

Transition of governance approaches in rural tourism in Southern Morocco

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Munich 17-18 May 2018

Tourism and Governance

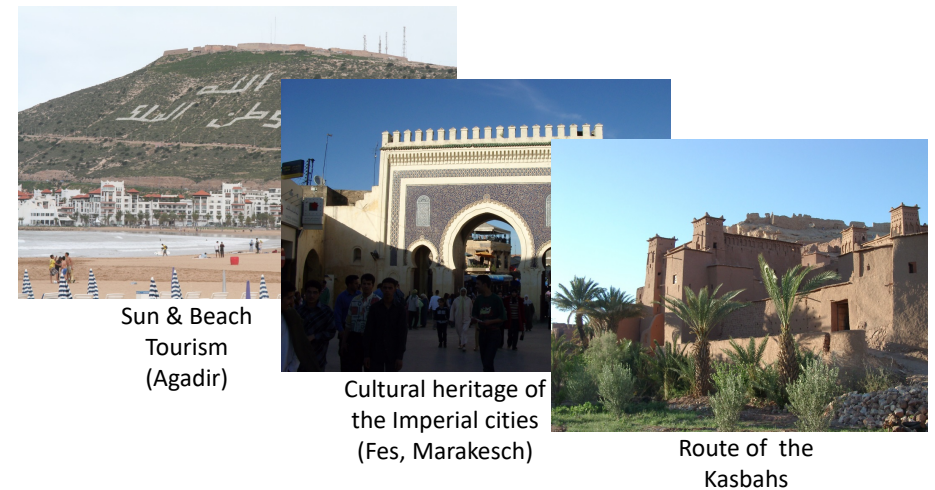
- Global South:
traditional hierarchical steering modes
- Changing competitive frame conditions
=> need for innovation
- Challenge to attain innovation orientation by
destination governance stimuli

=> 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

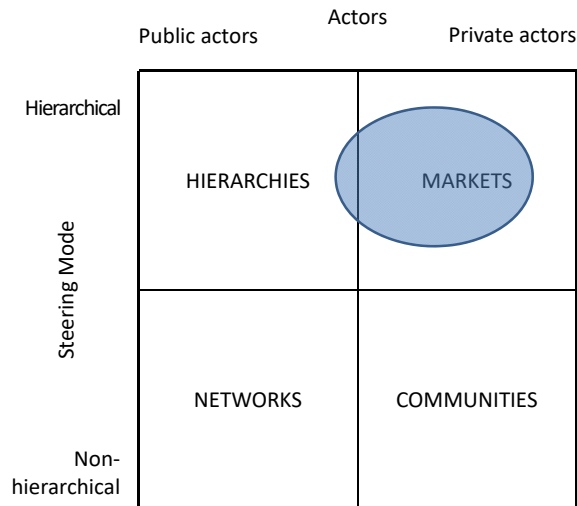


Sun & Beach
Tourism
(Agadir)

Cultural heritage of
the Imperial cities
(Fes, Marakesch)

Route of the
Kasbahs

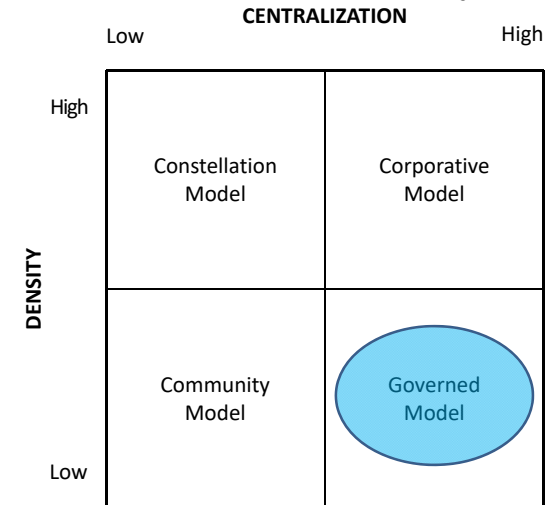
Hall: Typology of Governance structures according to steering mode and actors



C. Michael Hall (2011):
A typology of governance and its implications for tourism policy analysis
 Journal of Sustainable Tourism Vol. 19, No. 4-5, May-June 2011, 437-457

