

# Multi-Actors' Stakes and Strategies: Tangier Med Free Zones Group's Case

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## Abstract

Morocco launched the Tangier Med Free Zone Group (FZG), within the framework of the National Pact for Industrial Emergence (PNEI) in 2008, intending to boost investments, create jobs, further opening up its exchange system and rolling out a Moroccan strategy for businesses, industrial, logistics and services activities. This study aims to examine the implication of stakeholders in the Tangier Med FZG using the MACTOR method (Godet 2001), through the identification of their influence, their role, and the relationships between them, the balance of power and the position of the actors to the objectives set. The application of the MACTOR method has identified the Tangier Med FZG Management Departments and the Departments of Control as the most influential players and recognized a strong mobilization of stakeholders for the objectives related to economic issues. The conclusions point to the need to strengthen the partnership between Tangier Med FZG actors linked with the strategic objectives of this group.

**Keywords:** Tangier med free zones group, Mactor method, Actor games, Assessments stakes.

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## 1 Introduction

Both theoretical and empirical works emphasize the importance of the role and the impact of industrial free zones in terms of foreign exchange earnings potential, foreign direct investment, technology transfer, and employment effects on the local and national economies, in world trade and its likely impact on host countries' economies (Johansson & Nilsson 1997; Graham 2004; Hermes & Lensink 2003; Alfaro et al., 2004; Omar & Stoever 2008; Milberg & Amengual 2008; Alkon 2018). On the one hand, they explored the relationship between industrial free zones (IFZ) and export growth and highlighted the positive effect on exports (Mandani 1999; ILO 1998) On the other hand; they focused on the development of backward links, by using the local raw and intermediate goods by the IFZ's firms. There are policies to promote links between IFZ and the domestic economy, which are the key to realizing the dynamic potential of these zones (Jenkins 1998; Milberg & Amengual 2008; Farole 2011).

Today, the number of IFZ has grown in many countries across the globe. Their number has reached 4.000, they exist worldwide. Those zones are known under various names, they are called "Export Processing Zones", "Special Economic Zones", "Free Trade Zones", "Free Zones", "Export Processing Zones", and "Maquiladoras".

But few studies have focused on the analysis of the actors in the free zones in terms of influence, role, relationships, and actors' positions linked with the objectives set. The actors' game analysis is, therefore, a useful tool that offers a better understanding of free zones' evolution. This serves to improve their competitiveness among other zones and encourage their integration into the local environment. The literature has found a variety of management systems for free zones in different countries (Holden 2017). Thus, United States, Panama, and Malaysia have adopted an enterprise-type management mode, forming a decision-making body that is led by a board of directors, as well as the executing and administrative bodies, through employing managers and professionals (Friedman 1990; Al-Sanie 1992; Sheffi 2013; Lu 2014). However, certain free trade zones, in the Philippines, Brazil, South Korea, Italy, Switzerland, and China are managed directly by the local governments, or by the local port authorities and customs departments, under the entrustment of governments or their economic departments (Westphal 1978; Chant 1995; Federico & Tena 1998; Dupont & Sciarini 2001; Malamud 2011; Wan et al. 2014; Sberegaev 2015; Chen et al. 2018). Those works are limited to describing the management system of these areas without providing any specific empirical evaluation of the governance.

In Morocco, literature regarding the free zones is very limited, even if their number shows a steady increase throughout the Kingdom. There is some reference in a few substantial articles (Piermay 2010; Planel & Jaglin 2014), which cover either Tangier port or the industrial sector in Morocco with mentions of Tangier Med FZG. However, the Moroccan case is unique as it offers a framework of analysis for the governance of territory where the Agency played a crucial role in developing the Tanger Med FZG and takes up leadership in matters of local public action. This document will, therefore, through an analysis of the game of actors, highlight the governance of the Tangier Med FZG taking into account the local context. This analysis will identify key elements to enable a prospective approach involving stakeholders in these areas and will subsequently help to ensure the outreach of these zones.

## 2. Methodology

### 2.1 The study area

Tangier Med FZG, as part of a long-term development vision, came into operation in 1999, with a dedicated area of 50 Million m<sup>2</sup>, and the creation of a network of industrial and logistics parks. This regional competitive hub currently counts over 750 companies trading in export-oriented activities, and more than 65,000 jobs mainly focused on industrial and logistics activities carried out by international leading players sectors such as aeronautics, automotive, textile, logistics and electronics.

