Transition of governance approaches in rural tourism in Southern Morocco

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International Conference on Tourism and Transition
49th Annual conference of the German Tourism Research Group
(AG Tourismusforschung in der DGfG)
Munich 17-18 May 2018

Tourism and Governance

- Global South: traditional hierarchical steering modes
- Changing competitive frame conditions => need for innovation
- Challenge to attain innovation orientation by destination governance stimuli

=> How to arrive at optimised destination governance approaches?

Tourism and Governance: analysis of the role of stakeholders

- Focus on the role of the different stakeholders involved in tourism in developing countries
- Case study Morocco: Souss-Massa region in Southern Morocco
- Analysis of the positions of public and private stakeholders, including civil society organisations
- Question, what kind of relation between the stakeholder would fostering effective governance processes among local, regional and (inter-) national stakeholders

The three pillars of the traditional Moroccan tourism portfolio

Source: authors own photos

Sun & Beach Tourism (Agadir)
Cultural heritage of the imperial cities (Fes, Marakesch)
Route of the Kasbahs
Hall: Typology of Governance structures according to steering mode and actors


Matrix of organisational positioning according centralisation and density of interaction


New postfordist products …

… need new governance approaches

1) Traditional hierarchic understanding of an authoritarian state
2) Orientation towards central investors from outside the region
3) Missing conscience on needs for Governance-Structures amongst the public stakeholders
4) Missing competences at the local stakeholders
5) No established cooperation structures (leadership)
6) Role of NGOs?
Flagstad / Hope: Ideal types of organisational structures in DM: Community Model and Corporate Model

**COMMUNITY MODEL**
- Independent operator
- Local government
- Local Tourist Board

**CORPORATE MODEL**

Source: own design following Flagestad & Hope 2001, p. 452

The development of governance approaches in Morocco

Characteristics of Moroccan governance approaches

- French protectorate (1912 – 1956)
- Centralised government
- Weak regional structures (partially military regime) no democratically elected representatives
- Since the middle of the 60s: first attempts to deconcentrate by establishing more regional and provincial outposts of the central government in new provinces
- 1976: First communal elections (democratic governance)

“Deconcentration”: New provinces (1985)

1960: 16 Provinces
1985: 40 Provinces

Source: KAGERMEIER 1990, p. 77)
**Characteristics of Moroccan governance approaches**

- **Regionalisation**
  1. 1st step 1997: 16 régions économiques
  2. Top down orientation “wilayas” (deconcentration)
  3. First elements of democratic regional bodies
  4. 2nd step: 2011: (new constitution after the Arab Spring)
  5. “Advanced” regionalisation (régionalisation avancée)
  6. 2015: 12 regions

    "constituent des personnes morales de droit public et gèrent démocratiquement leurs affaires" (decentralisation)
Development of Tourism Governance approaches in Morocco

Limites regionales (12, 2015)

First diagram:
- 12 regions (2015)
- Source: fr.wikipedia.org/wiki/Régions_du_Maroc

Second diagram:
- ONMT
- Ministère du Tourisme
- (Para-) Statal Hotels
- (Inter-) National Hotel Chains / TOs
- Délégation Provinciale du Tourisme

1960s

1970/80s
VISION 2010

A decisive contribution to the major macroeconomic balances
- 1st contributor to the balance of payments
- Second contributor to national GDP
- Second job creator

Ruptures of Vision 2010
- A strengthened and professional promotion system
- A liberalized sky (Open Sky)
- A dynamic training system
- Strong investment momentum
- First milestones of a new governance
  - Modernization of the ONMT
  - Creation by the Ministry of Tourism of the Moroccan Society of Tourism Engineering (SMIT)
  - Creation of Regional Councils for Tourism,
  - Creation of the Observatory of Tourism,
  - Annual meeting of the assizes (national boards) of tourism


