space”, in his theory of the polarization of productive activities (PERROUX).

We see then that the territory is certainly a given space, which undergoes a division and borders, but which has a sense of belonging specific to it, and which distinguishes it from other territories. And it is exactly this feeling of “vertical” belonging to a given space, this “right to the ground”, which includes the dichotomous condition for a space to constitute a territory in the broad sense of the term.

Otherwise "space is not neutral, and the corollary of this globalization approach has been the rise of the local (...) for global firms, territories are no longer substitutable, since it is the nature of skills produced locally, the functioning of local markets and the nature of collective learning that they allow, the information they convey, which dictate the choices of companies ”(Longhi, Spindler)

## **1.2 The Observation of a Dual Origin of Territorial Intelligence**

### **a. Territorialized Economic Intelligence (UP-Down Approach)**

"Economic intelligence is the set of coordinated actions of research, processing and distribution, with a view to its exploitation, of information useful to economic actors" (Martre, 1994), By this definition H. Martre has contributed to popularize the notion of economic intelligence, as being a vital factor for all economic actors at the very moment of the democratization of information and seems to be open data, but it is above all how in such a context, to be able to start from information to economic intelligence, and to win the challenge of an essential step for the socio-economic actor (State, region, firm, Territorial or local authority, etc.) with a target to obtaining a competitive advantage.

Regarding the territory, the semantic proximity between the notion of economic intelligence (EI) and that of territorial intelligence (TI) is not difficult to none, except that at this level a certain questioning arises on the existence of the foundations of a conceptual identity between the two concepts, a problem that finds an answer in the reality of the current geostrategic and socio-economic context, factors of an institutional order and laws of decentralization, or advanced regionalization, something which allows to grant more interest to the territories and regions, and to give them more prerogatives and legitimacy on the economic and social plan. On the other hand, “Globalization has accentuated this trend by placing territories - and no longer Nations - at the heart of firms' localization strategies. (PELISSIER).

And it is exactly this new attention paid to territories today that justifies this enthusiasm for the concept of territorial intelligence. That some authors qualify as territorialized economic intelligence, in a top-down approach, according to which Territorial Intelligence is particularly the declination at a territorial level, of an economic intelligence approach with a national vocation.

The major characteristic of this approach is that in the current global geo-economic situation, it takes the Nation State as the only relevant scale of application of the EI, Thus the location of the territory as a Middle-economic entity, is not considered in this case only as a receptacle, or decentralized fields of application of a strategic policy of national economic intelligence, and in this case those who defend this approach prefer to use the expression of applied economic intelligence to the territory ”or Territorialized Economic Intelligence (EIT), rather than territorial intelligence.

This current of thought highlights the context of economic war and defend the need for strong economic patriotism on the part of the various socioeconomic actors to defend the strategic interests of the State. HARBULOT who has largely contributed to the reflection on economic intelligence as much through his works "offensive techniques and economic war" (1990) and "the economic war machine" (1992), evokes the fact that "Economic Intelligence must be translated by an explicit patriotic commitment in the economic sphere”. And he underlines it with an allusion made to the territory and the feeling of belonging, “economic war is like all wars. A people is all the more motivated to fight when it defends its motherland. ... patriotism is born from rootedness,

So, in this same perspective, the role of the territory, and its location as a sub-national space is only of interest because it is the container of local economic activities, and in the same sense, IT is only an application at the local level of a national economic intelligence policy, in order to serve as a lever for the mother policy of EI, and to serve as a lever for the competitiveness and

attractiveness of this meso-economic entity, in this case the territory. And this is what is clearly stated in the CARAYON report (2003), in a chapter entitled "Economic intelligence and territory", where it discusses the modalities of the territorial application of economic intelligence. He explicitly underlines that this - Territorial Intelligence - "is part of a global and national strategy that it makes its own".

This means that, economically speaking, the territorial application of economic intelligence is nothing other than the declination, at the middle-economic and therefore local scale, of the devices of the Economic Intelligence policy, which consists of a restoration of the competitiveness of the nation state, through actions issued and carried out at the local level.

#### **b. Territorial Knowledge Management (bottom-up approach)**

Another alternative approach to territorial intelligence but without being contradictory to the first top-down approach, usually qualified as institutional, this approach germinated at the local level, and has been maintained by academic research work from the fields socio-economic, geography, information and communication sciences and technologies as well as knowledge management. Indeed, the only point of intersection between the two approaches is that both advocate the importance and the role that is playing in the current situation, of being able to collect, process and enhance decision-making on the basis of the information, a strategic resource for the State, the Firm, the Territory and local development.