This industrial and logistic platform, backed by the Tangier Med-port complex, has important assets and ensures a value proposition in line with the expectations of global players, particularly, strategic positioning at the cross roads of major maritime traffic and close to target markets (Figure 1).



**Figure 1.** The positioning of the Tangier Med free Zone Group

Tangier Med FZG is structured on 4 areas free zone areas: **Tangier Free Zone** included the automotive, aerospace, textile and service sectors that have strongly contributed to the growth of the zone which currently includes over 600 companies. **Logistics free zone** managed by Medhub, is mainly dedicated to the value-added logistic activities of bulking, distribution and supply on the scale of the international flows. **Tangier Automotive City**: is an industrial free zone dedicated to the automobile industry. **Renault Tanger Med**: this free zone dedicated to the Renault, Nissan Alliance, spans 300 ha. Renault Tanger Med is the number one production line in Africa.

### 2.2 Participants

The survey is conducted on 37 subjects divided into 6 groups of actors (89% male and 11% female) aged 22 to 57 years, concerned by Tangier Med FZG. The interviewees are first identified and selected following various sources of information: members of local free zone commission, discussions with the Managers and the government services, regulatory texts and knowledge of the author and their contacts. Selected participants have a direct link to these zones.

They are classified into six different categories (Table 1): The Managing departments are including the managers and the staff of free zones. The Control departments are represented by all organs of control in those zones, as, customs administration and Tangier Med Port Authority (TMPA). The Coordination and Support departments are composed of, the local authorities, Wilaya, the directorate's ministries at the local level, and agencies directly linked to the Tangier Med FZG. The Firms installed in Tangier Med FZG. The Economic operators outside of Tangier Med FZG, who are, the subcontractors, banking sector, and sponsors. The Social operators are constituted by, citizens, associations, and civil society.

Table 1. The Actors of Tangier Med Free Zone Group

| Actors                               | Members   | Code        |
|--------------------------------------|---|-------------|
| TMFZGs Managing departments          | Tangier Mediterranean Special Agency (TMSA).Tangier Free Zone (TFZ). Tangier Automotive City (TAC). Logistic Free Zone (LFZ).   | Manag.Dprt  |
| Control Departments                  | Customs Administration. Tangier Med Port Authority (TMPA). Foreign Exchange Office. National Office for Health Security of Food products (ONSSA). Moroccan Office of Industrial and commercial property (OMPIC).  | Contr.Dprt  |
| Coordination Support Departments     | Local Authority (Wali, Pacha, Caïd). Regional Board of Tangier, Tetouan, Al-Hoceima. Regional Investment Center of Tangier, Tetouan, Al-Hoceima. Promotion and Development Agency for provinces of North (APDN). Urban Agency of Tangier, Tetouan, Al-Hoceima. Regional Departments of industry, investment, commerce and digital economic. Chambers of commerce, industry and services of Tangier Tetouan, Al-Hoceima. Moroccan agency for investment ant exports development (AMDIE). Regional Departments in Tangier for land planning, Urban planning, housing and city policy. Regional office in Tangier of national agency for land conservation, cadastre and cartography (ANCFCC). Regional Department of agriculture, maritime fisheries, rural development, water and forest in Tangier. National agency for promotion of employment and skills. Regional office in Tangier (ANAPEC). Regional Departments of labors and professional integration in Tangier. Regional Departments for equipment, transport and logistics in Tangier Tetouan, Al-Hoceima (DRTEL). National society of transport and logistics. Observatory of environment and historical monuments in Tangier. | Coord.Sup   |
| TMFZGs Firms                         | Local Firms installed in Tangier Med FZG. Foreign Firms installed in Tangier Med FZG.   | TMFZG Firms |
| Economic Operators outside of TM FZG | Freight forwarders. Local subcontractors. Foreign subcontractors. Banking and insurance sector. Property promoters. Sponsors  | Eco.Op.out  |
| Social Operators                     | Citizens. Elected local officials. Civil society. Trade unions confederation. Industrial union  | Soc.Op      |

Initially, it was asked for these participants to describe their link, objectives, and strategies towards Tangier Med FZG according to the Mactor Method. The synthesis of the data collection is presented in Table 2.