Source: own design following Hall 2011, p. 443

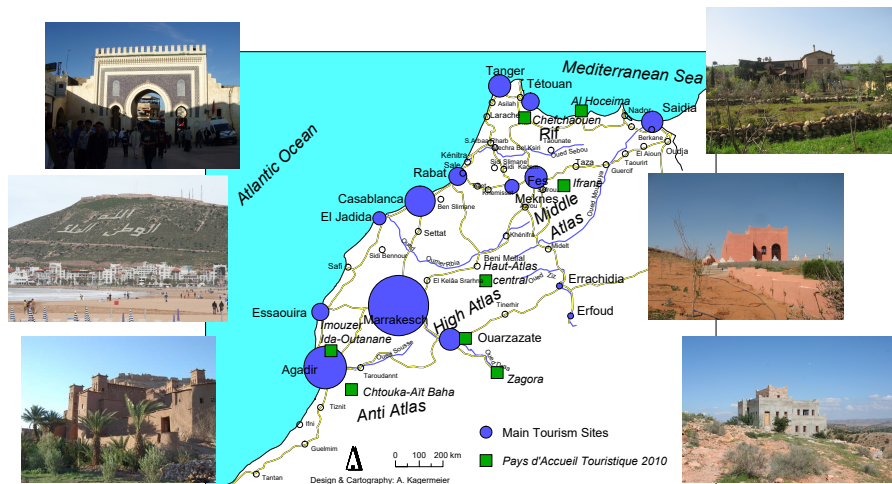
Matrix of organisational positioning according centralisation and density of interaction



Bodega, Domenico, Gabriele Cioccarelli & Stefano Denicolai (2004): **New inter-organizational Forms: Evolution of Relationship Structures in Mountain Tourism.**
 In: Tourism Review, Vol. 59, No. 3, 13-19

Source: own design following Bodega, Cioccarelli & Denicolai 2004, p. 17

New postfordist products ...



Source: authors own photos

... need new governance approaches

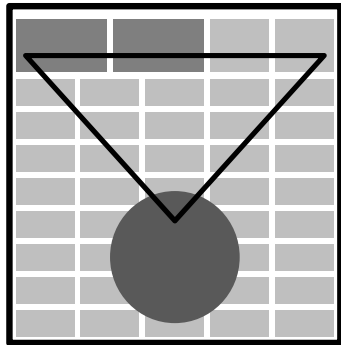
- 1) Traditional hierarchic understanding of an authoritarian state
- 2) Orientation towards central investors from outside the region
- 3) Missing conscience on needs for Governance-Structures amongst the public stakeholders
- 4) Missing competences at the local stakeholders
- 5) No compensation by NGOs / state cooperation
- 6) No established cooperation structures (leadership)



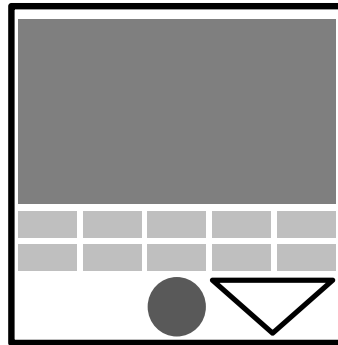
Source: authors own photos

Flagestad / Hope: Ideal types of organisational structures in DM: Community Model and Corporate Model

COMMUNITY MODEL



CORPORATE MODEL



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



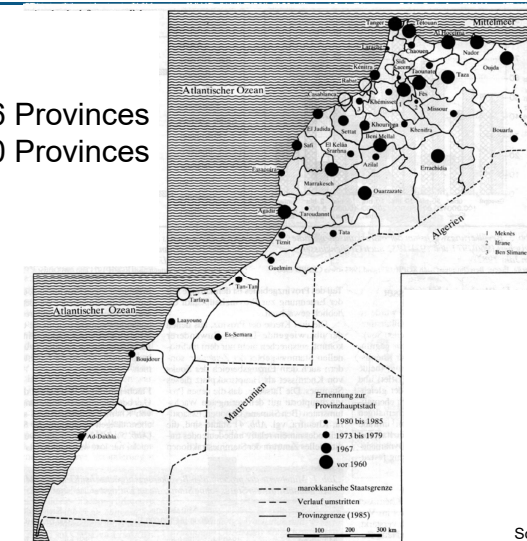
The development of governance approaches in Morocco

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)

