

**Royal Institute for Strategic Studies**

Strategies of the actors in the reform process in Morocco

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**General problem of the study**

Despite several reforms, Morocco has failed its economic takeoff and was unable to improve its overall competitive potential at global level

Why?

- 1 / Is it because of the design of reforms (morphogenesis)?
- 2 / Is it because of their implementation?
- 3 / Is it because of the lack of evaluation (impact)?
- 4 / Is it because of the lack of coherence of reforms?
- 5 / Is it because of all of this at a time? (Principle of causality complex)

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**Field of institutional blockages**

"We are aware of the existence of a series of structural obstacles such as the discrepancy in decision-making centers and the gap between the spirit and the letter of laws, which affects negatively their implementation and results in a slow realization, without legal mechanisms to fight against such practices "(...). Speech of His Majesty King Mohammed VI at the opening of the judicial year, Agadir, January 29, 2003

What are the blocking actors?

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**Identification of reform actors**

A-institutional actors:

- 1 - The Monarchy
- 2 - The government

3 - Departments,

4 – Local Communities

B- Quasi-institutional actors:

1 - Private economic actors,

2 - Political parties, trade unions

3 - Pressure groups, circles of influence and interest coalitions, corporations, etc.

C- Non-institutional actors:

1 - Social actors (civil society organizations)

2 - Religious actors (not studied)

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### **The social blockers of reforms:**

"They are the agents that inhibit the action of reforms they see as changes that threaten their interests and their privileges. Thus, the social blockers take the place of mediators between senders of reforms (the state, the government, ministers, etc.), and the receivers of public policies namely Citizens, vulnerable classes, users of public services, major economic projects, etc.. "

(Source: Global Competitiveness Study, Phase III: players' strategies).

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### **The Role and Impact of actors' strategies**

Understanding the role of actors in terms of success or failure of social reforms

The analysis of the interaction and interdependence of each strategy vis-à-vis one or more other strategies based on the principles of cooperation and / or conflicts (system of reforms);

To adopt a dual methodology:

1) Comprehensive: proposing to understand the actors' strategies by analyzing their logics: (partial rationality or the subjectivity of actors of reforms);

2) Participatory: including the largest possible number of institutional, quasi-institutional and non-institutional actors, who work for reforms in order to increase confidence in the institutions,

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### **Tentative conclusions**

- 1) There is no overall coherence in the implemented reforms;
- 2) There is no coordination between the different actors in the reform process;
- 3) There is not enough coordination between institutional and non-institutional actors;
- 4) Lack of good governance;
- 5) All of these factors led to the disarray of reforms

How to solve this?

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### **Reforms' success conditions**

Four conditions are necessary to ensure the success of the reforms:

- 1) To adopt a process of listening and dialogue between institutional and quasi-institutional and non-institutional actors;
- 2) Take really into account the results of citizens' consultations (eg. Territorial and National Participatory consultation Diagnostics commissions) according to the design based on combinatorial double up and down movement (Top / Down & Down / top);
- 3) To conduct systematic evaluations of current and past reforms;
- 4) To Observe the reform agenda

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