Table 2. Overview of stakes and objectives of Tangier Med FZG

| Stakes                      | Objectives                                 | Code       |
|-----------------------------|--|------------|
| <b>Economic stakes</b>      | Employment creates                         | Employ     |
|                             | Promote exports                            | Export     |
|                             | Attract foreign direct investment (FDI)    | FDI        |
| <b>Security stakes</b>      | Fight against smuggling and counterfeiting | Fght.Ag.SC |
|                             | Comply with phyto-sanitary norms           | Phy.Sanit  |
|                             | Comply with environmental standards        | Env. Nor   |
| <b>Land stakes</b>          | Land availability                          | Land.Avail |
|                             | Reduce the pressure on farmland            | Rd.Pres.fr |
|                             | Mitigate land speculation                  | Mitg.L.Spe |
| <b>Institutional stakes</b> | Anchor Tangier Med FZGs in urban area      | Anchoring  |
|                             | Ensure socio spatial equilibrium.          | Equilibriu |
|                             | Comply with labor conditions.              | Lbr.Cdt    |

### 2.3 Mactor method

MACTOR (Matrix of Alliances and Conflicts: Tactics, Objectives Recommendations) is based on inter-actor influence and attempts to give a global vision of the importance and possible outcome of the different issues, as well as the expected actor's strategies, the relationship of power and potential alliances and conflicts.

The MACTOR method includes 7 phases: Building the Table "Actors strategies"; identify strategic issues and related objectives; positioning actors on their objectives, Identifying similarities/differences (single positions); prioritize the objectives for each actor (valued position); Evaluate the relationships of power and formulate strategic recommendations for each actor, in keeping with the actor's objective priorities and available resources; integrate

power relations in the analysis of convergence divergence between actors and formulate policy recommendations and key issues of the future.

The input data for stakeholders' analysis using the MACTOR consists of two matrices: the matrix of direct influences (MDI) which describes the direct influences between the actors (Table 3). And the actors-objective Matrix (2MAO), which defines for each actor both its position on each objective (pro, against, neutral or indifferent) and its hierarchy of the objectives (Table 4).

The filling of the matrix of direct influences (MDI) is made according to the importance of the actor's possible jeopardy: (4): Existence. (3): Missions. (2): Projects. (1): Operating procedures. (0): No influence.

Table 3. The matrix of direct influences (MDI)

| MDI         | Manag.Dprt | Contr.Dprt | Coord.Sup | TMFZG Firms | Eco.Op.out | Soc.Op    | Sum       |
|-------------|------------|------------|-----------|-------------|------------|-----------|-----------|
| Manag.Dprt  | 0          | 3          | 2         | 4           | 2          | 2         | <b>13</b> |
| Contr.Dprt  | 3          | 0          | 2         | 4           | 2          | 2         | <b>13</b> |
| Coord.Sup   | 3          | 1          | 0         | 4           | 2          | 3         | <b>13</b> |
| TMFZG Firms | 4          | 3          | 0         | 0           | 2          | 2         | <b>11</b> |
| Eco.Op.out  | 1          | 0          | 1         | 1           | 0          | 2         | <b>5</b>  |
| Soc.Op      | 1          | 0          | 1         | 1           | 1          | 0         | <b>4</b>  |
| <b>Sum</b>  | <b>12</b>  | <b>7</b>   | <b>6</b>  | <b>14</b>   | <b>9</b>   | <b>11</b> | <b>59</b> |

The simple statement of the sums of both on-line and on column influences shows that (Contr.Dprt) Control departments constitute, by far, the most influential actor. And also the least submitted to pressures of the other actors. By cons, the TMFZGs Firms are the most submitted to the pressures of the other actors.

The actors-objective Matrix (2MAO) is obtained by estimating the intensity of the positioning of every actor and using the following scale according to whether the level of opposition or agreement is very high, high, medium or low.

The value (4): when the objective implicates the actor in his existence/is indispensable in his existence. The value (3): when the objective questions the fulfillment of the missions of the actor / is indispensable in his missions. The value (2): when the objective questions the success of the projects of the actor/ is indispensable his projects. The value (1): when the objective questions or favors in a limited way in the time and the space the operating processes. The value (0): when the objective is little consequent.