The bottom-up approach shows that Territorial Intelligence fits perfectly into a local economic development perspective, which defines the territory, not only as the melting pot of socio-economic activities, but above all as a space for the development of built resources. and Co-constructed, according to an endogenous positioning and in continuity, IT should serve as a hub for this endogenous dynamic.

For LONGHI AND SPINDLER, "what is important is to understand how the global economy is rooted in historical territorial structures, how the global constantly feeds on the local by transforming it", so at this level we are talking about a context where territories are less and less substitutable from one territory to another and the idea of territories as a space of combinations of costs and endowments factorials is becoming more and more archaic. as a result, and in a contemporary geoeconomics context, territories are part of a process of differentiation, if it is only a form of competition between territories.

Thus, to better understand the composition of these new comparative advantages of the territories, we retain that "Indeed, if the material resources linked to the physical space (land, labour and capital) constitute an essential component of the territory, new variables now play a significant role: these are the built resources linked to this territory as a built space (knowledge, skills, organization)". (PELISSIER.M 2009) allusion made to Territorial Knowledge Management TKM, which in turn emanates from the reticular nature of the territory and the need for synergies to which all the actors present or not in the territory adhere, but above all having an interest or who are link with this territory via a feeling of belonging, which allows them to support the Territory Project. VAN DER SPEK (1994) equates Knowledge Management to "The management of activities that focus on the development and control of knowledge in the organization to fulfil organizational objectives".

The different approaches of Knowledge Management, which are likely to serve the territorial cause, are generally five in number. Thus "compared to the almost monofunctional vision of Economic Intelligence, it is possible to envisage Territorial Knowledge Management across a spectrum made up of functions: Knowledge capitalization, knowledge mapping, knowledge acquisition, knowledge sharing, and creation knowledge." (GORIA, 2007)

Some authors talk about the notion of a "learning territory", in so far as the latter has the capacity to identify and exploit new opportunities and development potentials or even to organize the deployment of new resources, and when natural resources on their own, no longer constitute the only key advantage of a territory's success, it is above all the federation of all the stakeholders, within the meaning of FREEMEN, in the territorial project that will bring it to fruition.

From a purely economic point of view, this admits "the capacity of the territory to react to new productive problems". what is important today is "the emergence of territories as" actors "in development, namely the fact that the factors of dynamism also lie in the competitive advantages that these territories have been able to create, or recreate, with a view to their own development"(Jean Menville 1999, p.5), suddenly, the territory thus becomes a socio-economic organization co-constructed from the multiple interactions and heterogeneities that make up this territory in a way" to create and mobilize specific non-transferable resources " (Mendez, 2006), which according to him are the methods of valuing built resources which constitute the "key skills of the territories". This can be enriched by the words of Scarborough et al (1999) who qualify KM as "any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it occurs. resident to improve learning and performance in organizations".

## 2. GOVERNANCE AND TERRITORIAL APPROACH

### 2.1 Polymorphous Aspects of Territorial Governance

#### a) About Governance

It is difficult to propose a clear and concise definition of the notion of "Governance", governance appears in the meantime as a new paradigm for public action. It is a conceptual matrix, which owes its importance to the debates which link this concept to the various social sciences on the one hand, and public, private, civil society actors, etc. on the other. Some authors qualify governance as one mode of coordination among others, these others can be the State, the hierarchy, the market, associations, public order, citizenship regimes, see even corporatism, pluralism, and the Nation-State. If we retain this, governance is the mode of coordination that appeared to fill the gaps in the other concepts that were mentioned before.

For other researchers: "governance is a radically new mode of political decision-making which corresponds to a blurring of the borders between the public sphere and the private space, to an attenuation of the phenomena of hierarchy and to a State which is no more than " one actor (privileged certainly) among others (BOUDON Raymond and BOURRICAUS François, 2000 p.617). In this case, the emergence of the concept of "Governance" and the processes which result from it is not only a resemblance, or an enrichment of public action but rather a semantic innovation, of what one could qualify as an incremental adaptation. Either a process of total metamorphosis.

Governance therefore corresponds not only to one mode of coordination among others, but above all to a composition of processes that allow collective action in a context of reorganization of the State and Public Action. Governance, on the other side, appears to be a new mode of government which would have - at least - attempted to remedy the lack of legitimacy and efficiency experienced by public action; it is therefore applicable to the contemporary period marked by this linked singularity. the effects of globalization, the appearance and development of new types of spaces and divisions, cyclical changes, and the ascending roles of actors other than state, civil society and multilateral organizations.