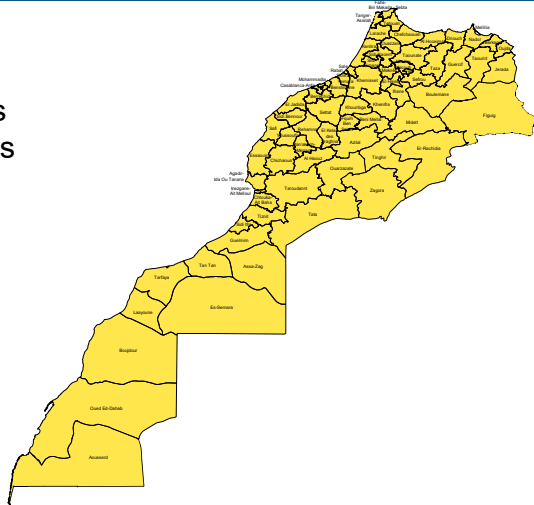
1960: 16 Provinces
1985: 40 Provinces



Source: KAGERMEIER 1990, p. 77)

„Deconcentration“: New provinces (2015)

10 Préfectures
63 Provinces



Source: www.medias24.com/NATION/POLITIQUE/152101-Decoupage-territorial-La-nouvelle-carte-du-Maroc-devoilee.html 2015

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Characteristics of Moroccan governance approaches

• Regionalisation

- 1st step 1997: 16 régions économiques
 - Top down orientation “wilayas” (deconcentration)
 - First elements of democratic regional bodies

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16 “economic” regions (1997)



Source: fr.wikipedia.org/wiki/Régions_du_Maroc

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Characteristics of Moroccan governance approaches

• Regionalisation

- 1st step 1997: 16 régions économiques
 - Top down orientation “wilayas” (deconcentration)
 - First elements of democratic regional bodies
- 2nd step: 2011: (new constitution after the Arab Spring)
 - “Advanced” regionalisation (régionalisation avancée)
 - 2015: 12 regions
“constituent des personnes morales de droit public et gèrent démocratiquement leurs affaires” (decentralisation)