Table 4. Actors/ Objectives matrix 2MAO (valued position matrix)

| 2MAO        | Employ    | FDI       | Export    | Land Avail | Rd.Pres.fr | Ming.L.Sp | Fght.Ag.S | Ply.Sanit | Env.Nbr  | Anchoring | Equilibriu | Lbr.Cdt  | Sum        |
|-------------|-----------|-----------|-----------|------------|------------|-----------|-----------|-----------|----------|-----------|------------|----------|------------|
| Manag.Dprt  | 2         | 3         | 3         | 3          | 1          | 1         | 1         | 1         | 1        | 3         | 1          | 1        | <b>21</b>  |
| Contr. Dprt | 0         | 1         | 4         | 0          | 0          | 0         | 3         | 3         | 3        | 0         | 0          | 0        | <b>14</b>  |
| Coord. Sup  | 3         | 2         | 2         | 3          | 3          | 3         | 2         | 1         | 1        | 3         | 3          | 1        | <b>27</b>  |
| Firms       | 4         | 4         | 3         | 3          | 0          | 0         | 1         | 1         | 1        | 0         | 0          | 1        | <b>18</b>  |
| Eco.Op      | 0         | 2         | 1         | 1          | 0          | 2         | 0         | 0         | 1        | 0         | 0          | 0        | <b>7</b>   |
| Soc.Op      | 3         | 1         | 1         | 1          | 1          | 1         | 2         | 2         | 2        | 2         | 0          | 4        | <b>20</b>  |
| <b>Sum</b>  | <b>12</b> | <b>13</b> | <b>14</b> | <b>11</b>  | <b>5</b>   | <b>7</b>  | <b>9</b>  | <b>8</b>  | <b>9</b> | <b>8</b>  | <b>4</b>   | <b>7</b> | <b>107</b> |

Based on these rules, the final actors/objectives matrix is shown in Table 4. It should be noted that the disagreement on objectives does not exist. However, the objectives of Export, FDI and Employ involve most of all actors.

### 3. Results

#### 3.1. Dependences and influences between actors

The first result is the Map of influence and dependence between actors. It is a graphic representation of actors' positions concerning influences and dependencies (direct or indirect: Di and Ii) between each other. Positions are calculated automatically by the Mactor software (Figure 2).



Figure 2. Map of influences and dependences between actors

The map reveals that the most influential actors of Tangier Med FZG are the Control departments and Coordination & Support departments, pursued by the Managing departments and the installed Firms. The functioning and development of Tangier Med FZG are ensured, by, those actors. Each of them plays a key role in the Tangier Med FZG functioning. The rest of the actors are classed, in different positions, but less important than the other actors.

The first influential category of actors is the Control departments and Coordination & Support departments. This category works in close cooperation with other actors, such as the Managing departments and the installed Firms, to facilitate the Tangier Med FZG's functions. Particularly, those relating to the promotion of production activities and the trade transaction, and it by, the establishment of a framework convention for the proper functioning and the evolution of the installed Firms on these zones.

The second influential category is composed of the Managing departments and installed Firms in Tangier Med FZG. This category plays a key role in the functioning and evolution of Tangier Med FZG. It is the cornerstone of the development and operation of these zones. Furthermore, the involving of Managing departments is the first datum to ensure before any initiatives concerning Tangier Med FZG. Installed Firms in Tangier Med FZG are the lead beneficiary of the advantages offered by these zones. It is obvious that their needs get priority in satisfaction, and they could commit and trigger any act and decision related to these zones.

In other words, this category of actors is the imminent pillar, not only, of the functioning of Tangier Med FZG, but also of, increasing their attractiveness. The Managing departments assume the tasks of the commercial promotion of Tangier Med FZG and the concession, where appropriate, of activities in the port and free zones.

The Third influential category is the social operators and economic operators installed out of Tangier Med FZG. Those actors are less influential than the four previous actors.

The MDII matrix (Table 5) determines the direct or indirect influences between actors. Two indicators are calculated from the MDII:

- The degree of direct and indirect influence of each actor ( $I_i$ , by summing rows).
- The degree of direct and indirect dependence of each actor ( $D_i$ , by summing columns).

Table 5. Matrix of Direct and direct influences (MIDII)

| MIDII       | Manag Dprt | Contr. Dprt | Coord. Sup | TMFZG Firms | Eco.Op.out | Soc.Op    | Li         |
|-------------|------------|-------------|------------|-------------|------------|-----------|------------|
| Manag.Dprt  | 11         | 7           | 6          | 11          | 9          | 10        | <b>43</b>  |
| Contr. Dprt | 11         | 7           | 6          | 11          | 9          | 10        | <b>47</b>  |
| Coord. Sup  | 10         | 7           | 5          | 10          | 8          | 10        | <b>45</b>  |
| TMFZG Firms | 9          | 6           | 6          | 9           | 7          | 8         | <b>36</b>  |
| Eco.Op.out  | 4          | 3           | 3          | 4           | 4          | 5         | <b>19</b>  |
| Soc.Op      | 4          | 3           | 3          | 4           | 4          | 4         | <b>18</b>  |
| <b>Di</b>   | <b>38</b>  | <b>26</b>   | <b>24</b>  | <b>40</b>   | <b>37</b>  | <b>43</b> | <b>208</b> |

Indeed, the minimal influence is recorded, on behalf of Social operators and Economic operators who have reached 18 and 19 points. Thus, the gaps are, respectively, of 28 and 29 points, between these actors and the maximum influence recorded in favor of the control departments (Table 5). Certainly, this actor plays an important

role, but its influence is relatively limited to investigating citizens' complaints. Particularly, those related to the negative impact of Tangier Med FZG, as the respect of environmental norms and labor conditions (Table 5).