#### b) Territorial Coordination, as an operational field of governance

Before attempting to elude the articulations of such concepts with the territory, it should be remembered here that a constructed territory is in itself an irreducible particularity. This is due to the almost infinite number of combinations of variables present there, something which implies a particular mode of governance specific to each territory. JP GILLY and J. PERRAT (2003) identify three main theoretical types, which are characterized each time by the type of actor who dominates territorial coordination, in this case they evoke: "Private, institutional or mixed governance". However, at this level, it must be said that rare are the times when we really find these models in their faithfully pure and perfect form. The most common what we find is associations of the three types, a "Hybrid" style. In this case, we speak more of a partnership or mixed governance. "Governance is therefore not a configuration of strictly economic or strictly socio-political coordination: it is a combination of these dimensions, characterized by a variable density of interactions between the three categories of actors" (GILLY and PERRAT, 2003).

In this sense, we are talking about a multi-actor decision-making process, which involves questions of coordination, negotiations, compromises and resulting conflicts, for a reconfigured territory, not only as a politico-administrative entity, but above all as a built-in permanent outpouring.

This unique system requires a punctual update of the forms and structures of partnership between actors and structures, all with the ultimate goal of federating all the stakeholders around a common territorial development project. Something that cannot be done without a revolution of perception and practices of competition, towards approaches rather of Co-creation, exchanges, solidarity, and Pro-territorial partnership, Which involves the collaboration of the various groups of interests, namely, Companies, public authorities, professional associations, employers and trade union organizations, associations, lobbies, and local elected officials.

For each of these actors. Objectives, visions and strategies may differ, but this plurality will certainly serve to enrich the contribution to better governance of this territory and to the success factors of its development project.

At this level, the first public actor, the State in this case, is supposed to play its backbone role of catalyst, platform for dialogue, of all local synergies, which emanate from public, private, associative actors, can work together around a coherent, integrated, transversal project of a medium and long-term territorial governance strategy.

Territorial governance is ultimately an infinity of flows and intersections, each time unique, due to the specificities of each context, it is a reticular configuration made up of connections between different actors acting in the same network.

These information flows constitute a strategic language, common between actors, which is explained by the existence of an institutional proximity coupled with a delimitation and a spatial belonging, which consolidates this legitimacy by experiencing a feeling. of geographical belonging, which is ultimately the Territorial Anchorage.

## 2.2 Territorial governance, Missions and Vocations

### a) Collectivist vocation

Like Territorial Intelligence, Territorial Governance can be qualified as a participatory and collective process, this is explained by the panoply of stakeholders and the large diameter of actors involved, it is a global perspective that takes into account all the players in a territory, so as to create a cooperative information system to ensure the dissemination of quality information. For HARULOT and BAUMARD, 1997, "this is a collective framework for the production of knowledge and not a process of accumulating information". All of these elements mean that each territory enjoys an atypical style of territorial governance, unique in its kind. In this sense, governance is certainly a collective process, non-repetitive, irreversible and uncertain.

This being the case, Territorial Governance must support the hope of a better territory for the entire local community, despite everything that may hinder this project in terms of constraints and problems. For Vincent Giard (2004), "these are three constraints: time, resources and technical specifications" he adds, "if the reason for the existence of a project is an end, a goal, the response to a need, common sense recommends, to avoid the unexpected, the unforeseen, to set these objectives and 'stick to it'," unlike an organization structured by service which is subject to a question of means, the structuring by project is subject to an obligation of results " (GAREL, 2003).

### b) Reticular Interactionist Vocation

In an information society, such as it is, access to information can be problematic. Information, or access to information, "represents a major stake for individuals and communities in the sense that it affects the behavior of citizens and the socio-economic activities of communities. It is a factor of emancipation for people and a factor of sustainable development for societies" (Gdoura, 2005).

Collecting data and information from the local community remains a painful exercise for researchers, this is explained by the reluctance manifested by the different types of territorial actors vis-à-vis surveys, questionnaires, even some who renounce has their right to vote, and right of petition and any other democratic exercise of participatory governance, guaranteed by supreme international laws.

Thus, this melting pot between territorial actors among themselves on the one hand, and then against the public affairs management bodies of all kinds, is essentially justified by the lack of communication, and of confidence in the public action, which manifests itself among citizens, whether in a local or global context, by perverse votes or votes of sanction for one party or another. Or worse, by the boycott of the vote, a fairly recurrent phenomenon even in model and contemporary democracies.

Therefore, to reverse this reality, or at least face it, we must think about the mechanisms likely to promote and multiply interactions between territorial actors and their involvement in local governance. To this end, the coordination mechanisms necessary for this purpose must be put in place. at this level Yves-François LE CODIAC (2004) promotes territorial intelligence, which he qualified as a complex relational process, and as being the effective and efficient device, capable of promoting and maintaining interactions between actors in a territory, he adds that: "the interactionist principle is among the characteristics of the new informational paradigms which are conceived on fertility and malignancy. therefore, an "Intelligent" process is first and foremost formal and informal social relations adopted within the framework of the observatories. This interactive dimension is based on communication to penetrate the personal and collective domain and in order to touch the reality of the observed"<sup>1</sup>.