VISION 2020

Commitment: "Continue to make tourism one of the engines of economic, social and cultural development of Morocco"
- Authenticity: ... Vision 2020 cultivates this historic choice through a voluntarist approach of preservation, conservation and enhancement of the cultural and natural heritage of the Kingdom.
- Diversity: In tourism, the most important comparative advantage of Morocco is its diversity: diversity of territories and landscapes, diversity of natural resources and ecosystems, diversity of cultures and influences ...
- Quality: While the development of new capabilities remains a strategic objective, Vision 2020 aims to significantly improve the competitiveness of all links in the tourism chain ...
- Objective: "Doubling the size of the sector"

Each of the tourist territories has a specific positioning and ambition with clear objectives, which will serve as a guideline for their development and competitiveness, and which will be the subject of detailed regional roadmaps, supported by own governance and dedicated means.

(Royaume du Maroc 2011, p. 11).

Tourist Development Agencies
Agences de Développement Touristique

To ensure the successful regionalisation of tourism policy, and ensure the implementation of territorial strategies, "Agences de Développement Touristique" (ADT) will be gradually created in the 8 territories. These agencies will have for main missions to: guarantee the good execution of the regional roadmaps of their respective territory to favor a harmonious, fast, durable and profitable tourist development and this through:
Conclusion Mohamed Lazhar on vision 2020

Even if other actors can be a stakeholder in tourism policy, we can see that the Ministry of Tourism is responsible for the entire mission up to the present day.

2015, p. 257

Isolated bottom-up approaches to compensate for governance weaknesses

www.maroc-tourisme-rural.com
Isolated bottom-up approaches to compensate for governance weaknesses

Réseau de Développement Touristique Rural (RDTR)
in the Souss-Massa-Draa Region
Founded in 2011
Goals:
Axis 1: Consolidation of the institutional capacity of the RDTR
Axis 2: Development of circuits
Axis 3: Accompaniment and Training
Axis 4: Ecolabelling
Axis 5: Promotion and marketing

Source: RDTR 27.01.2012

Andreas Kagermeier
AK-TF JT 2018: Tourism and Transition
Munich 17-18 May 2018, Slide 33

La charte Qualité et Environnement en
Tourisme (QET):
Un engagement volontaire d'assurance de la qualité et du
management environnemental en tourisme

El Boudribili 2014

70 guest houses included
Isolated bottom-up approaches to compensate for governance weaknesses

Tasks of the (new) regions

Regional council (conseil régional)
- Economic development (développement économique)
- Continuous training (formation continue)
- Rural development (développement rurale)

(GIZ 2017)

Programme on Sustainable tourism for employment and income generation in rural areas

Tourisme Durable pour la promotion de l’emploi et des revenus en zone rurale

Tasks of the (new) regions

Le Souss Massa à Berlin

Le Maroc et la Région du Souss Massa prennent part à l’ITB Berlin (Internationale Tourismus-Börse Berlin), le plus grand salon du tourisme au monde, qui se tient du 7 au 11 mars 2018.


Pour la première fois, une région au Maroc a personnalisé son propre stand de 100m² pour promouvoir les potentialités touristiques et son riche patrimoine...
Regional council (conseil régional)
- Agadir: 6 April 2018
- 1 MDH, soit 100.000 actions au total.
- Conseil régional Souss-Massa (34%)
- ONMT (30%)
- CDG-Caisse de dépôt et de gestion (10%)
- Commune urbaine d’Agadir (8%)
- SMIT (8%)
- Maison de l’artisan (10%).

la place des professionnels du tourisme dans cette société de développement touristique.????

Conclusion
- Long-time top-down governance is recently slowly accompanied by regional approaches
- Ambivalence between supervision (tutelle) and coaching (accompagnement)
- Subsidiarity not yet clearly developed
- Double / Parallel structures Top-Down & Bottom Up
- Regional level: too administrative oriented; relation with NGOs (RDTR) and private stakeholders ???

Thank you for your attention … … and I look forward to a lively discussion!