Also, the balance of power between actors, as provided by Mactors Model, measures the highest level of influence related to the lowest level of independence. When an actor is more competitive so will be its influence, but its dependence and retroaction will be quite weak. An actor can be very influential, be also very dependent and at the same time be very retroactive: this would result in weak competitiveness. However, an actor being moderately influential, and having no dependence or retroaction will be very competitive (Figure 3).

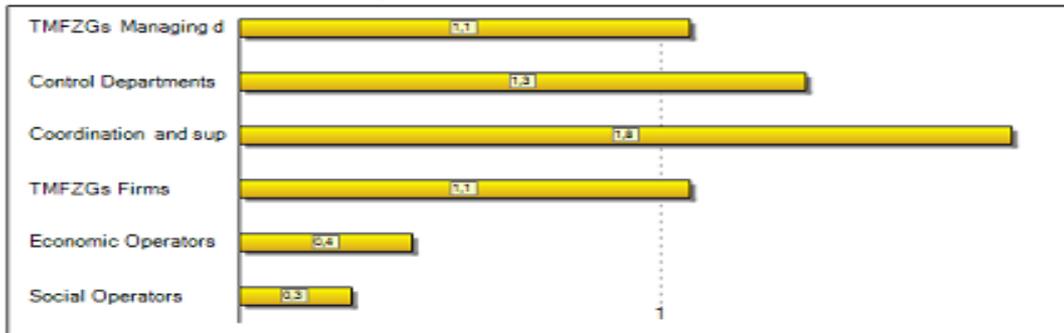


Figure 3. The balance of power between stakeholders

The balance of power between the actors of Tangier Med FZG, as given by Mactor software, shows that the Coordination & Support departments and Control departments are the most considerable powerful actors (1.8, 1.3). Also, the study reveals the important power of the Managing departments and installed Firms to impose their requirements and priorities (1.1). The balance of power of Social operators; and Economic operators come in lastly positions with a value of 0.3 and 0.4. Their influence is much weaker than their dependence, which hampers their ability to enforce their priorities (Figure 3).

### 3.2. Convergence and divergence between Tangier Med FZG actors

The main result of convergences between actors, provided by Mactor Software, shows that the convergence of the actors is generally important, indicating the existence of common interests between the actors. However, the difference in the degrees of convergence between the various couples amounts to 9 (the difference between the maximum and minimum convergence) hence the need to draw up the distribution of all the actors as a binomial gathered in 4 groups (Figure 4).

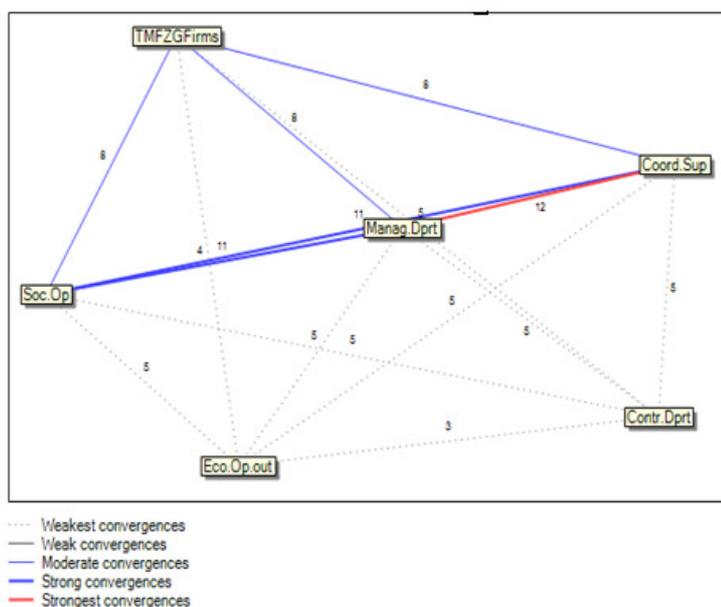


Figure 4. Convergence between actors order 1

The weakest convergence is composed of 9 binomials: {(Eco.Op, Cont.Dprt); (Cont.Dprt, Soc.Op); (Coord.Sup, Cont.Dprt); (Eco.Op, TangierMedFZG, Firms); (Soc.Op; Eco.Op); (Soc.Op, Cont.Dprt); (Cont.Dprt, TangierMedFZG.Firms); (Cont.Dprt, Soc.Op); (Eco.Op, Manag.Dprt); (Eco.Op, Coord.Sup)} with a degree of