At this level, and always in relation with territorial coordination and local governance, for HADDAD (2008), "The issue included in a Territorial Intelligence process, is to know how to establish a relationship of mutualisation of an information process. continuous based on a collective strategy of communication and cooperation". Thus, the researchers underline the transversal aspect of the territorial approach in general and of territorial intelligence in particular, a process which sees its outcome conditional on the involvement of all the actors belonging in one way or another. to this ecosystem.

### c) Transitional Developmental Vocation

The transitional vocation of local governance is explained above all by the fact that the territory is the result of a particular scaffolding. each territory is a construct of several elements, geography, wealth, heritage, history, etc., which constitute a set of specificities which make each territory, and despite the similarities, unique in its kind. Suddenly, in a concern for permanent development which never ceases to evolve and in a process of perpetual change, all the territorial vectors have an evolving transitional vocation, something which means that each territory is constantly being transformed.

To be able to follow this metamorphosis This requires general coordination and effective governance, to decide together on the prospective vision that we want for the entire territory. The elements of this vision are built in space and time to propose strategic responses to territorial issues, while considering the panoply of constraints, contexts and conjunctures at different levels. Thus,

the territorial actor must demonstrate a high level of monitoring and involvement, which will enable him to be part of a dynamic process, to keep all the elements of the territorial project up to date, and thus be able to contribute to this collective construct.

**d) Vocation of Valorisation**

Being the major objective of any local collective approach, pronounced or behind the scenes, the development of the territory remains a permanent and inexhaustible project in terms of perspectives. However, this project cannot be carried out outside the collective dimension, and this is how we come back each time to "Territorial Intelligence" which is referred to as the basic link, and the catalyst of public policy. local, which brings together and summarizes all the coordination and territorial governance actions, in a SIT (Territorial Intelligence System). In the same context, for BERTACHINI, 2007: "the priority objective of territorial intelligence is to enhance the territories and their dynamisms by ensuring a new junction of living spaces"<sup>2</sup>, but it is also a space for promoting intellectual capacities, and cooperation initiatives to create and innovate in all fields of territorial development. In the same line of ideas, territorial enhancement is the ability of local actors to build and Co-construct a common vision of their future and collective approaches that should be part of a global citizen approach to the living together project...

As a result, Territorial Intelligence is therefore presented as a concept which takes into consideration all the actions of coordination, governance and local dynamism and development. These practices make use, among other things, for Collective Intelligence based on information processing and communication technologies, and other factors which make the territory a real field of "interactive collective intelligence", creation, sharing, participation, action....

**CONCLUSION**

All the elements evoked throughout this paper are in line with the perspective of Jean Marc BLANCHERIE who considers that "We see in Territorial Intelligence the possibility of creating wealth, for man and humanity, through an involvement very broad of diversified actors, beyond the only logic of companies, but with them, and without necessarily entering into the logic of extension of the commercial sphere ". As a resolution and always in the same line of thought, territorial intelligence is a collective cognitive process, rather marked by an intentional dimension, by the constructive will of its actors. Which, A part from the fact that they come from various horizons, they demonstrate a dynamism that makes the territory a field of collective intelligence, creation, innovation, and pooling of actions,

In the same sense, it should be emphasized that the territory can no longer be reduced to its physical dimension, of passive and substitutable container, nor to a spatial base which obeys a pure geo-administrative division. Contrary to that, it is considered to be the fruit of a scaffolding, of a socio-economic construct, Enriched by the reticular aspect of the coordination between actors, in a process in perpetual mutations, and with the objective to appropriate, transform, optimize and enhance the resources and potential not yet exploited, and likely to make a contribution to the Territory project.

In continuity and in perfect symbiosis with the precepts of Territorial Intelligence, Governance represents a concept with rich semantics, which is adopted in the meantime in economics than in political science. In this article, we have focused on one of the different acceptances of governance, with a focus on Territorial Governance. A form of governance that shows itself as a process of coordination between actors, of course, but also and above all a kind of appropriation of territorial resources, with a concern for continuous improvement and construction of territoriality.

Local or territorial coordination ultimately represents this particular style of Governance, which manifests itself in various forms of proximity, Geographical at first, but also institutional and organizational between actors in the same territory. Thus, making the territory increase towards its expected strategic ends implies the establishment of new modes and mechanisms of consultation, action plans, and decision-making processes, all likely to contribute to the development of a strategy. of Territorial Intelligence which contributes to an integrated and efficient Local Governance.

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