

**La simulation d'un modèle de formation de stratégies
pour évaluer *ex ante* l'impact des politiques publiques :
une forme d'aide à la gouvernance territoriale**

*Jean-Paul Bousset, UMR Métafort – Cemagref
Journées Modélisation du Cemagref, 26-27 Novembre 2007*

Résumé

La gouvernance des territoires dans la perspective d'un développement durable pose la question du renouvellement des modalités de la décision, en interpellant notamment les fondements de la rationalité des comportements des acteurs sur la question du temps et de l'espace. D'une part la dimension temporelle de la durabilité remet significativement en cause la rationalité substantive qui guide, selon la théorie économique, la plupart des décisions économiques. D'autre part, la dimension spatiale pose la question de la répartition des ressources et de la concurrence entre les territoires. Ce document montre comment la simulation d'un modèle de négociation collaborative multi-agent parmi les acteurs d'un territoire peut aider à concevoir des politiques et des structures qui facilitent la coordination de ces acteurs pour développer un tourisme intégré aux ressources locales. Après avoir rappelé les principales étapes de la démarche mise en œuvre, les résultats obtenus par l'application de cette démarche dans quelques territoires sont présentés. Une dernière partie rassemble quelques éléments de conclusion et de discussion sur la démarche mise en œuvre. Ce travail a été réalisé dans le cadre du projet européen SPRITE.

ABSTRACT

Identifying the most appropriate institutional structures and strategies to integrate the views and coordinate the actions of diverse tourism stakeholders is a key stage in the development of integrated tourism in rural and lagging areas. In this work a Decision Support System (DSS) is developed which combines tools to assist in the analysis of the views, concerns and planned strategies of a wide range of tourism stakeholders in the face of given trends in tourists' expectations. The role and suitability of such an approach is examined in the real situation of three case-study areas in Auvergne (France), Šumava Mountains (Czech Republic) and Evrytania (Greece). Two major sets of results are discussed. Firstly, there are the impacts of given hypothetical tourism policies developed by simulating the views and strategies of the different tourism stakeholders. Secondly, the paper considers the relative benefits and disadvantages for integrated tourism if collaborative negotiations take place among the different tourism stakeholders. The paper concludes by examining the usefulness of such an approach for tourism planners.

KEY WORDS: *Integrated tourism, policy formulation, participatory approaches, simulation models, Decision Support Systems*

EXTENDED ABSTRACT

A Decision Support System (DSS) to assist the identification of strategies and policies for the successful development of integrated tourism in lagging rural regions of the EU.

The paper is organised as follows. Section 1 presents the conceptual and methodological bases of the Decision Support System. Section 2 presents the main forces that were assumed to drive the future behaviours of the tourism actors for the construction of scenarios (models). Section 3 gives some examples of results provided by the application of such forces (scenarios), as well as indications on the sensitivity of these results to variation of some parameters of the models. Section 4 concludes on the usefulness of the approach for tourism planners, and gives some suggestions for future investigations.

The DSS combines simulation models and participatory methods for the construction and the analysis of scenarios (scenario-based support system for policy making). The main driving forces that were assumed to drive the future behaviours of the tourism actors were: hypothetical changes within the current socio-economic context (events); parameters of the decision – making logic that governs the actors' behaviour (resources, functions, perceptions and expectations in the face of the event, external incites). The main consequences of the application of these forces were expressed in terms of: possible future changes in uses of the local resources, activities, products and community structures; alliances and conflicts among the actors; most motive actors and possible brokers.

Results indicate that the DSS provides policy makers with information on integrated tourism management and development in a readily accessible form and facilitates the integration of future research findings. The operationalisation of the DSS in twelve study areas in the EU demonstrated that the DSS is able to process various inputs, tags them if required, and suggest intelligent decisions which help tourism actors in diagnosis, planning, and design their activities, keeping in mind the scale of tourism in respective regions. The DSS can be used for the construction of a variety of scenarios by recording the various views of different categories of actors, their perceptions of the best practices and their preferences for resource-use, to evaluate the tourism development potential of an area and the expected development of tourism under different policy regimes. The primary value of the DSS is the ability to draw inferences about various management actions and policies, without implementing the decision – and thus incurring fewer costs --, without disturbing any aspect of tourism provision, and without destroying any component of the existing policy framework; a feature which is particularly beneficial in the case of planned tourism promotion and development policies. In addition, the DSS can help decision makers to test the sensitivity of decisions to causes of uncertainty that relate to the [spatial] distribution of the local resources and activities in the study area, and to the distribution [among the actors] of the value of various parameters of decision-making (willingness to listen to the other, ...). The value of the DSS can be further

expanded in the future by adding learning procedures to the current decision-making models, in order to account the context and the results of individual and collective past experiences.

Keywords: decision support system, integrated tourism, scenario approach, policy making, policy networks.