convergence varying between 3 and 5 points. This category represents the weakest convergences in terms of common interests. Indeed, the lack of objectives in common between the nine pairs reflects this weakness (Figure 4).

So, the objectives pursued by each party of the couple (Cont.Dprt, Eco.Op) who have a degree of convergence of 3 points, go away from each other. The objective of the Control departments is to contribute to the protection of citizens by ensuring compliance with the regulation on the control of sanitary, veterinary and phytosanitary standards and protection of intellectual property, while the economic operators outside Tangier Med FZG are interested in providing for the commercial services to Firms installed in this area.

The moderate convergence is composed of 3 binomials: {(Tangier Med FZG.Firms, Soc.Op); (Tangier Med FZG.Firms, Manag.Dprt); (Tangier Med FZG, Coord Sup)}. The degree of convergence of these binomials stands 8 points. Tangier Med FZGs' Firms is the common denominator of the three binomials. Thus, its main aim is to promote exportations, who is a common goal for the rest of the actors.

The strong convergence is constituted of 2 binomials: {(Coord.Sup, Soc.Op); (Manag.Dprt, Soc.Op)}. This group, whose level of convergence reaches 11, has reciprocal interests. Thus, the common goal of those actors is to create jobs. The Coordination & Support departments and Social operators, who are constantly looking for employment opportunities, find in Tangier Med FZG a boon to reduce unemployment.

The strongest convergence is noted, between the single binomial: {(Manag.Dprt, Coord.Sup)}, this pair has led 12 of convergence. Indeed, the Managing departments, in carrying out its missions, need assistance from various ministerial departments: local authorities and several agencies of development, export, and investment. This convergence is explained by, the existence of reciprocal profits.

### 3.3 Mobilization of actors towards objectives

Mobilization of actors on objectives reflects the positioning of every actor on an objective, by taking into account at the same time its valence, its hierarchy of the objectives and the balance of power between the diverse actors. The degree of mobilization of actors is evaluated by Mactor software by using positive or negative value according to the mobilization of the actor on the objective or its rate of opposition (Figure 5).

The values represent the degree of convergence: the higher the intensity, the more actors have common interests.

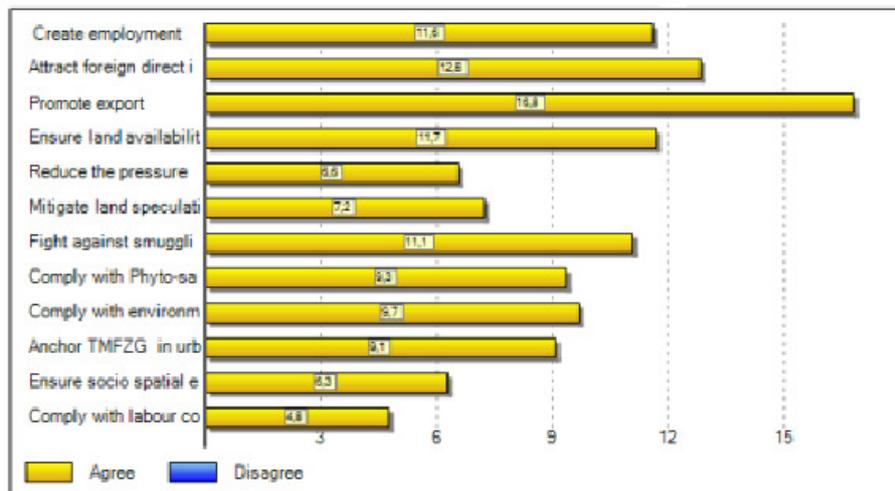


Figure 5. Histogram of actor's mobilization towards its objectives.

This histogram presents the degree of mobilization of actors on the various objectives, this degree is calculated, by the formula: implication x strength. The histogram shows the absence of actors' objection because the objectives are various and both general and specific. Overall, the attitude of the actors towards the objectives is favorable. The values represent the degree of convergence: the higher, the intensity, the more actors have common interests.