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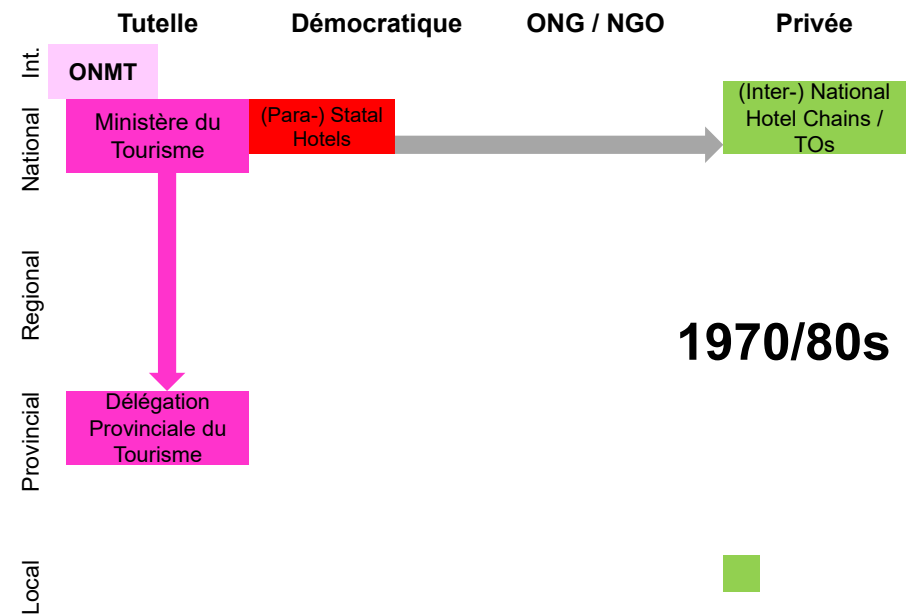
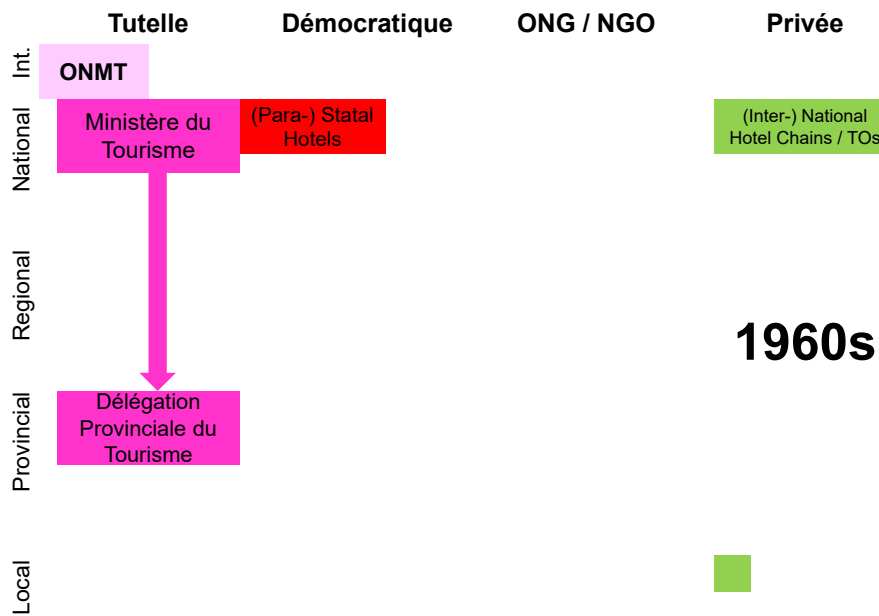
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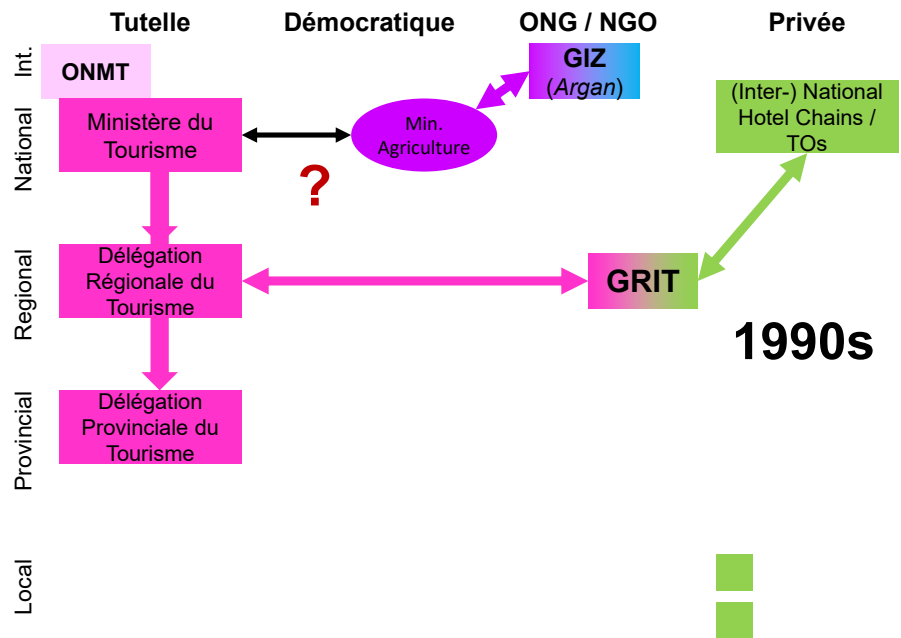
12 regions (2015)