The histogram indicates that the economic stakes have the first position of actor's mobilization. Thus, the export promotion, the FDI attractiveness, and employment creation are the main objectives involving the most important number of the actors. They have, respectively, the values 16.8, 12.8, 11.6.

The second position of actor's mobilization towards its objectives returns to objectives having a security stake. It is about respect for the phytosanitary and environmental standards, as well as, the fight against the smuggling (between 11.1 and 9.3 points), while the objectives classified in land stakes category, in particular, the availability of lands, mitigation of the land speculations and reducing the pressure on agriculture land come third with a degree of mobilization situated between 11.7 and 6.6.

The last position is related to the lowest level of the actors' mobilization (between 9.1 and 4.8). It concerns objectives regarding anchoring Tangier Med FZG in urban areas, spatial equilibrium, and labor conditions.

#### 4. Discussion

This article aims to examine the main results of the Mactor software, in terms of objectives, alliances, and conflicts between the Tangier Med FZG's actors.

The main results obtained relate to the shared strength ratio between the Tangier Med FZG's Management Department (TMSA) and the Control departments, the convergence of the actors on the economic objectives such as export promotion, attractiveness of foreign direct investment and job creation, furthermore, on their strong mobilization on these objectives and their low involvement at social objectives (social balance and respect for working conditions).

The Control department is a powerful actor. It intervenes in terms of foreign exchange, environment, security, law enforcement, quality, etc. The government of Morocco has adopted, various incentives measures for encouraging firms to set up in Tangier Med FZG by, the exemption for the first 5 years of taxes (in the Act of February, 15, Chap VI, 1995 n° 19-94 on free zones of exportation), simplified customs procedures, transparent regulation, the bureaucratic requirements are lowered by establishing the one-stop shop for investment approval procedures. However, the installed Firms, in their transactions activities, are nevertheless yielded to meaningful regulatory and professional control from the authority of the ports and customs. This focuses principally on control of prohibited goods following the procedure laid down in Article 115 of customs code and dangerous waste, as well as, any substance able to present embarrassment or an insalubrity.

In a context, where the risks of transnational criminality increase with its two vectors of money laundering and forgery, the major challenge for this actors' category consists, due to their position and their intervention into Tangier Med FZG, is to reconcile reassurance of the international supply chain and facilitation of business.

According to the literature, the state involvement in free zones is limited to investment in the projects and providing necessary juridical support (Sonobe & Otsuka 2006; Aggarwal 2010; Hsu et al. 2013; Moberg 2015), while others work to mention the Local government as the "key salesman" for local free zones and that it plays a crucial role in developing those zones (Sosnovskikh 2017). This emphasizes the correlation between promoting industrial sectors and the free zone development, also, sheds light on the essence of the "entrepreneurial state" (Mazzucato 2015).

The Managing departments (TMSA) are the most dominant actor, considering its role as the unique interlocutor representing the state for all Tangier Med project partners including, Tangier Med FZG. Also, MSA is in charge of the planning, developing, and management of the Tangier Med port group and the industrial program that depends on it. The Managing departments are the cornerstone, not only for the Tangier Med FZG but also for the special development area of Tangier Med, who is the developer and manager of business areas. This increased power consolidates its role as a relay actor and positions itself as a pivot of Tangier Med FZG as the leadership of the region. Its action is a first step to initiate any approach that would make these zones evolves. Thus, the participation of local actors in local management is limited to simple support to administrations, "themselves sometimes lacking the necessary skills of the establishment of a derogatory power for the management of the local level" (Planel & Jaglin 2014).

Furthermore, the study reveals the weak mobilization of actors towards the objectives regarding spatial equilibrium and anchoring Tangier Med FZG in urban areas. However, Tangier is a city with high levels of urban congestion, population concentration, and economic activities. It's experiencing sprawl urban towards the east, leaving unresolved problems of urban poverty and social segregation (Chattou 2011). Additionally to its main prerogatives, the public authority gives TMSA a role as a public territorial actor concerned with the aspects of land use planning and urban planning at the level of the Special Development Zone spread over an area of 550 km<sup>2</sup> around Tangier Med harbor. Therefore, these large prerogatives moved up TMSA's agenda, focusing on the IFD attractiveness and promotion of export. That puts the reorganization of Tangiers structure and its relationship with hinterland in secondary positions.