Source: fr.wikipedia.org/wiki/Régions_du_Maroc

Development of Tourism Governance approaches in Morocco





VISION 2010

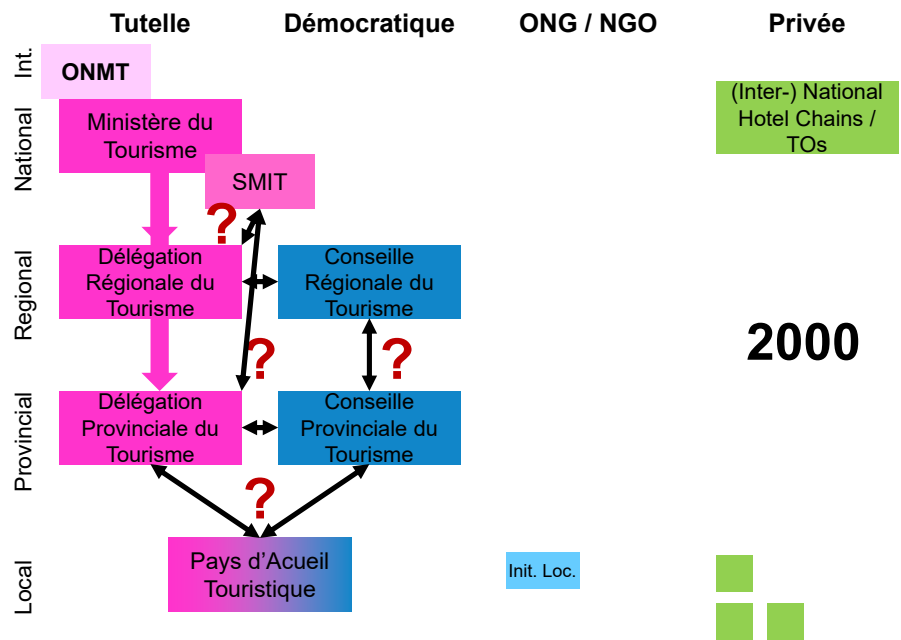
A decisive contribution to the major macroeconomic balances

- 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

Source: www.tourisme.gov.ma/fr/vision-2020/vision-2010, 21.06.2014



VISION 2020

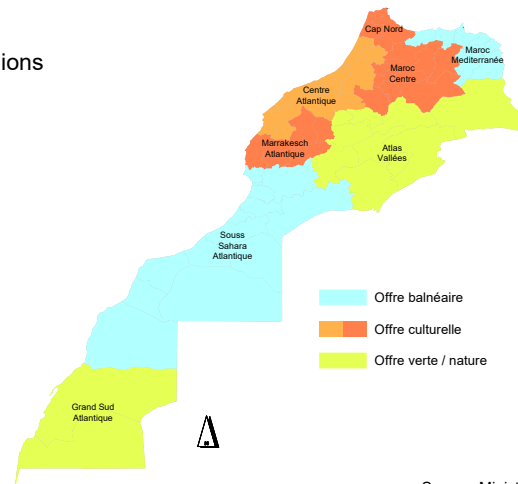
Commitment: "Continue to make tourism one of the engines of economic, social and cultural development of Morocco"

- **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"

Source: www.tourisme.gov.ma/fr/vision-2020/vision-2020-en-bref, 21.06.2014

VISION 2020

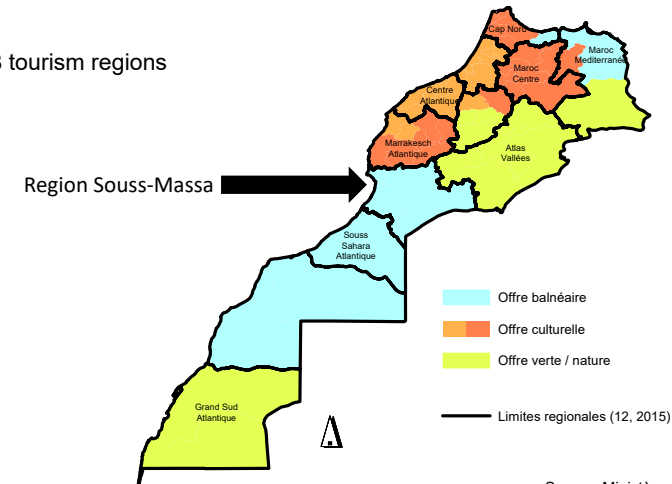
8 tourism regions



Source: Ministère du Tourisme: Stratégie du Tourisme au Maroc : Vision 2020, 2013, p. 18

VISION 2020

8 tourism regions



Source: Ministère du Tourisme: Stratégie du Tourisme au Maroc : Vision 2020, 2013, p. 18

VISION 2020

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).

Source: www.tourisme.gov.ma/fr/vision-2020/vision-2020-en-bref, 2014

VISION 2020

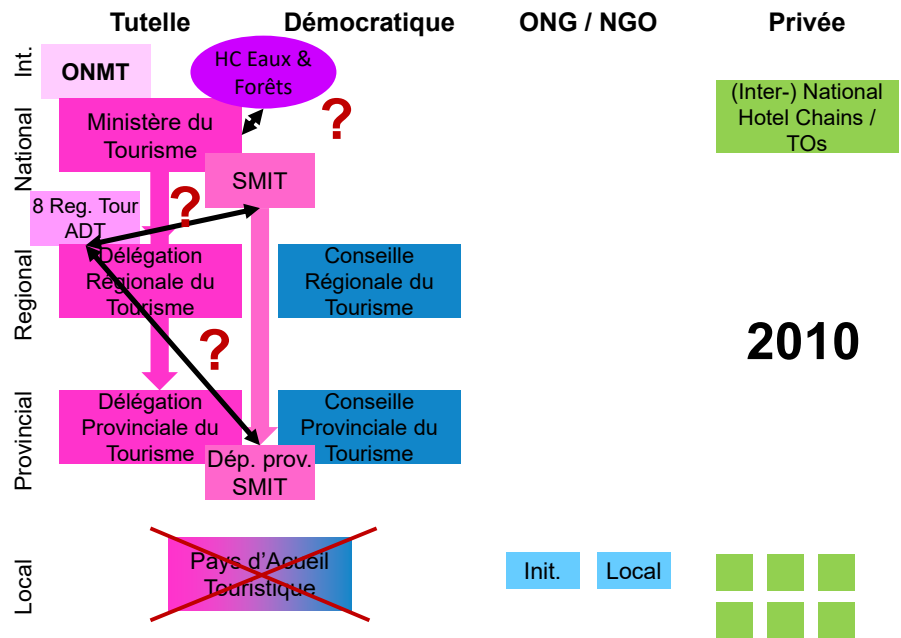
Tourist Development Agencies

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:

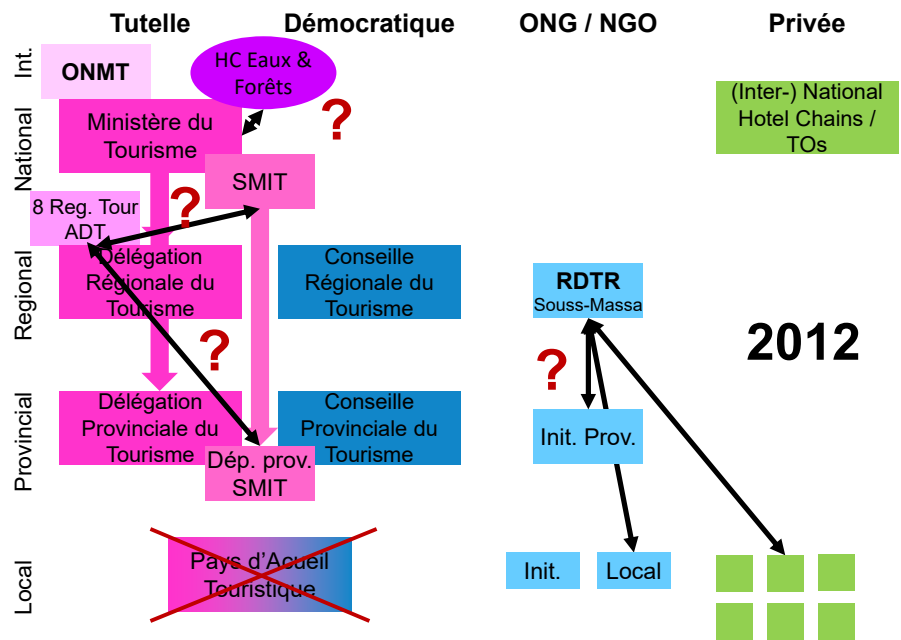
Source: www.tourisme.gov.ma/fr/vision-2020/gouvernance/niveau-local