In literature, research shows the role of the local socioeconomic context at shaping urban growth, socioeconomic disparities, and diverging sprawl observed in the Mediterranean area (Tombolini et al 2015). This requires a set up regional/urban planning and sustainable land management working towards a greater containment and management of sprawled urban expansion.

On the other hand, we find the social operator as the weakest side. Their weakness is due to the absence of the capacity of prevailing their priorities which are focused on the hiring, respecting of the labor conditions and the environment norms within the Tangier Med FZG. Furthermore, these concerns are the exclusive priorities of the public authority which fixes the threshold of the created posts for employment, according to the importance of the amount of investment in the Tangier Med FZG as well as the modalities of application of the text governing the labor conditions and environment norms within the Tangier Med FZG.

The study shows that the objectives related to the economic stakes, such as the export promotion, the FDI

attractiveness, and employment creation are the main objectives involving the most significant number of the actors. These objectives are the principal concerns of both professionals and public authority; they reflect the importance accorded to the issues of finding out new resources of wealth what is, accordingly, the expected result of creating Tangier Med FZG in Morocco.

Indeed, since the starting up of the Renault Tangier Med free zone in 2012, the car industry has experienced a considerable expansion, passing from 52 thousand cars exported to approximately 284 thousand units in 2017. Thus, in 2017 the exports amounted to 245, 1 MMDH against 224 MMDH one the year previously (Moroccan customs in figure 2017).

On the other side, Morocco has drained 2, 7 billion foreign direct USD of investment in 2017, is a 23 % growth (UNCTAD 2017) these investments are linked to the car industry sector. At the end of 2017, the government has confirmed 26 1,45 billion dollar projects in this branch, including the agreements, concluded with Firms installed in Tangier Med FZGs, in particular, Renault, to increase the local supply at the level of 55% (UNCTAD 2017).

Despite this effort, in terms of investments and exports, the contribution of Tangier Med FZG in employment remains less than 65.000 jobs<sup>1</sup>. In this context, most experts interested in the Tangier Med FZG's matters raise the issue of the impact of these zones. But in the absence of the reliable Figures about Tangier Med FZG outcomes, the assessment of impact would be extremely difficult (OADIM 2017). On the other hand and despite the predominant role played by land tenure in Morocco in boosting economic activity and foreign investment the land objectives, in particular the availability of lands and mitigation of the land speculations, have a weak level of involving of the actors, due to the coexistence of a "traditional" system governed by Muslim law principles and local customs, and a "modern" land registration system (which dates back to the year 1913) (Daoudi 2011).

The predominance of the traditional system has made land transactions very difficult indeed, this system, characterized by lack of transparency, does not guarantee transaction security, hence the many disputes among local residents and credit access difficulties (Daoudi 2011).

In addition to the excessive diversity of land statutes, systems, and oversight authorities, land access is a constraint that is profoundly reliant on land availability in the regions attractive for investment. Indeed, according to the Enterprise Survey on the investment climate (OCDE 2011), this constraint is more severe in the north region and Casablanca.

Thus, in Tangier and Tétouan, for instance, 62% of firms consider land access as a significant or very binding constraint to their business.

As a consequence of the difficult access to industrial land in the North region, the value of this land is especially the highest in the rest regions of Morocco (MAD 1.243 per square meter in 2001). But, it is worth pointing out that in Tangier Med FZG the land availability is dominated by public land and the Government sells at subsidized prices (Emergency plan: industrial strategy 2005).

## 5. Conclusion

The meetings with the various actors revealed the lack of coordination between them, especially the social and economic operators outside the zones. And the inadequate communication which leads to a lack of effectiveness of the actions carried out by the Director of the Department of Tangier Med FZG. Furthermore, the communication on Tangier Med ZFG is, also insufficient, this limits the integration of citizens, which the involvement is done currently only through la Fondation Tanger-Med. Citizens see themselves as "victims" of the implementation of a large-scale project that downs them from their resources and puts them away from the job opportunities promised by project decision-makers and implementers (Planel 2011).

In terms of tools, MACTOR software is easy to use. It is sufficient to have two data tables to obtain various lists of results and diagrams. However, this requires careful selection of input data as well as the most relevant results.

Also, the MACTOR method knows some limitations related to the collection of the necessary information. That is the confidentiality of the actors' strategy, which can lead them to the retention of information. It is necessary to overcome this obstacle by counter-control of the data. Moreover, representing an actor's game based on this method assumes consistent behavior on the part of each actor with the result, which, is often contradicted in reality.

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