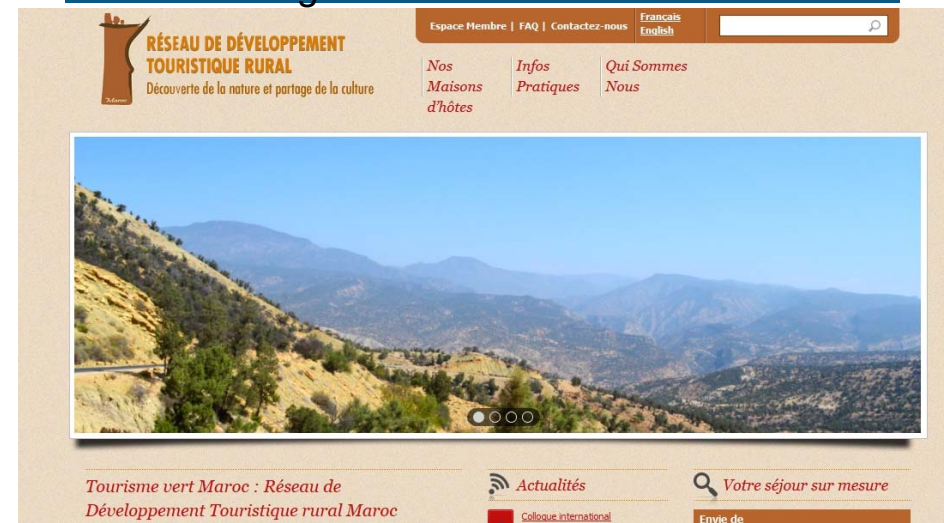
Conclusion Mohamed Lazhar on vision 2020

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



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

Isolated bottom-up approaches to compensate for governance weaknesses

Youssef EL BOU DRIBILI

Mise en œuvre du management environnemental pour le développement touristique durable du territoire de la région Souss-Massa-Draa (Maroc) : une approche globale et des solutions locales

Dem Fachbereich VI
(Raum- und Umweltwissenschaften)
der Universität Trier
zur Erlangung des akademischen Grades
Doktor der Philosophie (Dr. phil.)
eingereichte Dissertation

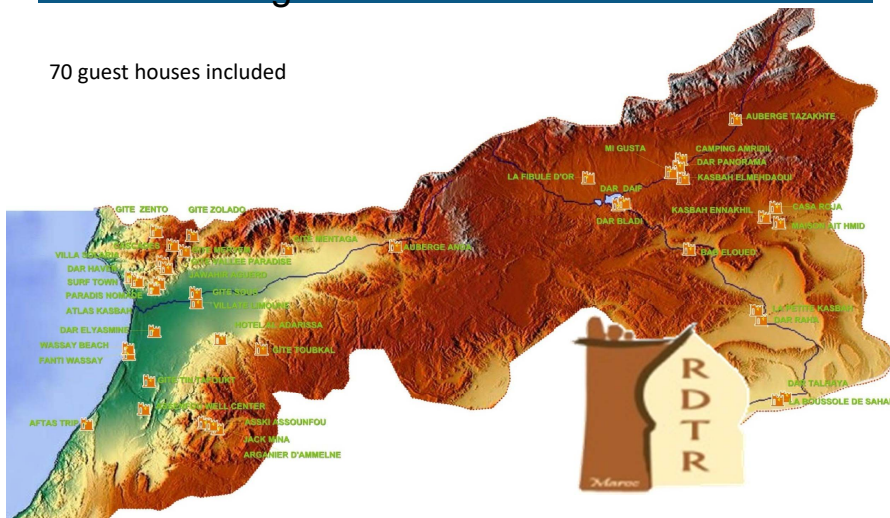
Datum der Disputation: 8. Dezember 2014



El Boudribili 2014

Isolated bottom-up approaches to compensate for governance weaknesses

70 guest houses included



El Boudribili 2014

Isolated bottom-up approaches to compensate for governance weaknesses

La charte Qualité et Environnement en Tourisme (QET) :

Un engagement volontaire d'assurance de la qualité et du management environnemental en tourisme



Isolated bottom-up approaches to compensate for governance weaknesses

Labellisation des structures d'hébergement

Les Fibules de labellisation RDTR



Dans un souci d'assurer une qualité des prestations qui vous sont offertes par les hébergements ruraux membres du RDTR ainsi que vous apportez une garantie de pratiques respectueuses de l'environnement, le Réseau de Développement du Tourisme Rural a mis en place une Charte qualité et environnement et un système de labellisation.

Ainsi, cette labellisation vous permet de séjourner dans un lieu dont la qualité des prestations a été audité et déclinée sous la forme d'un certain nombre de fibule. Quand à l'environnement, ce label montre la volonté et l'implication de la structure en faveur de la préservation de la nature et du soutien au développement socioéconomique local ainsi qu'au respect de la culture autochtone. Ce projet a été élaboré en partenariat avec le conseil régional du Sous Massa Draa et l'association française gîtes de France-Hérault.

A cet égard, une campagne de labellisation a pu voir le jour auprès de tous les adhérents du RDTR durant le premier semestre de l'année 2014.

Quatre catégories ont été mises en place d'une à quatre fibules, une étant une qualité minimale et quatre le standard maximal de qualité.



2016

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www.maroc-tourisme-rural.com
Munich 17-18 May 2018, Slide 37

GIZ labelling – HC Eaux & Forets

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



Marokko: Tourismus für die Zukunft

Nachhaltiger Tourismus schafft Einkommen und Beschäftigung für die ländliche Bevölkerung.

2017

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Sonderinitiative Nordafrika, Nahost
Aktionsfeld
Wirtschaftliche Stabilisierung

www.giz.de
Munich 17-18 May 2018, Slide 38

Tasks of the (new) regions

Regional council (conseil régional)

- Economic development (développement économique)
- Continuous training (formation continue)
- Rural development (développement rurale)

(KAS 2017)

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Tasks of the (new) regions



ACTUALITÉ 7 mars 2018

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.

Mme. Lamia Boutaleb, Secrétaire d'Etat chargée du Tourisme a inauguré le pavillon Maroc et le stand de la Région Souss Massa en présence de M. Brahim Hafidi, président du Conseil Régional Souss Massa, M. Guy Marrache, Président du Conseil Régional du Tourisme d'Agadir

Souss Massa (CRT), M. Sabri Abdelhakim, Président du Réseau de Développement du Tourisme Rural (RDTR) ainsi que les professionnels du tourisme d'Agadir Souss Massa (hôtels et agences de voyages).

Pour la première fois, une région au Maroc a personnalisé son propre stand de 100m² pour promouvoir les potentialités touristiques et son riche patrimoine...

<https://www.soussmassa.ma/fr/actualites/le-souss-massa-%C3%A0-berlin>

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CONTACT

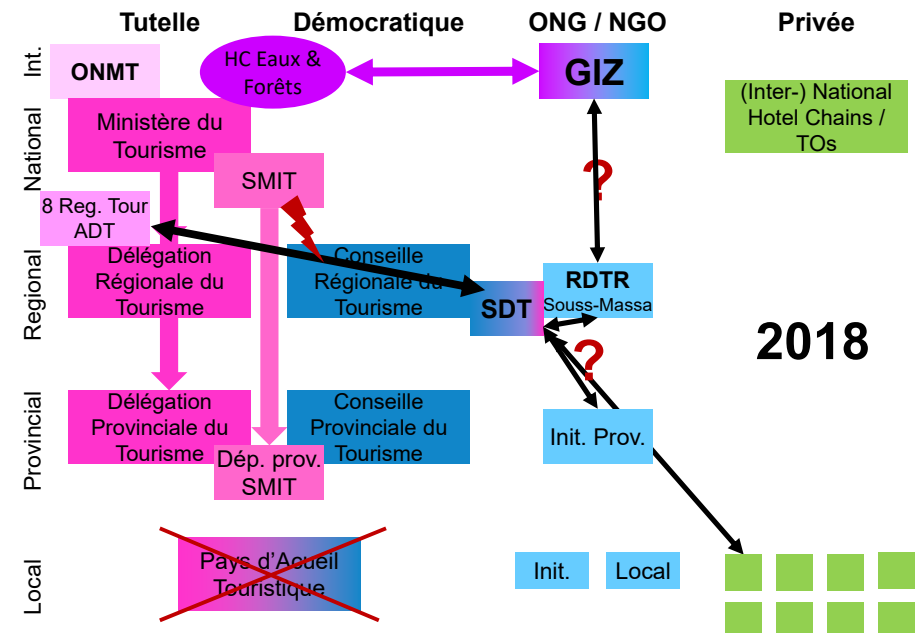
SDR

(société de développement régional du tourisme)

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.?????

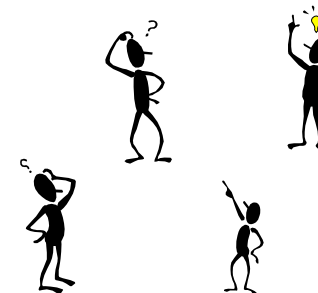
agadirmichelterrier.wordpress.com/



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!